



UPSA

UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
Scholarship with Professionalism



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2018 ANNUAL REPORT

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ANNUAL REPORT 2018

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THE UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA (UPSA)
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TABLE OF CONTENTS

Welcome to the University of Professional Studies, Accra (UPSA)	1
Vision and Mission Statements	2
Shared Values	3
Strategic Direction and Focus	3
The University's Logo	4
The University's Anthem	5
Principal Officers	6
Members of the University Governing Council	8
Vice-Chancellor's Report	9
Major Functional Areas	10
A Brief Profile of UPSA	11
Administration Directorate	12
Academic Affairs Directorate	23
Faculty of Management Studies	35
Faculty of Accounting & Finance	66
Faculty of Information Technology & Communication Studies	99
Faculty of Law	130
School of Graduate Studies	151
Weekend School	181
Evening School	191
Institute of Professional Studies	199
Student Affairs	210
Library	220

Information Services and Technology Directorate	229
Quality Assurance Unit	240
Business Development Centre	252
Medical Services Directorate	273
Physical Development	284
Public Affairs Directorate	298
Documentation & Information Management Centre	304
Research & Consultancy Centre	317
Centre for Int. Education & Collaboration	330
Otumfuo Centre for Traditional Leadership	338
Human Resource Directorate	359
Distance Learning School	364
Industrial Relations Directorate	374
Institute of Work, Employment and Society...	379
Appendix A	Faculty of Management Studies	388
Appendix B	Faculty of Accounting & Finance	413
Appendix C	Faculty of Information Technology & Communication Studies	423
Appendix D	Faculty of Law	432
Appendix E	School Graduate Studies	437

Welcome to the UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA (UPSA)



Scholarship with Professionalism

VISION AND MISSION STATEMENTS

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

Mission Statement: 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.

Credo: Knowledge and skills as basis for development are relevant when shared and used.

We believe our responsibility is to the students, parents, guardians, employers, community, country and international partners, who are the reason for our existence; the faculty and staff who are our pride that drives the knowledge and skills development process; the regulators who guide our quality process and our alumni and research output which are the evidence of the success of the University. In meeting their needs, everything UPSA does epitomizes scholarship with professionalism.

Scholarship to UPSA means “**the pursuit and acquisition of knowledge.**” Professionalism implies “application of knowledge for development in an ethical way.”

These two concepts are the key driving forces of UPSA's existence.

SHARED VALUES

Integrity, Respect and Service are the shared values of UPSA's code of conduct.

Integrity: UPSA is determined to act consistently in accordance with its principles and espoused values.

Respect: Respect in the University's community means respect for one's self, others, environment and the University's values.

Service: Service in the UPSA community means recognizing social needs and applying our strengths and knowledge to address those needs.

Norms: Developing a system that focuses on the head, heart and hands within an intensive teaching, learning and research environment is the stream flowing through UPSA's Code of Conduct. We consider the National Council for Tertiary Education Norms for universities in Ghana as our minimum academic standards; we operate within the ethical guidelines of all relevant professional bodies. Continual Improvement is the Hallmark of UPSA's vision and mission.

Quality Statement

"Superior Educational Value"

STRATEGIC DIRECTION AND FOCUS

The strategy of the University takes into consideration the scope of products currently offered by the University, what it intends to offer and the underlying environmental factors in relation to the tertiary education sector. It also takes into consideration the recognition of the key players in the University's strategic development. The strategy is to position UPSA as a unique business education and research model that blends scholarship with professionalism and an institution of excellence in Africa and beyond.

The following are among the four broad weighted strategic goals identified to achieve the mission and vision of the University.

- To build a new learning environment and image
- To enhance research enterprise
- To improve institutional effectiveness
- To compete in a global economy

LOGO OF THE UNIVERSITY OF PROFESSIONAL STUDIES



University Colour: Navy Blue & Gold

University Motto: Scholarship with Professionalism

The emblem depicts an adopted version of a Ghanaian traditional symbol called "Akoben" meaning the "horn of war". This symbol, at the centre of the shield symbolises vigilance and combat. For the University, life is a personal responsibility and a battle which can be won only by one's own attitude. The base signifies ones circumstances, context and support from the society which unfolds as life rolls out. Though society supports and shapes one's life, basically, life's outcomes are a reflection of one's choices, actions and attitudes. Life therefore means taking responsibility

THE UNIVERSITY ANTHEM

UPSA THE STAR OF HOPE

University of Professional Studies
The beacon path blazer
That trains, educates and grows Ghana
We feed our nation strong
Scholars raised from the cradle of
Truth courage, our nation to advance
Scholars nourished from our fathomless
Mind of knowledge our nation to advance

Chorus

*UPS the star of hope
UPS our Nation's pride
That trains, educates and grows Ghana
We feed our Nation strong*

Scholarship with Professionalism
The first among equals
We pledge to turn from sloth and ease
Pursue paths unchartered
Oh God Almighty inspire us
And illumine our minds
With God our help and victory
We shall remain the best

The Anthem was composed by four lecturers from the University; Mr. Brian Akrong, Mrs. Helen Arkorful, Mrs. Peace Adzadi, Mr. Frederick Doe and the late Prof. William Anku from the University of Ghana.

PRINCIPAL OFFICERS



HRM Drolor Bosso Adamtey I
CHANCELLOR



Dr. Kofi Ohene-Konadu PhD, MPhil
CHAIRMAN OF COUNCIL



Prof. A. Feehi Okoe Amartey PhD, MPhil
VICE-CHANCELLOR

OTHER OFFICERS



Prof. Charles Barnor PhD, MBA, MPA
PRO-VICE-CHANCELLOR



Alhaji Dr. Seidu M. Mustapha PhD, MSc
REGISTRAR



Rev. J. K. Antwi CA, EMBA
DIRECTOR OF FINANCE



Mr Elijah A. Mensah MA
AG. LIBRARIAN



Vacant
DIRECTOR, INTERNAL AUDIT



Dr. Albert Martins PhD, MBA
AG. DIRECTOR, BUSINESS DEV'T CENTRE

MEMBERS OF THE UNIVERSITY GOVERNING COUNCIL

DR. KOFI OHENE-KONADU	–	CHAIRMAN
PROF. ABEDNEGO FEEHI OKOE AMARTEY	–	VICE-CHANCELLOR
MR. MAXWELL DONKOR	–	MEMBER
PROF. KWAME FRIMPONG	–	MEMBER
MS. AKYAA AFREH ARHIN	–	MEMBER
MR. NII ADOTEI ABRAHAMS	–	MEMBER
NANA ACQUAH E. C.	–	MEMBER
MR. KWABENA AGYEKUM	–	MEMBER
MR. MARK BADU-ABOAGYE	–	MEMBER
MR. JOSEPH AZANGE O	–	MEMBER
DR. AMPEM DARKO ANIAPAM	–	MEMBER
DR. JOHN MENSAH MAWUTOR	–	MEMBER
MR. ISRAEL KWAKU NYATUAME	–	MEMBER
MR. TWUMASI KWAME GYAMFI	–	MEMBER
MR. TERRICK NII OBODAI TORGBOR	–	MEMBER
IN ATTENDANCE		
PROF. CHARLES BARNOR	–	PRO-VICE-CHANCELLOR
DR. SEIDU M. MUSTAPHA	–	SECRETARY
REV. J.K. ANTWI	–	DIRECTOR OF FINANCE



VICE-CHANCELLOR'S REPORT

**Prof. Abednego Okoe
Amartey**

The University of Professional Studies (UPSA) has taken huge steps in the pursuit of academic excellence, staff development and infrastructural progress as shown in the 2018 Annual Report. This Report is a compilation of detailed information by Deans and Directors, highlighting the achievements and challenges over the past one year.

One of the major events during the year under review was the special Congregation held by the University to confer honorary doctorate degrees on two distinguished persons namely; Nana Opoku-Ampomah, the founder and first Director of the Institute of Professional Studies, and Mr. Ahmad Ahmad, President of the Confederation of African Football (CAF) and FIFA Vice-President. They were both awarded for their outstanding public service, particularly in the field of Education and Sports respectively. The President of the Republic of Ghana, His Excellency, Nana Addo Dankwa Akufo-Addo, graciously honoured our invitation as the Special Guest of Honour.

A One Hundred million-Ghana cedi endowment fund was also launched by the Vice-Chancellor. The Fund known as the Vice-Chancellor's Endowment Fund (VCEF) will be used to support the education of brilliant but needy students of the University. The launch coincided with the inauguration of a seven-member Board of Trustees.

I am happy to announce that work has progressed steadily on the UPSA ultra-modern Auditorium project. The 3,500-capacity gorgeous edifice which includes facilities for hosting conferences and offices for seminars and training programmes is expected to be completed in March 2019.

Our focus for the year 2019 and beyond will dwell on implementing three strategic goals. These are: Improving Institutional Effectiveness, Promoting Research Enterprise, and Enhancing Institutional Image.

I am grateful to all staff and students and especially Deans and Directors, for their commitment and dedication towards the progress of UPSA. Special thanks to members of the University Council for their guidance and unwavering support.

The diverse contributions of all stakeholders, particularly the National Accreditation Board, GETFund, the National Council for Tertiary Education and the Alumni association deserve special commendation.

Thank you.

MAJOR FUNCTIONAL AREAS

In achieving its mission and objectives, the University relies on three (3) functional areas which include:

- Teaching and Learning
- Research and Extension Services
- Business Development and Training

During the period under review, UPSA operated with three (3) main Faculties and a School of Graduate Studies as indicated below:

Faculty of Accounting and Finance

- Chartered Institute of Management Accountants (CIMA) UK
- Institute of Chartered Accountants, Ghana (ICAG)
- Association of Chartered Certified Accountants, (ACCA) UK
- Diploma in Accounting
- Bachelor of Science (BSc) – Accounting
- Bachelor of Science (BSc) – Banking and Finance
- Bachelor of Science (BSc) – Actuarial Science
- Bachelor of Science (BSc) – Accounting and Finance
- Bachelor of Science (BSc) – Business Economics
- Bachelor of Science (BSc) – Real Estate Management and Finance
- Masters in Business Administration (MBA) – Finance and Accounting
- Masters in Business Administration (MBA) – Auditing
- Masters in Business Administration (MBA) – Internal Auditing
- Masters in Business Administration (MBA) – Petroleum Accounting & Finance
- Master of Philosophy (MPhil) – Finance

Faculty of Management Studies

- Institute of Chartered Secretaries and Administrators, ICSA UK
- Chartered Institute of Marketing, (CIM) UK
- Diploma in Management
- Diploma in Marketing
- Bachelor of Science (BSc) – Marketing
- Bachelor of Business Administration
- Master of Science (MSc) – Leadership
- Master of Philosophy (MPhil) - Leadership
- Masters of Business Administration (MBA) - Corporate Governance
- Masters of Business Administration (MBA) – Marketing
- Masters of Business in Total Quality Management

Faculty of Information Technology & Communication Studies

- Diploma in Public Relations Management
- Diploma in Information Technology Management
- Bachelor of Science in Public Relations Management
- Faculty of Law: 3-Year LLB Law

A BREIF PROFILE OF UPSA

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).

Founded in 1965 as a private institution by the first Director, Nana Opoku Ampomah, the institution provided tuition in business professional courses such as ACCA, CIMA, ICAG and CIM.

In 1978, the University was taken over by government by the Institution of Professional Studies Decree, 1978 (SMCD 200).

It was subsequently established by the University of Professional Studies (IPS) Act, (Act 566) in 1999 and given the mandate to provide tertiary and professional education in the academic discipline of Accountancy, Management and Related disciplines.

In line with its mandate under Act 566, the University was granted accreditation to mount undergraduate degree programmes in September 2005, under the tutelage of the University of Ghana, Legon.

By dint of hard work, the institution received a Presidential Charter, in September conferring on it the status of a full-fledge public university with a mandate to offer undergraduate and graduate programmes leading to the award of certificates, diplomas and degree for its accredited programmes. It started its Master's degree programmes in 2009. On 1st August, 2012, Parliament passed the University of Professional Studies Act 850, 2012 which came into force in November 2012 conferring on it name University of Professional Studies, Accra (UPSA). The combination of scholarship and professionalism is the foundation of the University's unique profile.



ADMINISTRATION DIRECTORATE

Dr. Mrs. Vivian Amoako

Director of Administration

1.0. Introduction

The Central Administration works in collaboration with Faculties, Schools, Directorates and various units of the University to help execute the University's academic enterprise through:

- Organising meetings
- Preparing introductory letters and attestations for staff and students
- Preparing general correspondence with external bodies and within the institution
- Planning and organizing University ceremonies
- Direct oversight of the Transport Unit, Security Unit and the Registry

This report presents activities of the Central Administration of the University for the period, January to December, 2018.

2.0. ACTIVITIES

The Directorate serviced meetings of the

- Governing Council
- Standing Committees of Council
- Academic Board
- Standing Committees of Academic Board.

2.1. Council Meetings

During the year 2018, the Governing Council held meetings as listed below

Date		Meeting Type
• 19th January	-	Special
• 1st March, 2018	-	Regular
• 18th April	-	Special
• 7th June, 2018	-	Regular
• 13th July, 2018	-	Special
• 6th August, 2018	-	Special
• 6th September, 2018	-	Regular
• 5th December, 2018	-	Regular

2.2. Special Ceremonies

The underlisted special ceremonies were observed during the year, 2018.

Date		Ceremony Type
• 2nd-5th January, 2018	-	Management Retreat
• 13th April, 2018	-	Special Congregation
• 19th August, 2018	-	10th Congregation
• 12th December, 2018	-	UPSA leadership lectures

2.3. Workshops/Presentations

During the period under review the underlisted were done:

Activity		Date
Registration and issuance of Ghana card by the National ID Authority	-	August 6-10, 2018
Presentation on National Pensions Scheme by SSNIT	-	30th October, 2018
	-	5th November, 2018.

2.4. DEPARTMENTS

2.4.1 Transport and Insurance

The Transport and Insurance Department is responsible for the transportation and insurance needs of the University.

i. Workforce

Headed by a Deputy Director, the Transport and Insurance Department has a staff strength of thirteen (13), as shown in the Table below

Table 1: Staff Strength of The Transport and Insurance Department, 2018

Designation	No. at Post
Deputy Director	1
Transport Officer	1
Chief Driver	1
Senior Driver	3
Driver	5
Dispatch Rider	1
Administrative Assistant	1
Total	13

During the period under review, five (5) of these drivers were assigned to Senior Officers, leaving six (6) drivers in the pool; one (1) of whom has been grounded on medical grounds.

i. University Fleet of Vehicles

The Transport Section, for the year 2018, managed a total of thirty-four (34) vehicles. out of which fifteen (15) were duty-post and the remaining nineteen (19) left in the pool.

Table 2: University Fleet of Vehicles, 2018

No.	REGISTRATION No.	TYPE/MODEL
1	GR 2762-12	TOYOTA LANDCRUISER
2	GE 8733 X	NISSAN PATROL
3	GT 8047-17	TOYOTA LANDCRUISER
4	GN 5344-17	MERCEDES BENZ E 300
5	GE 4206-17	TOYOTA CAMRY
6	GM 6396-13	TOYOTA PRADO
7	GT 6928-09	TOYOTA FORTUNER
8	GN 1767-16	TOYOTA CAMRY
9	GS 89 Y	MITSHIBUSHI PAJERO
10	GN 1770-16	TOYOTA CAMRY
11	GE 2002 W	TOYOTA PRADO
12	GC 885-11	BYD G '3'
13	GN 977-16	TOYOTA HILUX 4WD
14	GN 976-16	TOYOTA HILUX 4WD
15	GN 975-16	TOYOTA HILUX 4WD
16	GN 974-16	TOYOTA HILUX 4WD
17	GN 973-16	TOYOTA HILUX 4WD
18	GT 9897-11	TOYOTA HILUX 4WD
19	GT 9903-11	TOYOTA HILUX 4WD
20	GV 2058 X	TATA BUS 1316 DC
21	GV 127 V	TOYOTA COASTER
22	GV 40-10	NISSAN CIVILIAN
23	GV 276-09	TOYOTA HIACE
24	GV 451-10	NISSAN PICK-UP HARDBODY
25	GT 3925-10	NISSAN PICK-UP HARDBODY
26	GV 280-09	NISSAN PICK-UP
27	GN 5048-11	BENZ BUS
28	GN 514-12	HYUNDAI
29	GN 536-16	SWARAJ MAZDA
30	GN 2943-16	TOYOTA HIACE BUS
31	GN 2944-16	TOYOTA HIACE BUS
32	M-13-GT-1165	YAMAHA BIKE
33	M-13-GT-1168	YAMAHA BIKE
34	GT 8884-10	NISSAN TEANA

iii. Maintenance and Servicing

By convention, the University has maintained the vehicle dealers as its service center. In some cases, vehicles have crossed over for cost purposes. In the case of accidents, Trust Hands Auto Centre, a private mechanical/ body workshop has been used.

During the course of the year 2018, a total of sixty-eight (68) visits were made to the workshop for both mechanical and body works. This excludes a number of in-house services undertaken by the University's mechanic.

Servicing and Maintenance Cost-2018

	VEH. REG. No.	TYPE/MODEL	WORKSHOP	COST GH¢
1	GR 2762-12	TOYOTA LANDCRUISER	Automall Ltd	9,409.65
2	GE 8733 X	NISSAN PATROL	Automall Ltd	6,065.27
3	GT 8047-17	TOYOTA LANDCRUISER	Automall Ltd	7,387.65
4	GN 5344-17	MERCEDES BENZ E 300	Silver Star Co. Ltd	1,146.71
5	GE 4206-17	TOYOTA CAMRY	Automall Ltd	349.53
6	GM 6396-13	TOYOTA PRADO	Automall Ltd	7,927.86
7	GT 6928-09	TOYOTA FORTUNER	Toyota Gh. Co. Ltd	597.40
8	GN 1767-16	TOYOTA CAMRY	Stelin Automotive Co. Ltd	1,287.06
9	GS 89 Y	MITSHIBUSHI PAJERO	CFAO/In-House	1,217.51
10	GN 1770-16	TOYOTA CAMRY	Stelin Automotive Co. Ltd	1,261.16
11	GE 2002 W	TOYOTA PRADO	Toyota Co. Ltd/In-House	15,185.20
12	GC 885-11	BYD G '3'	BMi Motors	2,238.40
13	GN 977-16	TOYOTA HILUX 4WD	Stelin Automotive Co. Ltd	3,682.22
14	GN 976-16	TOYOTA HILUX 4WD	Stelin Automotive Co. Ltd	1,129.60
15	GN 975-16	TOYOTA HILUX 4WD	Stelin Automotive Co. Ltd	577.28
16	GN 974-16	TOYOTA HILUX 4WD	Stelin Automotive Co. Ltd	540.68
17	GN 973-16	TOYOTA HILUX 4WD	Stelin Automotive Co. Ltd	262.50
18	GT 9897-11	TOYOTA HILUX 4WD	Toyota Gh. Co. Ltd	3,197.79
19	GT 9903-11	TOYOTA HILUX 4WD***	Toyota Gh. Co. Ltd	1,018.51
20	GV 2058 X	TATA BUS 1316 DC	Tata Africa Holdings	00
21	GV 127 V	TOYOTA COASTER	Automall Ltd	2,525.93
22	GV 40-10	NISSAN CIVILIAN	Automall Ltd	6,694.85
23	GV 276-09	TOYOTA HIACE	Automall Ltd	2,345.89
24	GV 451-10	NISSAN PICK-UP	Automall Ltd	1,156.83
25	GT 3925-10	NISSAN PICK-UP	Automall Ltd	3,556.46
26	GV 280-09	NISSAN PICK-UP	Automall Ltd	6,054.61
27	GN 5048-11	BENZ BUS	Silver Star	1,400.00
28	GN 514-12	HYUNDAI	Automall Ltd	00
29	GN 536-16	SWARAJ MAZDA	Rana Motors	964.01
30	GN 2943-16	TOYOTA HIACE BUS	Stelin Automotive Co. Ltd	905.88
31	GN 2944-16	TOYOTA HIACE BUS	Stelin Automotive Co. Ltd	262.50
32	M-13-GT-11165	YAMAHA BIKE	Japan Motors	00
33	M-13-GT-11168	YAMAHA BIKE	Japan Motors	2,275.95
34	GT 8884-10	NISSAN TEANA	Japan Motors	635.89
	TOTAL			GH¢93,260.78

iv. Accidents

One major accident was recorded during the course of the year. This happened on 18th May, 2018 involving the University's Hiace bus with Registration Number GV 276-09. It has since been repaired and the cost borne by the University's Insurers (Wapic Insurance)

Insurance also took care of minor accidents involving the official vehicles of the Director of, Finance and the Pro-Vice Chancellor. Both vehicles recorded broken drivers' mirror, with a long side dent to the former.

v. Insurance

All vehicles of the University were duly insured with a comprehensive cover during the year. Insurance was renewed monthly, with 'group and maximum' discounts applying. The University engaged the services of three (3) insurance companies: Vanguard Assurance, Wapic Insurance and Provident Insurance. Details on insurance of vehicles is presented in the chart.

University Vehicles Insurance Chart-2018

	VEH. REG. No.	TYPE/MODEL	INSURANCE COMPANY	INSURANCE PREMIUM GH¢
1	GR 2762-12	TOYOTA LANDCRUISER	Vanguard Assurance	18,703.80
2	GE 8733 X	NISSAN PATROL	Vanguard Assurance	2,570.33
3	GT 8047-17	TOYOTA LANDCRUISER	Vanguard Assurance	13,974.30
4	GN 5344-17	MERCEDES BENZ E 300	Vanguard Assurance	10,984.28
5	GE 4206-17	TOYOTA CAMRY	Wapic Insurance	7,051.03
6	GM 6396-13	TOYOTA PRADO	Vanguard Assurance	3407.40
7	GT 6928-09	TOYOTA FORTUNER	Vanguard Assurance	11,906.00
8	GN 1767-16	TOYOTA CAMRY	Vanguard Assurance	7,603.22
9	GS 89 Y	MITSHIBUSHI PAJERO	Vanguard Assurance	1,996.55
10	GN 1770-16	TOYOTA CAMRY	Vanguard Assurance	7,017.22
11	GE 2002 W	TOYOTA PRADO	Vanguard Assurance	2,570.33
12	GC 885-11	BYD G '3'	Vanguard Assurance	2,733.20
13	GN 977-16	TOYOTA HILUX 4WD	Provident Insurance	4,625.37
14	GN 976-16	TOYOTA HILUX 4WD	Provident Insurance	4,625.37
15	GN 975-16	TOYOTA HILUX 4WD	Provident Insurance	4,625.37
16	GN 974-16	TOYOTA HILUX 4WD	Provident Insurance	5,016.37
17	GN 973-16	TOYOTA HILUX 4WD	Provident Insurance	5,016.37
18	GT 9897-11	TOYOTA HILUX 4WD	Vanguard Assurance	2,983.39
19	GT 9903-11	TOYOTA HILUX 4WD	Vanguard Assurance	2,983.39
20	GV 2058 X	TATA BUS 1316 DC	Wapic Insurance	4,539.73

21	GV 127 V	TOYOTA COASTER	Wapic Insurance	5,399.66
22	GV 40-10	NISSAN CIVILIAN	Vanguard Assurance	8,125.08
23	GV 276-09	TOYOTA HIACE	Wapic Insurance	3,551.75
24	GV 451-10	NISSAN PICK-UP	Vanguard Assurance	2,283.46
25	GT 3925-10	NISSAN PICK-UP	Vanguard Assurance	2,283.46
26	GV 280-09	NISSAN PICK-UP	Wapic Insurance	2,666.98
27	GN 5048-11	BENZ BUS	Vanguard Assurance	25,385.09
28	GN 514-12	HYUNDAI	Wapic Insurance	5,399.66
29	GN 536-16	SWARAJ MAZDA	Wapic Insurance	6,586.45
30	GN 2943-16	TOYOTA HIACE BUS	Provident Insurance	7,320.33
31	GN 2944-16	TOYOTA HIACE BUS	Provident Insurance	7,320.33
32	M-13-GT-1165	YAMAHA BIKE	Wapic Insurance	408.00
33	M-13-GT-1168	YAMAHA BIKE	Wapic Insurance	408.00
34	GT 8884-10	NISSAN TEANA	Wapic Insurance	3,945.50
	TOTAL			<u>206,021.77</u>

I. Insurance of Physical Properties

A total of seventy-one thousand, one hundred and ninety-nine Ghana cedis thirty-nine Ghana pesewas (GH¢71,199.39) was paid as insurance premium for the University's hostel and the Library and Learning Commons for the year, 2018.

ii. Fuel

A total sum of eighty-five thousand, five hundred Ghana cedis (GH¢ 85,500.00) was spent on fuel for the University's pool vehicles. Thirty-one thousand (31,000) litres of diesel was procured for the University's generator sets at the cost of one hundred and fifty thousand, five hundred and four Ghana cedis (GH¢ 150,504.00).

In August 2018, Gabby and Jane Sunnoun, operators of Goil Fueling station, Madina estates abrogated the contract with the University for the supply of fuel. After a period of hunting the University settled with AI energy, and signed a five-year contract for the supply of fuel for the University's generator sets.

	JAN	FEB	MAR	APRIL	MAY	JUNE	JUL	AUG	SEP	OCT	NOV	DEC
LITRES	-	1600	400	3400	2800	2800	-	4400	1600	5600	5600	2800
AMOUNT GH¢	-	7,184	1,530	15,266	12,712	13,412	-	21,060	8,080	28,840	28,280	14,140

viii. State of University Vehicles

Some of the vehicles in the pool need urgent body works to prevent them being rendered unserviceable. The old state of some vehicles, mostly the buses, makes travelling less encouraging. While some travels cannot be avoided, it is admittedly uncomfortable travelling in those buses.

2.4.2. SECURITY DEPARTMENT

The Security Department carried out its duties diligently throughout the year under review. However, there were a lot of theft issues.

i. Activities Undertaken

During the year under review, the Security Department participated actively in the following programs of the University ensuring security.

- Graduation
- Matriculation
- GUSA-games
- Special Congregation
- End of year examination
- Graduate school elections
- Undergraduate elections
- General security on campus

The above activities ended with no incident recorded.

ii. Number of Security Guards**a. Regular Staff**

The number of the University's Security Guards was thirty-one (31).

b. Additional Staff

Within the year, eighteen (18) security guards from Ground Force Security Services, comprising sixteen guards and two supervisors were outsourced to beef up the staff strength. These security personnel started duty on 1st September, 2018. The step was taken to strengthen the security Unit towards effective security on campus.

iii. Access Control

The University's main entrance was provided with a metal gate during the year and the LBC was also provided with burglar-proofs.

iv. New Uniforms

Management also provided the security unit with uniforms and boots.

v. Theft

The period experienced theft of some University properties such as projectors and speakers from the lecture halls (LBC), as well as water pumping installations mounted at various areas within campus, and water taps in the washrooms at the LBC.

With regards to the stolen projectors and speakers, two students were apprehended by security personnel and handed over to Management. Disciplinary action has been taken against them accordingly.

On the issue of stolen plumbing installations, a dismissed plumber has been identified as the suspect behind those stolen items. He was spotted moving around on the fourth floor of the LBC by a security guard on duty, the Guard raised alarm for his arrest but he managed to escape. A formal report was made to the Madina Police and he has since been under surveillance.

3.0. CHALLENGES

The Directorate faced some challenges during the year under review. These included:

i. Limited Number of Vehicles

As a growing University the number of vehicles to run the institution is rather inadequate. As a result, officers are compelled to use their personal vehicles to run official errands. Others end up abandoning the errands altogether. The vehicles are also overstretched leading to frequent breakdown.

ii. High Maintenance Cost

The old state of some vehicles led to high and frequent maintenance cost.

iii. Limited Staff

The transport unit is faced with the problem of inadequate and overworked drivers. This peculiar challenge, in addition to the halt in the payment of overtime allowances, posed challenges. The few drivers are often overstretched and can hardly take their leave.

iv. Illiteracy

Most of the current drivers and security guards do not have the basic education needed for the job. They cannot read or write.

v. Insurance of Property

Some properties of the University have been covered under the Compulsory Insurance Act which stipulates that all commercial buildings should be comprehensively insured. Apart from the Hostel and the Library complex, no other building has been insured.

vi. Inadequate Protection of Plumbing Installations

Insufficient measures to protect the said installations. The installations in burglar proofs were not safe; in the sense that the spaces and gaps were so wide that the installations were stolen from the burglar-proof without it being broken.

vii. Poor Visibility During the Night

The areas behind the Graduate School building and the Clinic were not provided with electricity making the location so dark during the night.

viii. Short and Damaged Walls

The wall between the University and PRESEC School is so short and damaged to the extent that one can easily jump to and from both sides.

4.0. RECOMMENDATIONS

The following recommendations are made:

i. Purchase of More Buses

More buses be purchased for the University. The Transport Unit recommends as follows:

- 1 - 30 seater bus
- 1 - 20 seater bus
- Saloon/Cross country vehicle

More drivers should be employed for the Unit. A minimum of ten (10) drivers are needed to augment the current workforce.

ii. Security Measures

Strong measures should be put in place and enforced. This can be achieved by involving security leadership in decisions concerning security issues.

iii. Insurance of Property

All properties of the University should be insured not necessarily to comply with insurance laws, but also to provide cover in the case of any unfortunate situation.

iv. Access Control

The Asanka gate should be rebuilt with a security post and a metal gate fixed at the Students Center.

v. Poor Visibility During the Night

Adequate lighting should be provided on campus to ward off criminals.

vi. Short And Damaged Walls

The broken walls between the University and PRESEC School should be rebuilt.

5.0. THE WAY FORWARD

i. Operational Guide

Operational Guide to be developed for the Security and Transport sections to enhance performance.

ii. Assignment of Vehicles

Drivers should be assigned to vehicles.

iii. Training

Training sessions to be organized for staff.

6.0. CONCLUSION

The year has been successful with the commitment of all personnel to assigned tasks. We look forward to doing better in the succeeding year.



**ACADEMIC
AFFAIRS**

Mr. E. Bannerman-Wood

Ag. Director

1.0 Introduction

This annual report highlights the activities and accomplishments that are demonstrative of the various works undertaken by the dedicated staff in 2018, towards meeting the goals of the University's 2018-2020 Strategic Plan.

Drawing from the experiences of previous years, and in conjunction with other departments and units, the Directorate continue to make giant strides in all the key functional areas of its mandate such as admissions, matriculation, examinations, graduation, students' services and records, teaching and learning issues, as well maintenance and development of academic regulations' policies and procedures of the University.

2.0 Staff Strength

This year, Management transferred Mr. Joseph Azangeo from the Finance Directorate to manage the Financial Aid Office, increasing the staff strength to 19.

Table I shows the breakdown of the staff in terms of levels and gender.

Table I: Staff Strength by Level and Gender

Rank/Gender	Gender		Grand Total
	Male	Female	
Director	1		1
Deputy Director	1		1
Assistant Registrar	4	3	7

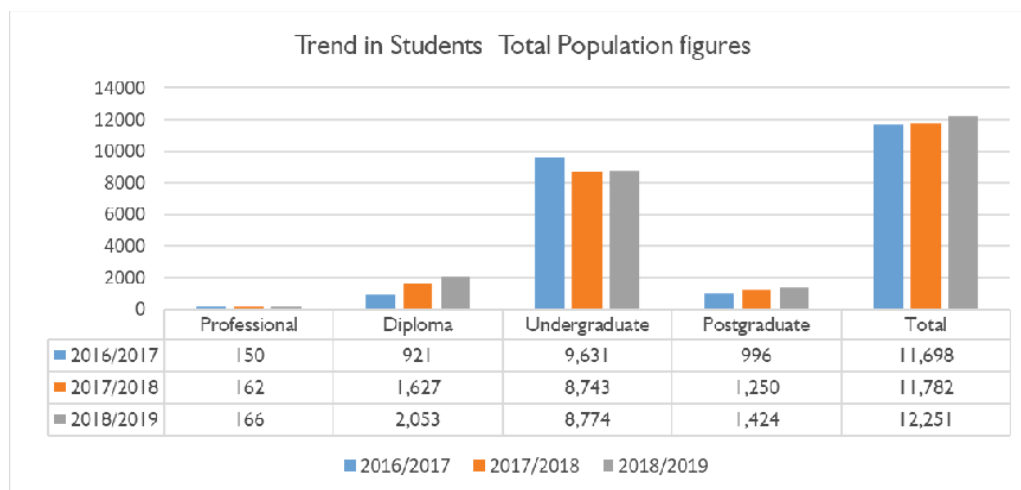
Junior Assistant Registrar		2	2
Chief Administrative Officer		1	1
Principal Administrative Officer	2		2
Senior Administrative Assistant	-	-	-
National Service Personnel	3	2	5
Total	11	8	19

3.0 Students' Enrolment

During the year under review, the University recorded the highest number of admissions ever in the history of the degree and diploma programmes. This was as a result of Management's support and acceptance of the Directorate's proposal to participate in the eleventh Ghana Higher Education Fair held in six regional capitals. This was organized by 'I -Texon Ghana, a private initiative in collaboration with Ministry of Education (MOE), Ghana Education Service (GES), National Council for Tertiary Education (NCTE) and the National Accreditation Board (NAB). This event enabled UPSA staff to interact and market the University programmes to the third-year Senior High School (SHS) students.

Table 2 below shows an upward trend in the total students' population figures

Table 2: Total Student Population figures



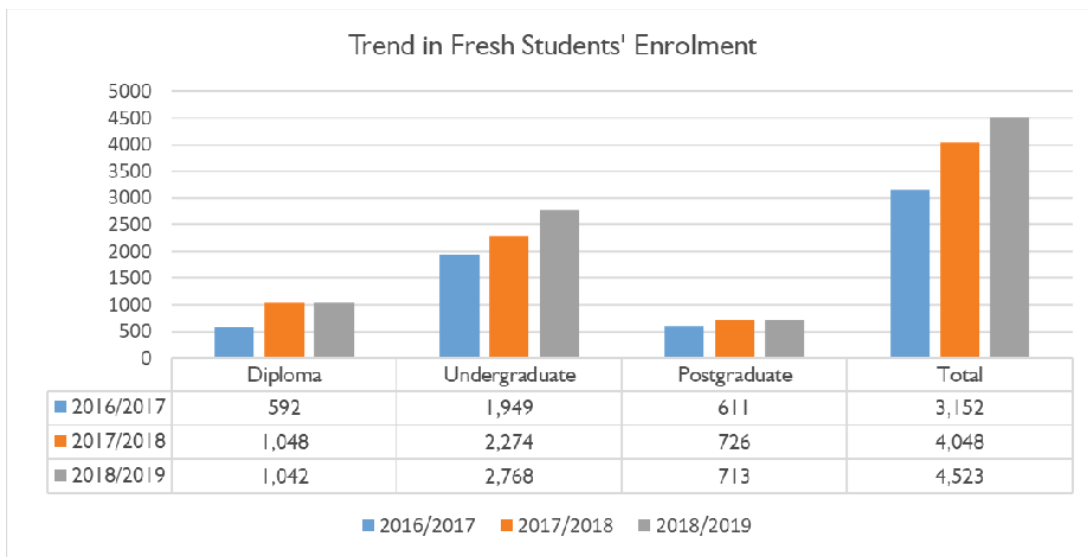
The Directorate has again received approval from Management to participate in the 12th Ghana Higher Education Fair Series to be organized in seven major cities of the country where Senior High Schools will be invited to interact with participating universities. This again will provide avenue to increase the recruitment of West African

Senior School Certificate Examination(WASSCE) applicants for the University.

3.1 Trend in Fresh Students' Enrolment

The total number of Fresh Students' intake in 2018/2019 academic year as compared to the figure in 2016/2017 academic year indicates a percentage increase of about 43.45%. Fresh Diploma students' intake has so far dominated the over-all fresh student enrolment with about 76.01% followed by undergraduate fresh students of about 42.02%, while postgraduate fresh students showed just about 16.70% increment based on 2016/2017 academic year figures as shown in Table 3.

Table 3: Trend in Fresh Students' Enrolment from 2016/2017-2018/2019



3.1 Orientation for Fresh Students

The orientation for fresh students was organized from Monday, 3rd September to Saturday, 8th September, 2018. The categories of fresh students who participated in the orientation included fresh Morning, Evening and Weekend degree students as well as diploma and professional students.

In addition, the Directorate organized its maiden orientation for the first batch of twenty-seven (27) PhD in Marketing candidates on Wednesday, September 5, 2018.

The orientation was organized to enable students acquaint themselves with the rules and regulations of the University and the structures within the University to ensure that

they are fully integrated into the University community. The orientation also gave the students the opportunity to meet some key officers of the University including the Vice-Chancellor, Pro-Vice-Chancellor, Registrar, Directors, Deans, Heads of Department and other administrative and academic staff of the University.

The following topics were covered during the orientation programme:

- History, Mission, Vision and Core Values of the University
- Challenges of University life, Campus Security and Fire Prevention
- Administrative Set-up and Communication Channels in the University
- Library System
- Regulations governing Courses in the University
- Examination Rules and Grading System
- ICT Facilities in the University
- Registration Procedures
- Health facilities in the University and other Health Issues.
- Financial Aid Services at the University
- Counseling Services
- Religious Matters
- Sports facilities and Sporting Activities
- Security issues on Campus
- SRC Activities
- Anti-Drug Abuse and Illicit Drug Trafficking

3.2 Matriculation

The Directorate successfully organized the 2018/2019 academic year matriculation ceremony, which took place on Saturday, 5th October 2018 at the forecourt of the Joshua Alabi Library; A total of 4,048 students matriculated. In collaboration with the Information Services Technology Directorate (ISTD), an online version of the Matricula was successfully implemented which it enabled Freshers go online to sign and print a copy to be placed on their respective files.

4.0 Graduation

The Directorate with the support of Public Affairs Directorate, the Faculties, and the School of Graduate Studies, successfully organized the 10th Congregation of the University. This included the compilation of the content of the Congregation brochure, drafting of press advertisement for the graduation ceremony, registration of graduands for the congregation, setting up of the congregation grounds and managing the

congregation ceremony. The President of Galilee International Management Institute in Israel, Dr Yossie Shevel was the Special Guest of Honour for the occasion.

Commencing in August 2019, the University will have the privilege of organizing and performing all academic functions in the 3,500-capacity ultra-modern auditorium scheduled to be completed in March 2019. However, due to the large number of graduating students, the Congregation will be conducted in batches and on faculty basis.

4.1 Classification of Awards

4.2 School of Graduate Studies

The School presented 620 students for graduation, but 585 candidates met the criteria for the award as shown in Table 4.

Table 4: Number of students presented, qualified and not qualified for awards

Programme	Student Presented	Qualified Students	Non-Qualified Students
MPhil Leadership	31	28	3
MSc Leadership	9	6	3
MBA Petroleum Accounting & Finance	17	16	1
MBA Auditing	17	14	3
MBA Internal Auditing	12	12	0
MBA Accounting & Finance	349	327	22
MBA Total Quality Management	80	80	0
MBA Corporate Governance	55	55	0
MBA Marketing	50	47	3
Total	620	585	35

4.3 Undergraduate Awards

The undergraduate awards are presented in a composite format as shown in Table 5.

Table 5: The Composite Awards for Bachelor's Degree Students by Programme and Class

Programme	First Class	Second Class Upper	Second Class lower	Third Class	Pass	Total
Bachelor of Business Administration	6	265	371	194	51	887
BSc in Marketing	2	88	47	72	44	253
BSc in Information Technology	1	15	29	18	9	72
BA in Public Relations Management	-	3	3	-	-	6
BSc in Accounting	19	226	258	122	56	681
BSc in Banking & Finance	3	96	139	87	49	374
Total	31	693	847	493	209	2,273

(b) Diploma Awards

The diploma awards are presented in a composite format as shown in Table 6

Table 6: The Composite of Awards for Diploma Students by Programme and Class

Programme	Distinction	Credit	Pass	total
Diploma in Management	5	81	46	132
Diploma in Marketing	3	35	40	78
Diploma in Information Technology	1	25	13	39
Diploma in Public Relations Management	2	30	14	46
Diploma in Accounting	6	118	66	190
Total	17	289	179	485

4.3 Honorary Awards

During the year, persons for their immense contribution towards Education and Sports in Africa respectively. These were Nana Opoku-Ampomah, the founder of the Institute of Professional Studies (IPS) and Mr. Ahmad Ahmad, President of Confederation of African Football (CAF). The honorary ceremony was held on 25th April, 2018, and was attended by the President of the Republic of Ghana, His Excellency, Nana Addo Dankwa Akufo-Addo and other very important dignitaries.

4.0 Initiatives

The various challenges which confronted the Directorate in the year presented the opportunity to design and implement various initiatives to overcome these challenges. Some of them have been implemented and others will be done in the coming year.

4.1 REGISTRATION FOR FRESHERS

5.1.1 Issuing of ID Numbers

The practice of issuing out ID numbers to all prospective students will be an issue of the past. In collaboration with ISTD, ID numbers will be issued out to only students who have duly registered. This means that prospective applicants will receive registration numbers and not ID numbers until they have fully registered. This exercise will start with the 2020 admissions.

5.1.2 Scanning and Uploading of Supporting Documents

The Academic Affairs Directorate with the technical support of the ISTD will from the 2019/2020 academic year improve upon the University's admission application system by making it possible for scanned supporting documents to be uploaded to the on-line admission application system.

5.1.3 On-line Registration for Freshers

In order to curb the problem of Fresh students queuing to do registration, the following measures will be implemented: All Fresh students will be required to do their course registration on-line. Verification of admitted students with WASSCE will be completely done prior to admission.

5.1.4 Verification

Verification of admitted students with entry qualification other than WASSCE will however be done at the point of registration. The admission of this category of Freshers will be based on the certificates that will be scanned and attached to the on-line admission system.

Documentation (i.e. filing of entry qualifications, birth certificates and proof of registration), medical examination and acquisition of students' ID cards will however be done manually to complete the registration process of Fresh students.

5.2 Re-Sit Issues**5.2.1 On-line Re-sit Portal**

Academic Affairs Directorate has also requested ISTD to deploy an on-line re-sit registration of failed courses starting from the second semester 2018/2019.

4.2 Community Initiative Action Programme

From next academic year, 2019, the University would embark on a special community Initiative Action Programme within its environs. The programme will offer tutorial lessons in Mathematics and English to candidates of the Basic Education Certificate Examination (BECE) and Senior High School students during the long vacation.

4.3 Statistical Data for Stakeholders

In conjunction with the Research & Consultancy and Information Services & Technology Directorates, the University will soon feature variety of UPSA statistics on the University website. This will give all stakeholders the opportunity to obtain some ready-made data on the University as it is the practice of most universities across the world.

4.4 Transcript Services

Under the initiative of the Vice-Chancellor, the Directorate issued out two copies of transcripts free of charge to all graduating students.

Currently, the processing and printing of transcript is a daily service. The service also comes with a beautifully designed A4 window envelopes. In the coming year, the Directorate will make a proposal for Management's consideration, to begin an international service for all students who will request for transcript abroad.

4.5 Scholarships for students

Students now benefit from a variety of scholarship awards. Notable among them is the Vice- Chancellor's Endowment Fund (VCEF) which was launched in 2018. The Fund has been able to award 20 full-tuition scholarships to brilliant and needy students to continue with their education.

5.0 Collaborations

6.1 International collaboration/Affiliations

Two institutions overseas are requesting to have international collaborations with UPSA in the areas of research, culture and educational programmes. These are University of South Africa and Wyith Institute in Hong Kong. As a result, the Directorate has had discussions with the Dean Centre for International Collaboration and Education (CIEC) on the way forward.

6.2 Affiliation Institutions

In conjunction with the Centre for International Collaboration and Education (CIEC), a Memorandum of Understanding (MoU) between Ghana Christian University College and UPSA in the area of Information Technology was signed. A team from the Department of Information Technology and Academic Affairs Directorate, led by the Acting Director, Academic Affairs went on 'Academic Visitation and Observation' tour of the University to acquaint themselves with the facilities of the colleges. Subsequent visits will focus on 'auditing' of admissions, examinations and graduation issues.

7.0 Examination Administration

The semester examinations began on Monday, 21st May, 2018 and ended on Sunday, 10th June, 2018. It lasted for a period of three weeks, and a total of 11,700 students took various papers. This was made up of graduate, undergraduate and diploma students of the Regular, Evening and the Weekend Schools. Despite the fact that the examination was successfully managed, some students were involved in examination malpractices for which they faced various sanctions.

7.1 Disciplinary Actions

7.1.1 Students

Two level 400 students were involved in theft cases: one stole a school projector and the other, a pair of lecture hall speakers. These students were arraigned before a disciplinary committee to give them a fair trial and to answer the charges leveled against them. The committee found both guilty; the former was dismissed whilst the latter was rusticated for one year.

Also, 47 students were involved in various examination malpractices ranging from copying from prepared notes to communicating in examination hall. The committee, after hearing from each student meted out various degrees of sanctions as stipulated in the students' handbook. There was one case of impersonation. The student has been invited several times, but he failed to come. The committee decided to try him in absentia.

Table 7: Nature of Examination Malpractices by Levels

Nature	Dip 100	Dip 200	Level 100	Level 200	Level 300	Level 400	Postgrad	Total
Copying from prepared materials	5	2	2		3		1	13
Copying from a mobile phone							1	1
Possession of foreign materials	1	2	2	1	1			7
Possession of Mobile Phones	1							1
Communicating in exams hall	5		20					25
Insubordination								
Total	12	4	24	1	4		2	47

7.1.1 Lecturers

Three lecturers were alleged to have involved themselves in sexual harassment and misconduct. The disciplinary committee found them guilty of the allegation and they have been dismissed.

8.0 2018 Students' Handbook

The Directorate facilitated the review of the Students' Handbook for the 2018/19 Academic year. The review was completed, and the new Handbook was subsequently printed, and copies have been distributed to members of the University community. The Handbook captures the following new programmes introduced by the University:

- Bachelor of Laws programme (LLB Four years and LLB Three-year post first degree)
- Bachelor of Science in Business Economics
- Bachelor of Science in Actuarial Science
- Bachelor of Science in Real Estate Management and Finance
- Bachelor of Science in Accounting and Finance

9.0 Doctoral Programme in Marketing

Prof Nathan Austin, A Professor of Marketing joined our academic staff from Morgan State University, to head our newly established Office of Doctoral Programmes. Twenty seven students are currently pursuing PhD in Marketing.

10.0 Bereavement

Sadly, within the year under review, the University lost six (6) students. These students have been buried and delegations from the University attended the funerals to mourn with the bereaved families. Table 8. provides the list of students who died within the period:

Table 8: List of Students who died within the period

NO	NAME	LEVEL	PROGRAMME
1.	Ms. Abigail Buerkie Buertey	200	Bachelor of Business Administration
2.	Mr. Emmanuel Kpiinzie	400	Bachelor of Business Administration
3.	Mr. Edmund Oduro Akpedonu	600	Master of Philosophy (Leadership)
4.	Ms. Dorcas Okwampah	300	Bachelor of Business Administration
5.	Ms. Jessica Ayorkor Asumang	100	Bachelor of Public Relations Management
6.	Rosemond Dede Lakoussan	200	Diploma in Public Relations Management

11.0 Conclusion

The Directorate enjoyed tremendous cooperation from Management, staff and students in the period under review. The Directorate will endeavour at all times to maintain high standards and ensure the delivery of high-quality teaching and of learning.



FACULTY OF MANAGEMENT STUDIES

Mrs. Fidelis Quansah

Ag. Dean

1.0. INTRODUCTION

The Faculty of Management Studies provides a holistic learning experience in academic and professional programmes. The Faculty deploys its programmes through two main Departments; Business Administration and Marketing, and currently runs programmes at the PhD, Masters, Undergraduate and Diploma Levels. The Faculty is committed to equipping students with competence and values that shape character. Consequently, the academic programmes it offers are designed to enable students to develop a deep understanding of their chosen disciplines, expand their horizon and acquire important knowledge and skills necessary for success in their future career. The academic curriculum and student activities are able to transform our students into high calibre graduates required by today's competitive job market for both the public and private sectors. Thus, the programmes are strategically positioning the Faculty to contribute towards addressing the ever-changing global business and socio-economic challenges.

In the light of the foregoing, Members of the Faculty of Management Studies pursue excellence in teaching, research and consultancy in areas of business, marketing, human resource development, and other management related disciplines. The members of the Faculty take special interest in guiding students to achieve the highest laurels possible. Through our business incubator, we will continue to support our students who have good business models to start up or grow their businesses.

It is important to mention also that the Faculty engages in collaborative research and consultancy with its key stakeholders in various sectors such as; business, Government, the NGOs, communities, and the international community, among others. The

outcome is that the Faculty is able to understand them and provide tailor-made solutions to respond to their needs.

The Faculty also supports students to develop various soft skills by backstopping the activities of student associations in the Faculty and has appointed academic advisors for the various levels. This allows for early detection of socio-psychological challenges that students may face and liaise with the Counselling Unit to support affected students.

The foregoing shows how unique our Faculty is and we are confident that the work we do will serve as a source of inspiration for those desiring for knowledge, and contribute towards the academic and professional growth of our students as well as other stakeholders.

I.1 OUR VISION

We envision an educational culture grounded actively in service to the University community and our stakeholders: embodying honesty, cooperation, and delight in diversity and self-responsibility.

I.2 OUR MISSION

The mission for the Faculty of Management Studies is to create an environment where the values of the University community reinforce self-acceptance in education and acceptance of diversity globally, and promote an environment founded in collaboration, support for educational gathering, workshops, seminars and lectures.

I.3 OUR SHARED VALUES

We all strive towards a unique state worthy of:

- Embracing group diversity.
- Supporting personal growth.
- Fostering a sense of responsible community living.

I.4 OUR BRAND MANTRA

We measure results not efforts.

I.5 STRATEGIC OBJECTIVES

- Support research related activities, workshops and training activities
- Monitor and train Faculty for effective teaching and learning
- Engage in the development of new programmes in the Faculty

- Engage with professional bodies, thus encouraging effective partnership
- Initiate and forge effective partnership and collaborations with industry and institutions
- Achieve 70 publications this year, with 60% being in ranked journals as well as the Journal of Business Research (JBR)
- Work towards attaining 30% faculty members with the rank of Senior Lecturer and 70% with the rank of Lecturer
- Improve student services at the Faculty

MANAGEMENT TEAM

Name	Rank
Mrs. Fidelis Quansah	Dean
Dr. A. Darko Aniapam	Vice-Dean

HEAD OF DEPARTMENT

Name	Rank
Dr. Andrews Akolaa	HOD, Marketing
Dr. Emmanuel S. Asamoah	HOD, Business Administration

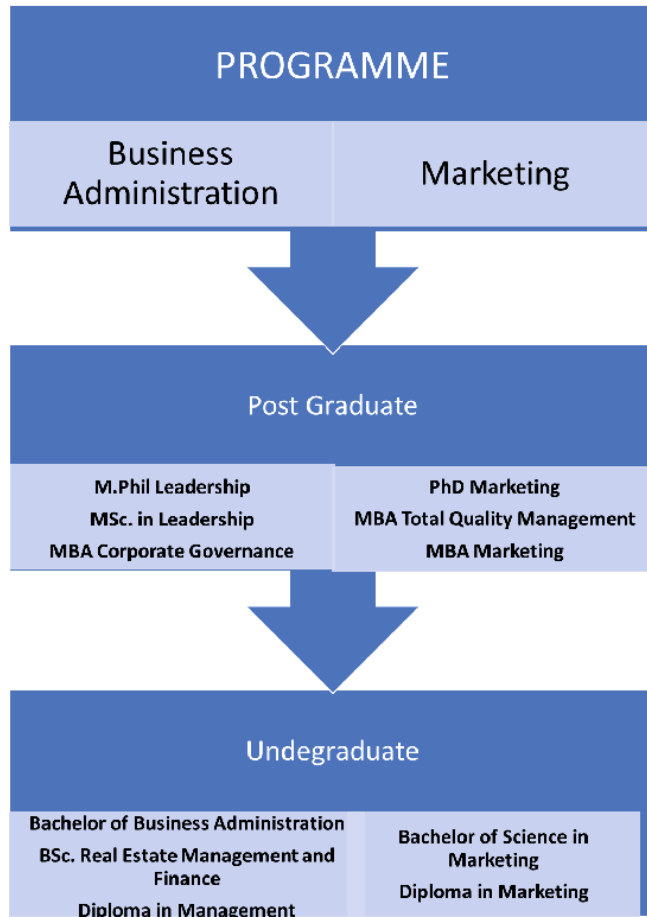
SENIOR MEMBERS ADMINISTRATION

Name	Rank
Mrs. Beatrice Akosua Adjapong	Faculty Officer, Management Studies
Mrs. Harriet Adzowu	Departmental Officer, Administration
Mr. Michael Akuoku	Departmental Officer, Marketing

3.0 PROGRAMME PORTFOLIO

During the year under review, the following programmes were offered in the various schools and departments of the Faculty.

Fig I: Programme Portfolio



3.1 Update on the Accreditation of Existing & New Programmes

Table I: Update on the Accreditation of Existing & New Programmes

S/N	Existing Programme	State of Programme
5.1	Re-accreditation of MBA Corporate Governance	Response to queries and revised document submitted to the National Accreditation Board (NAB)

5.2	Re-accreditation of MSc. Leadership	Programme assessed and Assessors' comments received. Panel report was discussed at the academic audit and review committee meeting, response on deficiencies identified by the panel of assessors have been submitted to NAB.
5.3	Re-accreditation of MPhil Leadership	Programme assessed and assessors' comments received. Panel report was discussed at the academic audit and review committee meeting, response on deficiencies identified by the panel of assessors have been submitted to NAB.
5.4	Re-accreditation of Diploma in Business Administration	The Department of Business Administration submitted a proposal to the NAB for re-accreditation of the Diploma in Business Administration programme. The accreditation process is completed although the certificate has not yet been obtained.
	New Programmes	
5.5	Accreditation of BSc. Real Estate Management and Finance programme	Approved. The programme was mounted in the 2018/2019 academic year with twenty-five (25) students enrolling for the programme.
5.6	Global MBA in Impact Entrepreneurship and Innovation	Approved
5.7	Accreditation of Master of Business Administration in Project Management and Finance	Submitted to National Council for Tertiary Education (NCTE)
5.8	BSc. Logistics and Transport Management	Submitted to NCTE
5.9	BSc. Human Resource Management	The Department is in the process of developing the relevant documents for the accreditation of the programme

5.10	MBA Human Resource Management	The Department is in the process of developing the relevant documents for the accreditation of the programme
5.11	BA Social Administration	The Department is in the process of developing the relevant documents for the accreditation of the programme
5.12	PhD Marketing	Programme approved and mounted for the 2018/2019 Academic Year.
5.13	MA Brands and Communications Management	Pending NAB approval
5.14	BSc. Hospitality Management	To be submitted to NCTE

Source: Quality Assurance, 2018

4.0 STAFF STRENGTH

The staff strength in the Faculty as at December, 2018 stood at Ninety-three (93). This comprised Eighty-nine (89) Academic and Four (4) Non-Academic staff as shown in Table 2.

Table 2: Staff Strength of Faculty of Management Studies by Rank /Designation

Teaching Staff						Non- Teaching Staff	
Gender	Professors	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Junior Assistant/ Assistant Registrars	Total
Male	2	2	4	29	32	1	70
Female	1	0	3	8	8	3	23
Total	3	2	7	37	40	4	93

Source: Faculty of Management Studies, December 2018

4.1 Qualification of teaching Staff

The Faculty has in all 89-teaching staff; 33% have Doctorate degrees, 53% are at various stages of their PhD programme (see Appendix A for the list of those who enrolled in 2018) and the remaining 14% are yet to start as indicated in Table 3.

Table 3: Statistics of Qualification of Teaching Staff in the Faculty

Gender	Qualification			Total
	PhD	PhD On-going	Masters	
Male	25	33	11	69
Female	4	14	2	20
Total	29	47	13	89

Source: Management Studies, December 2018

5.0 RECRUITMENT

Seven (7) new teaching staff and one non-teaching staff were appointed to the Faculty during the period under review. All staff members have reported. The details are presented in Table 4.

Table 4: Recruitment of Teaching Staff

No.	Name	Rank	Area of specialization	Effective date
1.	Mr. Bernie Asher	Assistant Lecturer	Management	1 st January, 2018
2.	Dr. Alberta Bondzie-Simpson	Senior Lecturer	Hospitality Management	1 st January, 2018
3.	Dr. Michael Boadi Nyamekye	Lecturer	Marketing	1 st March, 2018
4.	Mr. John Paul Kosiba	Assistant Lecturer	Marketing	1 st April, 2018
5.	Prof. Nathan Austin	Professor	Marketing	2 nd July, 2018
6.	Dr. Ashiboe-Mensah Doamekpor	Lecturer	Real Estate	1 st August, 2018
7.	Eunice Yeboah Afeti	Assistant Lecturer	Marketing	1 st December, 2018
8.	Ms. Nana Owusua Aboagye- Darko	Assistant Lecturer	Business Administration	1 st December, 2018

9.	Aaron Asante-Addai	Assistant Lecturer	Business Administration	1st December, 2018
10.	Ms. Deborah Apedo	Junior Assistant Registrar	Faculty of Management Studies	3rd December, 2018

Source: *Human Resource Directorate, December, 2018*

6.0 PROMOTION

Four (4) Faculty members were promoted during the year under review as indicated in Table 5.

Table 5: List of Faculty Members Promoted During the Year Under Review

S/N	NAME	DEPARTMENT	PREVIOUS RANK	CURRENT RANK
1.	Dr. Emmanuel S. Asamoah	Business Administration	Lecturer	Senior lecturer
2.	Dr. Alexander Preko	Marketing	Lecturer	Senior Lecturer
3.	Dr.(Mrs.) Helen Arkorful	Business Administration	Lecturer	Senior Lecturer
4.	Mrs. Hannah Esi Akyere Acquah	Business Administration	Assistant Lecturer	Lecturer

Source: *Human Resource Unit, 2018*

7.0 AWARD OF DOCTORATE DEGREE

Five (5) Faculty members successfully completed their PhD programmes during the year under review as shown in Table 6.

Table 6: List of Lecturers Awarded with Doctorate Degrees

S/N	Name	Degree Awarded
1.	Dr. Augustine Peprah Awuah	PhD. in Management
2.	Dr. Collins Agyemang Badu	PhD. in Psychology Industrial & Organization
3.	Dr. Anthony Sumnaya Kumassey	PhD. in Development Policy and Management
4.	Dr. Michael Mickson	PhD in Business Administration,
5.	Dr. Fred Doe	PhD in Business Administration (Management Option)

Source: *Human Resource Unit, 2018*

8.0 RESIGNATION/DISMISSAL

The following members are no longer with the University due to the reasons stated in Table 7.

Table 7: Resigned/Dismissed Lecturers from the Faculty

S/N	Name	Department	Reasons
1.	Dr. Wisdom Yao Mensah	Business Administration	Resignation
2.	Dr. Collins Agyemang Badu	Business Administration	Resignation
3.	Dr. Justice Salifu Rahman	Business Administration	Dismissal

Source: Human Resource Unit, 2018

9.0 STUDENT POPULATION

The Faculty has a student population of four thousand five hundred and forty-nine (4550), undertaking the undergraduate and diploma programmes. Out of this number, 82% and 18% are undertaking the degree and the diploma programmes respectively as shown in Tables 8-12.

Table 8: Student Enrolment for Bachelor of Business Administration

Bachelor of Business Administration									
Level	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	268	233	110	86	22	26	400	345	745
200	272	211	40	43	20	28	332	282	614
300	189	178	100	103	37	57	326	338	664
400	324	222	141	129	62	74	527	425	952
GRAND TOTAL	1053	844	391	360	141	185	1585	1390	2975

USIS, December, 2018

Table 9: Student Enrolment for Bachelor of Science Marketing

Bachelor of Science Marketing									
Level	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	38	32	18	12	8	5	64	49	113
200	42	36	11	11	13	9	66	56	122
300	78	59	22	24	7	5	107	88	195
400	93	59	53	50	29	18	175	127	302
GRAND TOTAL	251	186	104	97	57	37	412	320	732

USIS, December, 2018

Table 10: Student Enrolment for BSc. in Real Estate Management and Finance

Bachelor of Science in Real Estate Management and Finance									
Level	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	16	9					16	9	25
GRAND TOTAL	16	9					16	9	25

USIS, December, 2018

Diploma Programme

Table 11: Student Enrolment for Diploma in Management

Diploma in Management									
Level	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	104	106	10	17	6	3	120	126	246
200	113	124	5	21	0	0	118	145	263

200	113	124	5	21	0	0	118	145	263
GRAND TOTAL	217	230	15	38	6	3	238	271	509

USIS, December, 2018

Table 12: Student Enrolment for Diploma in Marketing

Diploma in Marketing									
Level	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	64	67	2	14	4	3	70	84	154
200	60	73	5	14	0	3	65	90	155
GRAND TOTAL	124	140	7	28	4	6	135	174	309

USIS, December, 2018

10.0 ENROLLMENT FOR THE PAST THREE YEARS

The Faculty studied the enrollment of students for the past three years. Table 13 presents the statistics:

Table 13: Enrolment for the Past Three Years of Management Studies, December, 2018

Programme/Year	2016	2017	2018
Bachelor of Business Administration			
Level 100	474	576	745
Level 200	792	541	614
Level 300	1086	820	664
Level 400	1112	1131	952
	3460	3068	2975

Bachelor of Science Marketing			
Level 100	151	100	113
Level 200	200	174	122
Level 300	329	229	195
Level 400	617	391	302
	1297	894	732
Bachelor of Science in Real Estate Management and Finance			
Level 100	0	0	25
Diploma in Management			
Level 100	183	278	246
Level 200	69	176	263
	252	444	509
Diploma in Marketing			
Level 100	90	159	154
Level 200	68	86	155
Sub Total	158	245	309
GRAND TOTAL	5171	4661	4550

Source: Faculty of Management Studies, December 2018

11.0 ADMISSIONS FOR 2018/2019 ACADEMIC YEAR

The Faculty offered admissions to a total of One thousand five hundred and fifty-five (1555) students for the 2018/2019 Academic year. A total of One thousand, one hundred and fifty-five (1155) students were for the degree programme whilst Four hundred students(400) were for diploma. The tables below depict students who were admitted to the Faculty.

11.0 ADMISSIONS FOR 2018/2019 ACADEMIC YEAR

Programme	Morning		Evening		Weekend		Total
	M	F	M	F	M	F	
Bachelor of Business Admin							
Level 100	275	239	111	85	21	26	757
Level 200	1	1	27	27	7	12	75
Level 300	0	0	51	52	6	14	123
BSc in Marketing							
Level 100	38	32	18	12	8	5	113
Level 200	4	1	9	6	6	3	29
Level 300	4	5	8	11	4	1	33
Bsc. in Real Estate Finance							
Level 100	15	10					25
Diploma in Marketing	65	67	2	13	3	4	154
Diploma in Management	105	105	10	16	6	4	246
Total							1,555

Source: Faculty of Management Studies, November, 2018

12.0 GRADUATION STATISTICS FOR FACULTY OF MANAGEMENT STUDIES

The 10th graduation of the University took place on 18th August, 2018 for the 2017/2018 Academic year. During this period the faculty graduated One thousand three hundred and fifty (1350) students for the various programmes. The details are presented in the tables below.

12.1 Graduation Statistics by Gender
Table 15: Summary of 2018 Bachelor of Business Administration Graduating Class Classified by Gender

	MALE	FEMALE	TOTAL
1st Class	3	3	6
2nd Class Upper	162	103	265
2nd Class lower	214	157	371
3rd Class	121	73	194
Pass	37	14	51
Total	537	350	887

Source Faculty of Management Studies, 2018

Table 16: Summary of 2018 BSc. Marketing Graduating Class Classified by Gender

	MALE	FEMALE	TOTAL
1st Class	1	1	2
2nd Class Upper	19	28	47
2nd Class lower	50	38	88
3rd Class	35	37	72
Pass	25	19	44
Total	130	123	253

Source Faculty of Management Studies, 2018

Table 17: Summary of 2018 Diploma in Management Graduating Class Classified by Gender

	MALE	FEMALE	TOTAL
Distinction	1	4	5
Credit	43	38	81
Pass	23	23	46
Total	67	65	132

Source Faculty of Management Studies, 2018

Table 18: Summary of 2018 Diploma in Marketing Graduating Class Classified by Gender

	MALE	FEMALE	TOTAL
Distinction	0	3	3
Credit	16	19	35
Pass	22	18	40
Total	38	40	78

Source Faculty of Management Studies, 2018

12.2 Graduation Awards for the Past Three Years

The Faculty also analyzed the performance of its students for the past three years. As shown in the tables and figures below.

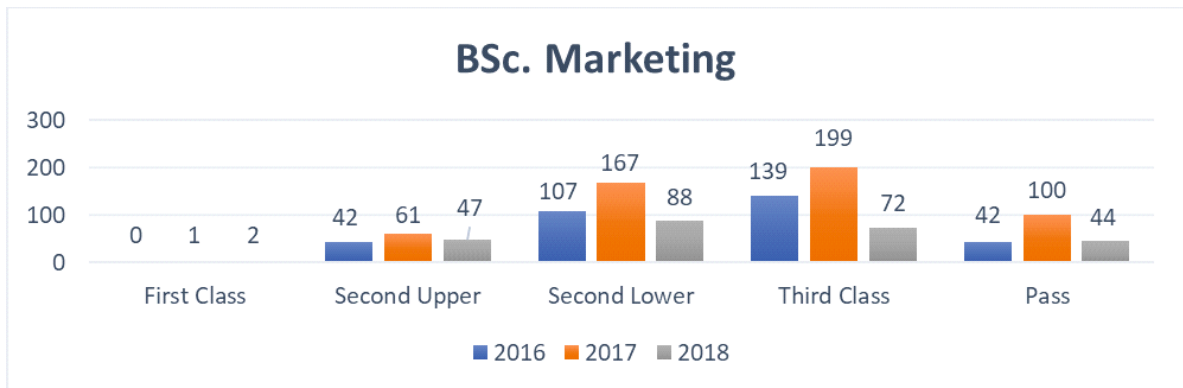
BSc. Marketing

Table 19: Classification of BSc. Marketing by Class obtained for the Past Three Years

Year of Completion	2016	2017	2018
First Class	0	1	2
Second Upper	42	61	47
Second Lower	107	167	88
Third Class	139	199	72
Pass	42	100	44
	330	528	253

Source: Faculty of Management Studies, August, 2018

Fig 2: Graph of Classification for BSc. Marketing by Class obtained for the Past Three Years



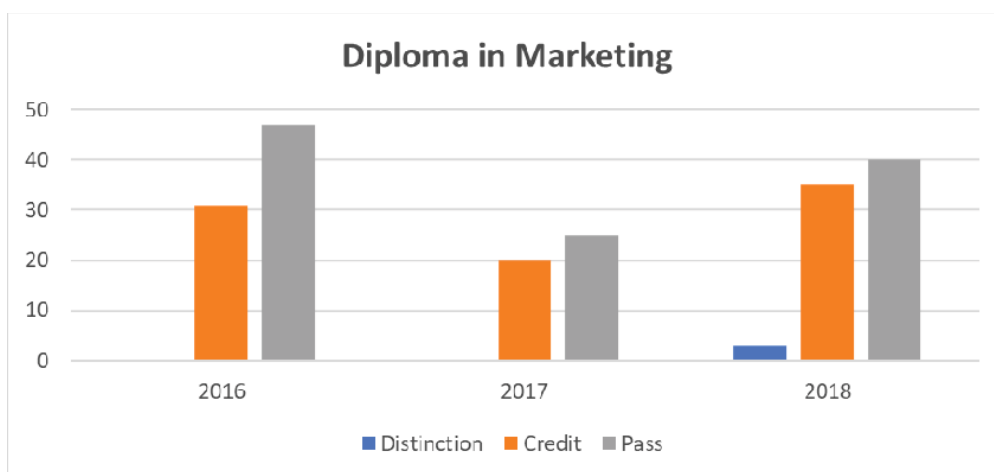
Diploma in Marketing

Table 20: Classification by Class obtained for the Past Three Years

Year of Completion	2016	2017	2018
Distinction	0	0	3
Credit	31	20	35
Pass	47	25	40
Total	78	45	78

Source Faculty of Management Studies, 2018

Fig 3: Graph of Classification for Diploma in Marketing by Class obtained for the Past Three Years



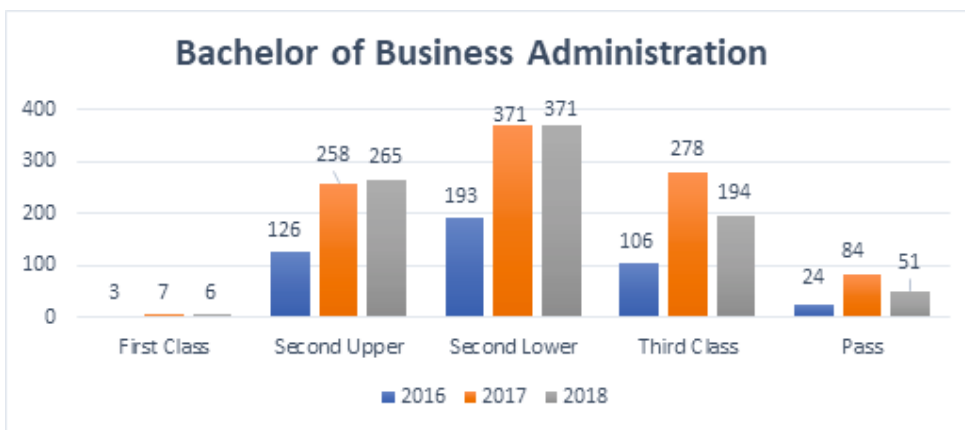
Bachelor of Business Administration

Table 21: Classification by Class obtained for the Past Three years

Year of Completion	2016	2017	2018
First Class	3	7	6
Second Upper	126	258	265
Second Lower	193	371	371
Third Class	106	278	194
Pass	24	84	51
	452	998	887

Source: Faculty of Management Studies, August, 2018

Fig 4: Graph of Classification for Business Administration by Class obtained for the Past Three years



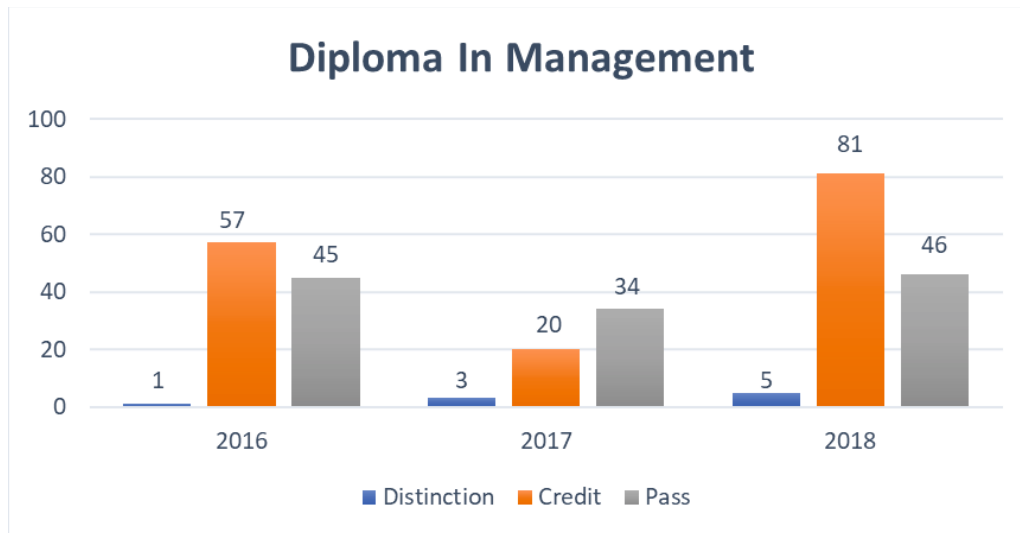
Diploma in Management

Table 22: Classification by class obtained for the Past Three Years

Year of Completion	2016	2017	2018
Distinction	1	3	5
Credit	57	20	81
Pass	45	34	46
Total	103	57	132

Source: Faculty of Management Studies, August, 2018

Fig 5: Graph of Classification for Diploma in Management by Class obtained for the past Three Years



13.0 AWARD WINNERS FOR ACADEMIC PRIZES FROM THE FACULTY

The tables below present winners for academic prizes from the Faculty for the 2018 graduating class:

Table 23: Winners of Academic prizes from the Faculty

AWARD CATEGORY	NAME	ID NUMBER	FCGPA
Best Graduating Student (Faculty of Management)	Addison Wynny Esi	10016684	3.75
Best Graduating Student (Business Administration)	Kuduafor Bismark Amefianu	10017770	3.69
Best Graduating Student (BSc. Marketing)	Addison Wynny Esi	10016684	3.75
Best Graduating Student (Diploma in Marketing)	Yeboah Joanitta Ansonmaa	10065724	3.62
Best Graduating Student (Diploma in Management)	Nugba Sandra Akpene	10065346	3.67

AWARD CATEGORY	NAME	ID NUMBER	MARKS
Best Graduating Student (Corporate Governance)	Mahama Riana	10019623	92
Best Graduating Student (Marketing Research)	Mensah Richard Mawuena	10066164	90
Best Graduating Student (Introduction to Total Quality Management)	Antwi Ayomide Ernest	10048383	89
Best Graduating Student (Entrepreneurship Development)	Gedzah Esiawonam Xystus	10021078	96
Best Graduating Student (Public Administration)	Baah Edith	10063776	91
Best Graduating Student in Introduction to Environmental Management Courses (Faculty of Management requirement)	Dzimabi-Akaba Selinam Veronica	10019792	84

Source Faculty of Management Studies, 2018

14.0 FACULTY ACTIVITIES

The Faculty undertook a number of activities during the year under review covering academic, research and community services.

14.1 Academic Activities

14.1.1 Orientation for Fresh Students

The 2018/2019 Academic year orientation organized for fresh students in the Faculty was held on Friday, September 7, 2018 for both undergraduate and diploma students. There were over 250 students for the Department of Marketing and over eight hundred and fifty (850) students for the Business Administration that participated. Present were the Vice- Dean, Head of Departments, Faculty officer and the Departmental officers.

14.1.2 Matriculation

The Faculty matriculated over One Thousand Five hundred students during the Matriculation ceremony which was organised by the University on October 6, 2018. This comprised PhD, Masters, Bachelors and Diploma students.

14.1.3 Monitoring of Lectures

Lectures for the 2018/2019 academic year started smoothly on the 5th of September, 2018 and ended on the 7th December, 2018.

14.1.4 Invitation to a Lecture by Her Majesty Queen Matilde of Belgium and Prime Minister Alexander De Croo

Lecturers and Students from the Department of Marketing were selected alongside their colleagues in other departments to attend the above lecture. The invitation was from the Office of the President of the Republic of Ghana. The Lecture was part of activities of Her Majesty the Queen and Prime Minister of Belgium, and formed part of a broader global campaign for accelerated implementation of the Sustainable Development Goals (SDGs). It was held at the Great Hall, University of Ghana, Legon on Friday, 9th 2018.

14.1.5 Leadership Development Summit

A Leadership Development Summit dubbed, “Become an Effective Transformational Leader,” was organized for students on Tuesday, 20th March, 2018 by the Faculty of Management Studies in collaboration with Young Professionals and Youth Coalition. The guest speaker for the programme was Mr. Andy Ocran, while the Pro-Vice-Chancellor gave the keynote address. Lecturers and students from the Faculty were in attendance.

14.1.6 Letter of Commendation from the Awarding Body at the Chartered Institute of Marketing, Ghana

The Awarding Body at the Chartered Institute of Marketing (CIM) by a letter addressed to the Deputy Director, Institute of Professional Studies, commended University of Professional Studies, Accra for the excellent performance of its students in the April 2018 assessment session. The commendation was in respect of three areas of the April 2018 assessment session. These units were:

- 562 Marketing Leadership and Planning Unit of the CIM Professional Postgraduate Diploma in Marketing.
- 563 Managing Corporate Reputation Unit of the CIM Professional Postgraduate Diploma in Marketing,
- 2202 Driving Innovation of the Diploma in Professional Marketing.

14.1.7 Donation to the Faculty

In connection with the Management Day celebration which was organized by the Faculty on Friday, 20th April, 2018, a donation of two HP laptops were received from the Chief Executive Servant of Nickel Keynesbury, Mr. Kwasi Livingstone. Senior officers from his company delivered the laptops to the Dean on Wednesday, 18th April, 2018 at the Dean's office.

14.1.8 Management and Professional Day 2018

The Faculty organized its 4th Management and Professional Day on Friday, 20th April, 2018 under the theme, Becoming the Star: The Role of Strategic Mentorship at the Justice Aryeetey Auditorium. The programme was organized mainly for the final year students for Level 400 and Diploma Level 200. Speakers at the event included, Ms. Anna Sameke, CEO of Mobile Business Clinic (MBC) Africa and Mr. Kwesi Livingstone, Chief Executive Servant of Nickle Keynesbury. The programme was chaired by the Dean.

Table 24: Students awarded during Management and Professional day

	Names	Programme
1.	Mr. Kuduafor Bismark Amefianu	Bachelor of Business Administration
2.	Mr. Nanaor Quadzi Pius Derrick	Bachelor of Science in Marketing
3.	Ms. Nugba Sandra Akpene	Diploma in Management
4.	Ms. Acheampong Harriet	Diploma in Marketing

Source Faculty of Management Studies, August 2018

14.1.9 Excursion to Kakum National Park

As part of their course requirement, Level 300 students offering BMKT404 Tourism Marketing, embarked on an excursion to the Kakum National Park on Tuesday, May 1, 2018. The programme was initiated by the Lead Lecturer, Dr. (Mrs.) Alberta Bondzi-Simpson. Students enjoyed the excursion because it offered them a practical learning experience.

14.1.10 Sales Seminar for Level 300 students

Sales seminar was organised by Dr. Majeed Iddirisu, a lecturer in the Department for Level 300 students. The seminar took place in the Justice Aryeetey Auditorium on Friday, May 4, 2018 at 3:00 pm. Mr. David Afugani, Sales Director of Inesfly Africa, was the resource person.

14.1.11. ECOWAS Marketing Penetration Meeting

The Head of Department, Dr. Andrews A. Akolaa was nominated to attend a meeting hosted by the Ghana Export Promotion Authority to deliberate on ECOWAS Marketing Penetration. The meeting was held on Wednesday, August 29, 2018.

14.1.12 Participation in HR Focus

The following students of the Department of Business Administration emerged winners of the MTN Pulse-HR Focus Business Challenge held in Accra, beating eight other universities to annex the coveted trophy for the second time in three years.

The gallant contestants who represented the University were:

- | | |
|--------------------------------|-------------------------------|
| 1. Victor Sefadzie Kemeh, | 2. Bismark Kudoafor Amefianu, |
| 3. Kelvin Quartey, | 4. Peggy Amene Yeboah |
| 5. Clara Asempapa | 6. Emmanuel Antwi |
| 7. Frimpong Thomas Nii Hammond | 8. Kevin Kobby Wilson |

The team presented the glittering trophy to the Vice-Chancellor of the University, who who congratulated the contestants and promised them a weekend treat at one of the plush hotels of their choice.

14.1.13 Training for Academic Counsellors

Nine (9) lecturers from the Faculty were selected as academic counsellors for the various departments. The Counselling Unit organized a day's training for them on Thursday, September 20, 2018 at the Justice Aryeetey Auditorium from 9:30 a.m. to 2:00 p.m. The lecturers were:

- | | |
|---------------------------------|------------------------------|
| 1. Mr. Arthur Duncan | 3. Mr. Akwasi Sarfo Kantanka |
| 2. Mr. Abdul-Hamid Ibn Kailan | 4. Mr. Stephen O. Adjapong |
| 5. Rev. Dr. Cletus Kwame Forson | 6. Mr. Frederick Doe |
| 7. Dr Ernest Mensah Abraham | 8. Mr. Emmanuel Dougan |
| 9. Mr. Joshua Ofori Essiam | |

14.1.14 Commission to Author Study Manual

The Dean, School of Distance Learning appointed seven lecturers from the Department of Marketing to develop a study manual in the Marketing Management course for teaching and learning on the distance learning programme. These lecturers included Professor Abednego F. O. Amartey, Dr. Andrews Akolaa,

Mr. Winston Asiedu Inkumsah, Mr. Andrew Ayiku, Mr. Robert Amponsah, Mr. Yussif Mohammed Hardi and Mr. Ibn Kailan Abdul Hamid.

14.1.15 Examinations

Two examinations were held during the year under review. The first was in second semester 2017/2018 academic year and the second was in first semester 2018/2019 academic year. The table below presents the dates and activities that took place during the period.

Table 25: Periods Examinations were written and activities during the period.

Semester	2 nd Semester 2017/2018 Academic Year	1st Semester 2018/2019 Academic Year	Status for 2018/2019
Date for Examinations	25 th May, 2018-10 th June, 2018	10 th December, 2018-23 rd December, 2018	Successful
Conference Marking	29 th May, 2018-9 th July, 2018	12 th December, 2018-15 th January, 2019	1 st Semester Marking ongoing
Script Audit	26 th June, 2018 - 10 th July,2018		

14.1.16 Examination Malpractice

During the second semester examinations for 2017/2018 academic year, seven (7) students from the Faculty were involved in examinations malpractice. They have met the disciplinary committee and sanctions have been meted out to them. The statistics are presented in Table 26.

Table 26: Examinations Malpractice for second semester 2017/2018 academic year

Programme	Gender		Total
	M	F	
Bachelor of Business Administration	3	0	3
Bachelor of Science in Marketing	0	1	1
Diploma in Management	0	2	2
Diploma in Marketing	1	0	1
Total	4	3	7

UPSA Academic Affairs Database, 2018

Table 27: Sanctions for students involved in Examination Malpractice

	Sanction	No of Students
1	Cancellation of Paper and Rustication	4
2	Warning	2
3	Discharged	1
	Total	7

UPSA Academic Affairs Database, 2018

14.1.17 Validation of Results by External Moderators

The following external moderators were invited by the University to validate the results of the Level 400 final year students in the Faculty:

- Dr. Daniel Agyapong
- Mr. Joseph Cudjoe Sefenu
- Professor Robert Hinson

The external moderators worked between Tuesday, 3rd July, 2018 and Tuesday, 10th July, 2018. Their terms of reference was to ensure that the academic standards of UPSA awards are comparable to similar awards in other universities. The report on the exercise was forwarded to the Department and subsequently to the Director of Academic Affairs for further action.

14.1.18 Meeting with BSc. Real Estate Management and Finance Students

The Faculty of Management Studies held a meeting with the Bachelor of Science in Real Estate Management and Finance students on Wednesday, 21st November 2018 at Graduate School Block (GH 3). The aim of the meeting was to inform the students about prospects and opportunities in pursuing the BSc. Real Estate Management and Finance programme and to encourage them to learn hard.

14.1.19 Meet the Entrepreneurs

Meet the Entrepreneurs series is an initiative by the lead lecturer for Diploma Entrepreneurship Development, Mr. Daniel Okofo-Darteh. The maiden edition was held on Friday, 23rd November, 2018 at the Justice Aryeetey Block.

14.2 Faculty Research Activities

14.2.1 Departmental /Faculty Research Seminar

The Faculty organized research seminars during the year under review. Table 28 shows the topics presented during the period.

Table 28: List of Lecturers who Presented Research Work during the Departmental/Faculty Seminars

DATE	PRESENTER	RESEARCH TOPIC	VENUE
12 th Oct 2018	Mrs. Rejoice. E. Asante	Awareness of Consumer Social Responsibility in Ghana and its effect on ethical purchase behavior.	GH I
12 th Oct 2018	Dr. Mrs. Naa Adjeley Ashiboe-Mensah Doamekpor	Conceptions of Sustainability amongst construction management students of the Kwame Nkrumah University of Science and Technology	GHI
17 th Oct 2018	Mrs. Akorfa Wuttur	Examining the indicators of Academic Performance among students	GH I
17 th Oct 2018	Mr. Alpha A. Alfa	Perceived ethical behavior and customer loyalty in the Micro Finance Institution, the Mediating Role of Customer Satisfaction Trust and Commitment	GHI
15 th November, 2018	Mr. Peter Kwasi Kodjie	Distributive and procedural justice as moderators for customers' loyalty in the service industry.	GHI
15 th November, 2018	Mr. Emmanuel Dougan	Beneath the surface of graduate unemployment in Ghana: A system thinking view.	GHI

Source: Faculty of Management Studies, 2018

14.2.2 Research Proposal Defense

The presentation of proposal defense by Level 400 students started from 5th November, 2018 to 10th November, 2018. Some of the students who had papers for the on-going ICAG examinations were scheduled for other days. The exercise was organized in collaboration with the Research Unit of the University. A total of One Hundred and Eighty-one (181) groups comprising mainstream and weekend students defended their proposal for the Business Administration, whilst thirty-five (35) groups were for Marketing during the period under consideration. The Table below summarises the total groups who defended their proposals:

Table 29: Number of Groups Presented for Defence by the Various Departments

BUSINESS ADMINISTRATION		
S/N	Stream	Number
1.	Regular	141
2.	Weekend	40
	Total	181
MARKETING		
1.	Regular	27
2.	Weekend	8
	Total	35

Source: Faculty of Management Studies, 2018

14.2.3 Meeting with Level 400 Students Working on Project Work

The Faculty and Departmental Research Officers met with the Level 300 and 400 students respectively to discuss issues relating to research. Similarly, the research team of the Faculty of Management Studies held a meeting with Level 400 morning, evening and weekend students working on their Project Work on Thursday, 22nd November, 2018 and Friday 23rd November, 2018 respectively at the LBC 503.

The agenda for the meeting was to provide students with the guidelines for writing their project work and also to encourage them to complete the task by the end of March, 2019.

14.3 Community Services

14.3.1 Training Session for Food Vendors around University of Professional Studies, Accra

Each academic year, the various faculties in the University embark on community development projects as a way of giving back to the communities within the University's catchment area. The Marketing Department embarked on a Food Hygiene and Fire Safety Campaign for all food vendors in and around the University community on Sunday, 18th November 2018 at the Justice Aryeetey Block.

14.3.2 Inauguration of Faculty of Management Studies Incubator

The Faculty of Management Studies inaugurated its Incubator Centre on Friday, 27th April, 2018 at the LBC Auditorium. The objective is to help nurture young talents and help businesses to grow. The incubator provides three types of services, namely, creativity/innovation, financing and mentorship. It is the process of supporting and equipping start-up businesses to build entrepreneurial capabilities for self-sustenance.

Management

The Incubator Centre has a Business Advisory Council with, Mrs. Fidelis Quansah, the Dean of Faculty of Management Studies as member, together with other business executives. The Centre is managed by a coordinator with the responsibility of getting members, partners and getting turn-over of members into full-fledged businesses. Other faculty members have been appointed to assist in undertaking research and publications on the industry.

The Centre was to be funded by internally generated funds; through activities such as training, events and consultancy services.

In partnership with Century Incubator and MBC, a couple of training programmes have been organized.

The Centre also acquired the following items supported by the Faculty;

ITEM	COST
12 four-seater tables	GH¢5,280
40 Chairs at 100 Ghana Cedis each	GH¢4,000
Fixed Curtains	GH¢3,300

14.3.3 Programmes and Activities at the Business Incubator

Various programmes were held by the Incubator Centre. Details of the activities are provided in the 2018 report on the incubator.

15.0 STUDENTS ACTIVITIES

Table 30 presents the different activities undertaken by the student bodies in the Faculty.

Table 30: Students Activities for the Year Under Review

No	Programme	Date	Venue
1.	Association of Business Administration Students (ABAS) Ladies Training Workshop	9 th March, 2018	LBC 501
2.	Bachelor of Science in Marketing Students Association (BaMSA Election)	25 th April, 2018	
3.	Pre-internship Workshop for Diploma Level 100 students and Degree Level 300 students	30 th April, 2018	Auditorium
4.	Leadership 360 Summit 2018	3 rd May, 2018	Auditorium
5.	ABAS Excellence Award	May, 2018	Auditorium
6.	BaMSA Handing Over Ceremony	8 th June, 2018	Auditorium
7.	ABAS Student recognition award	June, 2018	Auditorium
8.	Chat the Experts 2018	25 th October, 2018	Auditorium

Source: Students Association, 2018

15.1 FACULTY OF MANAGEMENT BUSINESS CENTRE

The Faculty operated its Business centre during the year under review. Services provided were as follows;

Photocopy

Printing

Mobile Money Transfer

Online payment & registration

Comb binding etc.

In addition, the Faculty sponsored the Management Day celebration, and awarded deserving Faculty members/students, supported the launching of the PhD programme, leadership development summit, some programmes at the incubator centre, and some welfare issues were also catered for.

15.2 Death of Students

The Department of Business Administration lost two (2) of its students during the period under review. Below in the table are the names of the students.

Table 31: List of deceased students in the faculty

SN	NAME	LEVEL	BURIAL
1	Emmanuel Kpiinzie	400	5 th January, 2018
2	Dorcas Okwampah	300	3 rd March, 2018

Source: Faculty of Management Studies, 2018

16.0 MAJOR ACHIEVEMENTS

- The Faculty mounted two new programmes, namely the PhD Marketing programme and BSc. Real Estate Management and Finance programme.
- The Vice-Chancellor who is a member of the Faculty was adjudged the Best CEO of the year in the Education Sector.
- The Faculty established a business incubator, with about 20 students in incubation for six months. Out of the 20, three students were awarded at the pitching session
- Students from the Faculty won the HR Focus for the year 2018.

17.0 CHALLENGES

- The Faculty is currently facing the challenge of attracting more students to read its BSc, Marketing programme
- When students are admitted, some do not get the text message confirming their admission. It was later discovered that this might have occurred because of incorrect phone numbers given by the students or perhaps a number that is not

in use.

- Inadequate storage space for examination scripts.
- Inadequate number of national service personnel for the Faculty.
- Inadequate space for the Incubator, thus restricting most of operations such as hosting of events to help raise funds for the project. The syndicate rooms are not enough
- Use of the LEAS -- inadequate internet connectivity

18.0 RECOMMENDATIONS

- Rebranding of the Marketing Programme.
- Names of the admitted students should be put on the website early enough and additional information should be given at sale points of application forms.
- More space should be allocated to the Faculty in the new building for the effective running of the incubator
- The Faculty suggests that students participate in two of our models; Design thinking and Designing business models

19.0 FOCUS FOR 2019

The Faculty will do the following:

- Continue to improve on the University's environment and image by introducing at least four new programmes.
- Support in enhancing institutional competitiveness by ensuring that members are using the University's Learning Management Platforms
- Continue to promote Faculty publications in highly ranked journals and participation of International Conferences to enhance national and international presence through research
- Encourage members to compete for competitive calls for proposals as well as build members' capacity in grant proposal writing
- Launch a two-page monthly electronic newsletter
- Begin work on the Faculty's research Application
- Create a pool of reviewers to encourage individual and team publications
- Promote international and national collaboration with Faculty
- Provide more community service

20.0 CONCLUSION

The Faculty of Management Studies left no stone unturned in the year 2018 to ensure that it is responding to the three arms of its mandate -- Teaching, Research and Community Service. The achievements by the Faculty show that sustained, collaborative, and intentional efforts by all Faculty members, is the driving force for success in the Faculty and the University as a whole.



FACULTY OF ACCOUNTING AND FINANCE

Dr. Raymond K. Dziwornu

Dean

1.0 Dean's Message

The Faculty of Accounting and Finance has over the years strived to achieve excellence in delivering its core mandate as captured by its vision, mission and credo. The goal of the faculty for 2018 was to promote effective teaching and learning, enhance faculty research output and contribute to the university's community. This was achieved through regular attendance monitoring, capacity building programmes, recruitment of additional lecturers, provision of support services and collaboration with industry. One of the exciting moments during the year was the introduction of three new programmes: BSc Accounting and Finance, BSc Business Economics and MPhil Finance, and the provision of exemption accreditation by the Association of Certified Chartered Accountants. The Faculty will not relent on its effort at providing quality education to produce ethical and professional graduates, equipped with requisite knowledge and skills to be functional in the job market. I appeal to faculty members and students to continue to support management of the faculty to propel the faculty to higher heights in the coming year. It is my prayer that the good Lord will grant us wisdom and good health to perform our duties more effectively and responsibly to achieve our goals.

This report presents various activities undertaken by the Faculty during the year under review and the strategic focus for the year 2019.

2.0 Vision, Mission, Credo and Shared values

2.1 Our Vision:

To be a leader among universities that offer accountancy, banking, finance, management sciences and business economics, and to achieve national and international recognition

of these disciplines by providing academic and professional distinction that meet the needs of industry.

2.2 Our Mission

To provide excellent accountancy, banking, and finance, management science and business economics education through teaching, research, and service.

How do we achieve our mission?

- Fostering intellectual curiosity, academic excellence, business insights, and accounting, banking, finance, actuarial science and business economics expertise.
- Creating high-impact, relevant research.
- Engaging and collaborating with professional communities both within Ghana and the rest of the world.
- Leveraging technology for effective teaching and learning

2.3 Our Credo

- Superior quality for a higher purpose.

2.4 Our Shared values

- Continuous improvement and recognition of excellence in teaching, research, and service
- Recognition of the diverse perspective of students, employers, and society as accounting, banking, finance, management science and business economics programme stakeholders.
- Appreciation of professional certifications and core competencies needed for long-term professional success.
- Responsiveness to changes in organizations and society.
- A shared sense of community and collegiality among faculty, students, administrators, and other stakeholders.

3.0 Strategic Objectives and Goals of 2018

The objectives and goals set for 2018 were to:

- Complete four (4) new programmes to increase the faculty's programme portfolio.
- Increase faculty's research output by at least 50 publications by the end of 2018.
- Interact and receive weekly feedback/report from course representatives of the faculty on lecturers' attendance to class, teaching and learning, and challenges for redress.

- Complete faculty-industry collaboration started for internships and faculty development.
- Reduce the number of staff on Assistant Lectureship rank by 50%.
- Search for foreign universities partnership for student and faculty exchange programmes.
- Embark on awareness campaign for lecturers to embed and deliver key employability skills and competencies of students to enhance their employability in the job market.
- Organise the second edition of the Professional Master Class programme
- Organise the second edition of the Faculty Professional Week Celebration in March
- Organise two seminars for small businesses in UPSA's catchment area as the faculty's CSR.
- Collaborate with industry to organize seminars for students to prepare them for job.

4.0 Management Team and Staff

The Faculty is managed by a four-member management team headed by the Dean and supported by three (3) administrative officers who provide the day-to-day administrative support services in the faculty and departments. The Management Team members are:

Dr. Raymond K. Dziwornu (PhD, FCE, MPhil, PGCert., BA (Hons) - Dean

Dr. Kwadwo Obeng (DBA, MBA, ICAG) - Vice-Dean

Dr. Helena Ahulu (PhD, MA, BSc. MIPA) - Head, Accounting

Dr. Edward Attah-Botchwey (PhD, MBA, BSc.) - Head, Banking and Finance

The Administrative Staff of the Faculty are:

Kwasi Offei-Kwafo (MBA, B.Ed., Post Sec Cert A) - Faculty Officer

Leticia Ayarna-Gagakumah (MBA, Bsc) - Departmental Officer, Accounting

Vivian A. Gbade (MBA, CHRMP, ChPA, CMC, BBA) - Departmental Officer, Banking & Finance

5.0 Programme Portfolio

There are two departments in the Faculty, namely: Departments of Accounting, and Banking and Finance, with a total of eleven (11) programmes. There is one Diploma

programme, five (5) Undergraduate and five (5) Graduate programmes. Figures 1 and 2 show the breakdown:

5.1 Programmes of the Accounting Department:

The Accounting Department has a diploma programme, two undergraduate programmes and three graduate programmes. These programmes have been designed in line with the curriculum of professional bodies such as the Institute of Chartered Accountants, Ghana (ICAG), and the Association of Certified Chartered Accountants (ACCA). The content of the programmes allows our students to be exempted from writing eight papers of ACCA and six of ICAG upon successful completion of their programmes of study. Figure 1 shows the detail of programmes.

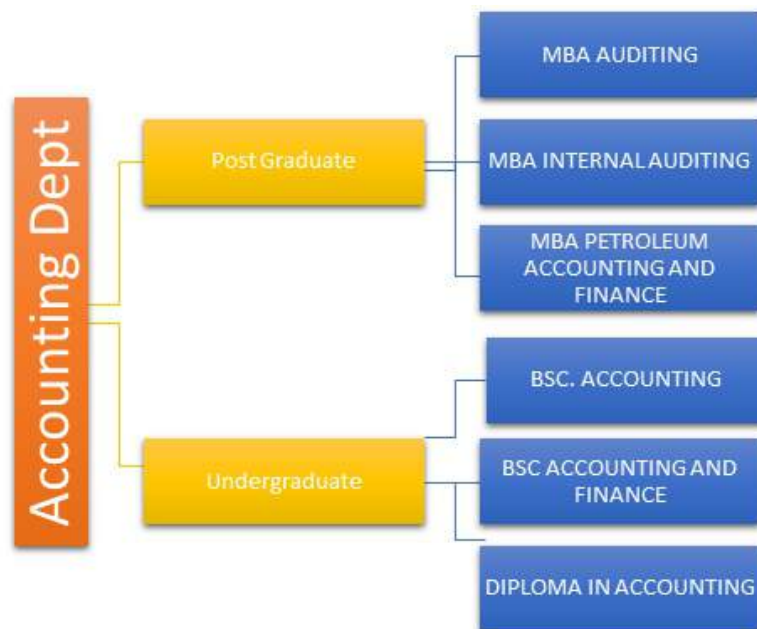


Figure 1: Programmes of the Accounting Department

5.2 Programmes of Banking and Finance Department:

The Banking and Finance Department has three undergraduate programmes and two graduate programmes. Like the Accounting Department, the programmes of the Banking and Finance Department have also been designed in line with the curriculum of professional bodies such as the Chartered Institute of Bankers (CIB), Ghana. Upon successful completion of the Banking and Finance programme, our graduates are exempted from 10 out of a total of 19 papers of CIB.

5.2 Programmes of Banking and Finance Department:

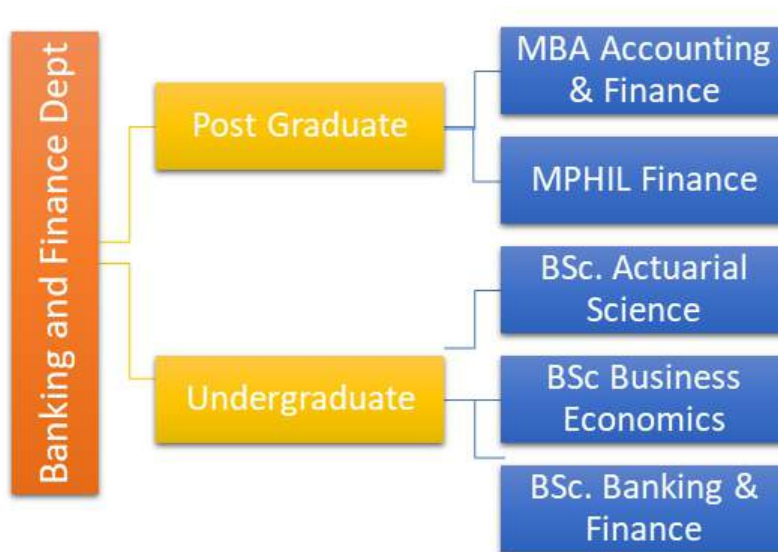


Figure 2: Programmes of the Banking and Finance Department

6.0 Staffing

6.1 Staff Strength

The total staff strength of the Faculty as at December 2018 stands at ninety-eight (98): Consisting of ninety-five (95) full time academic staff and three (3) administrative staff. Majority (55%) of the academic staff are of the rank of Assistant Lecturer. Management of the Faculty intends to encourage and support lecturers who are due for promotion in 2019 to put in their application for consideration by university management. To achieve this objective, the Faculty will organize a workshop for members in 2019 on the criteria and processes for application to provide them with the needed information for their decision. It is our expectation that this will reduce the number of Assistant Lecturers and increase the number of lecturers to enhance the profile of the faculty. Table I shows the distribution of academic staff in the Faculty. See also Appendix A (attached) for the detail list of Staff with their Ranks, Qualifications and contact numbers/emails.

Table 1: Statistics of Academic and Non-Academic Staff of the Faculty

Staff/ Rank	Accounting		Banking and Finance		Total
	Male	Female	Male	Female	
Associate Professor	0	0	1	0	1
Senior Lecturer	5	0	7	2	14
Lecturer	10	1	11	6	28
Assistant Lecturer	17	3	28	4	52
Departmental Officer	0	1	0	1	2
Faculty Officer	1				1
Total	32	5	47	13	98

Source: FAF (2018)

Table 2 shows the distribution of academic staff with and without terminal degrees. Twenty-two (22) percent of the academic staff in the Faculty have doctorate degrees. However, over 80% of the number that does not have doctorate degree are currently enrolled on various PhD programmes in Ghana and abroad. It is therefore expected that in the next few years the number of doctorate degree holders in the faculty will increase significantly to enhance the profile of the Faculty.

Table 2: Distribution of Doctorate and Non-Doctorate Degree holders in the Faculty

Lecturer/ Rank	Accounting		Banking and Finance		Total
	Male	Female	Male	Female	
PhD/Doctorate	6	1	12	3	22
No PhD/ Doctorate	25	3	35	10	73
Total	31	4	47	13	95

6.2 Recruited Lecturers

During the year under review, sixteen (16) new lecturers were recruited to augment the number of lecturers in the faculty: Ten (10) for the Accounting Department and six (6) for the Banking and Finance Department. The recruitment has increased the staff strength and enhanced the staff-student ratio in the faculty. Table 3 shows the profile of lecturers recruited during the year.

Table 3: Profile of lecturers recruited in 2018

No	Name of Staff	Gender	Qualification/Year Obtained and Institution	Area of Specialization	Rank
			Accounting Department		
1.	Mr. Francis Jones Tagoe	Male	MPhil Industrial Finance and Investment (2017), ICAG. 2017	Auditing	Assistant Lecturer
2.	Mr. Eric Padi Nyabey	Male	MBA Accounting and Finance (2015), UPSA. ICAG (2009)	Taxation; Financial Reporting	Assistant Lecturer
3.	Mr. Emmanuel Adjei Nketia	Male	MBA Accounting and Finance (2018), UPSA.	Auditing; Taxation	Assistant Lecturer
4.	Mr. Desmond Aboagye	Male	MBA Accounting and Finance (2018), UPSA.	Financial Management; Management accounting	Assistant Lecturer
5.	Ms. Patience Korsorku	Female	MBA Accounting and Finance (2018), UPSA.	Cost Accounting; Principles of Accounting	Assistant Lecturer
6.	Mrs. Dorcas Oye Mensah	Female	MBA Accounting and Finance (2018), UPSA.	Cost Account.; Principles of Accounting	Assistant Lecturer
7	Mr. Michael Gift Soku	Male	MBA Accounting. UG (2012)	Auditing	Assistant Lecturer
8	Mr. Rester Togomey	Male	MBA Accounting. UG (2012)	Taxation	Assistant Lecturer
9	Mr. Abdulai Yahaya	Male	MBA Accounting and Finance (2018), UPSA.	Corporate and Financial Reporting	Assistant Lecturer
10	Mr Nicholas Adoboe-Mensah	Male	MBA Finance, GIMPA, 2009	Management Accounting for Oil and Gas	Assistant Lecturer

Banking and Finance Department					
11	Dr. Isaac Boadi	Male	PhD Finance, Heerlen, The Netherlands, 2017	Business and Corporate Finance	Lecturer
12	Mr. Ahmed Jamal Iddrisu	Male	MBA Finance, Lincoln University Bus. School, 2004	Banking	Lecturer
13	Mr. Silas Gyimah Amponsah	Male	MPhil in Mathematics, KNUST, 2011	Mathematics and Risk	Assistant Lecturer
14	Mr. Michael Lawer Tetteh	Male	MPhil in Finance, UGBS, 2012	Corporate Finance	Assistant Lecturer
15	Dr. Mrs. Josephine Ababio	Female	PhD Finance, UGBS, 2017	Corporate Finance	Lecturer
16	Mr Richard Nii Akoto	Male	MPhil, UGBS, 2010	Corporate Finance	Assistant Lecturer

Source: FAF (2018)

6.3 Confirmation, Appointments, and Promotions

6.3.1 Appointments

Table 4 indicates the appointment and re-appointment made during the year under review.

Table 4: Appointments of Faculty Members to various Administrative Positions

S/N	Name	Department	Designation	Effective Date
1.	Dr. Joseph K. Tuffour	Banking and Finance	Deputy Director, Research and Consultancy	April 1, 2018
2.	Dr. Samuel Antwi	Accounting	Vice-Dean, School of Graduate Studies	April 1, 2018

6.3.2 Promotions

Table 5: Promotion of Academic Staff

S/N	Name	Designation	Date of Promotion	Effective Date
1.	Mr. Redeemer Dornudo Yao Krah	Senior Lecturer	February 24, 2018	May 12, 2017
2.	Mr. Isaac Ofoeda	Lecturer	February 27, 2018	March 15, 2017

3.	Mr. Emmanuel Mensah	Lecturer	October 23 rd , 2018	December 4, 2017
4.	Mr. Lazarus Lamptey	Lecturer	October 23 rd , 2018	December 4, 2017
5.	Mrs Christine Avortri	Lecturer	February 27, 2018	March, 2017
6	Ms Deborah Adu Twumwaa	Lecturer	February 27, 2018	March, 2017
7	Mr Christopher Quaidoo	Lecturer	February 27, 2018	March, 2017

6.3.3 Confirmation of Appointments

The appointments of seventeen (17) lecturers recruited in 2016 to teach in the faculty have been confirmed after serving a one-year probation: Ten (10) lecturers were from the Banking and Finance Department, while Seven (7) lecturers were from the Accounting Department.

6.4 Academic Staff on Study Leave and Secondment

The underlisted lecturer in Table 6 was granted study leave to pursue PhD programme.

Table 6 Academic Staff on Study Leave

S/N	Name	Position	Status	Effective Date	Department
1.	Mr. Mawunyo Agradi	Assistant Lecturer	Study Leave without pay	November 1 2018	Banking and Finance

6.5 Award of PhD/Doctoral Degrees and Other Certificates

Four (4) lecturers of the Faculty successfully completed their terminal degrees and have been accordingly awarded various PhD degrees. Some lecturers were also awarded other degrees and certificates during the year under review. The Faculty congratulated them on this achievement.

Table 7 Awards of Doctoral/PhD Degrees to Academic Staff

S/N	Name	Year of Award	Award	Institution
1.	Dr. Raymond Dziwornu	April 2018	Post Graduate Certificate in Academic Practice (International)	Lancaster University, UK

2.	Dr. Abdallah Abdul-Mumuni	September, 2017	PhD in Economics	University of Cape Coast
3.	Dr. Mrs. Philomena Dadzie	March, 2018	PhD in Higher Education Administration	University of Phoenix, Arizona
4.	Dr. Kofi Osei Adu	March, 2018	PhD in Economics	University of Cape Coast
5.	Dr. Samuel Pimpong	2018	PhD in Political Science	University of Ghana
6.	Dr David Mensah	2018	PhD in Finance	University of Ghana
7.	Dr Richard Akoto	2018	PhD in Development Finance	University of Stellenbosch, South Africa
8.	Mr. Lawrence Asare Boadi	2018	Master of Art in Ministry	Trinity Theological Seminary
9.	Ms. Deborah Adu-Twumwaah	2016	LLB	Ghana Institute of Management and Public Administration

6.6 Termination of Appointment/Dismissal

The appointments of four (4) lecturers were terminated during the year under review for various offences: Three (3) were from the Accounting Department and one (1) was from the Banking and Finance Department. The Lectures were:

1. Dr. Philip Kofi Adom - Lecturer
2. Mr. Bonyire Adafula - Lecturer
3. Mr. Mathew Kuunyigr - Assistant Lecturer
4. Mr. Emmanuel Fianko Asamani Junior - Assistant lecturer

7.0 Students Population Statistics

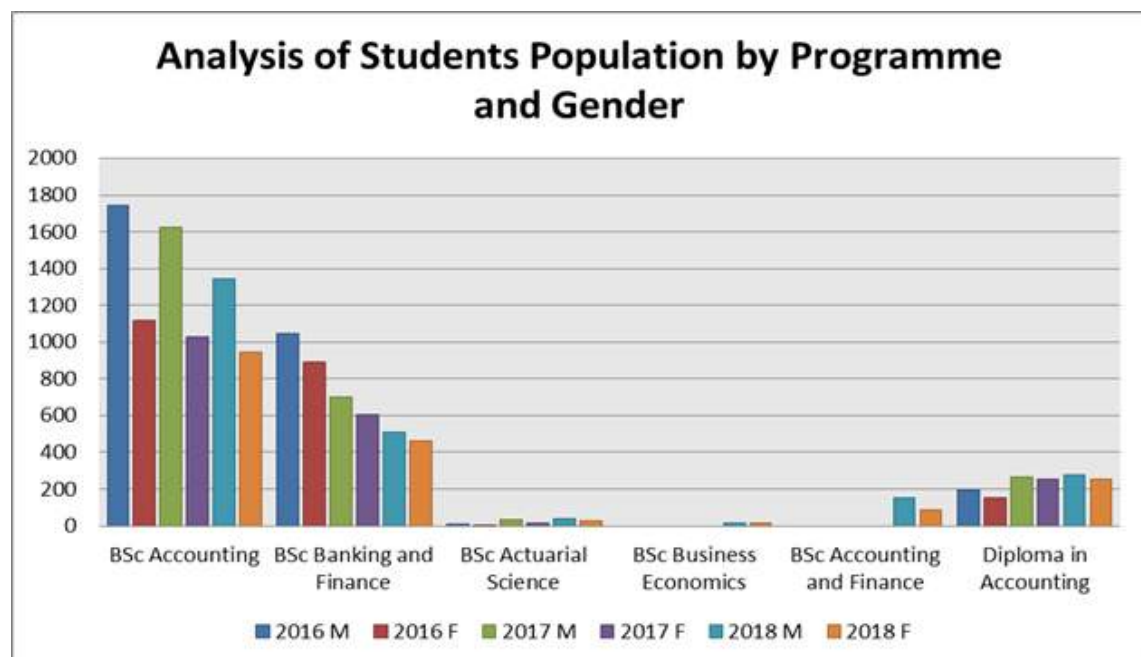
The total population of undergraduate students in the Faculty as at December 2018 stood at 4,128. This comprised 2,341 males, representing 56.7% of the total population and 1,787 females, representing 43.3%. This is 8.6% decline of the 2017 population, and 20% decline of that of 2016. With the exception of Diploma in Accounting and BSc Actuarial Science that has seen increase in population, BSc Accounting and BSc Banking and Finance has witnessed a decline in enrolment over the years. The Faculty will continue to collaborate with the Academic Directorate to embark on outreach programmes in 2019 to increase enrolment. In addition, the Faculty will employ other strategies that will include publicity in social media to increase enrolment.

Table 8: Comparison of Students Population by Programme and Gender, 2016 - 2018

PROGRAM	2018			2017			2016		
	M	F	Total	M	F	Total	M	F	Total
BSc Accounting	1347	946	2293	1622	1029	2651	1745	1117	2862
BSc Banking and Finance	510	461	971	698	604	1302	1045	892	1937
BSc Actuarial Science	41	25	66	33	13	46	9	5	14
BSc Business Economics	16	13	29	-	-	-	-	-	-
BSc Accounting and Finance	151	87	238	-	-	-	-	-	-
Diploma in Accounting	276	255	531	264	251	515	192	154	346
TOTAL	2341	1787	4128	2617	1897	4514	2991	2168	5159

Source: Academic Affairs (2018)

Figure 3: Analysis of Students Population by Programme and Gender, 2016 - 2018



7.1 Population of Students in the Accounting Department

The Accounting Department has a student population of 3,062, representing 74.18% of the total student population of the faculty. Of this number, 2293 (74.89%) are pursuing BSc Accounting, 238 (7.77%) are pursuing BSc Accounting and Finance and 531 (17.34%) are pursuing Diploma in Accounting. Table 9 shows the population distribution by Session and Gender.

Table 9: Accounting Department Student Statistics by Gender, Level and Session

Programme	Level	Morning		Evening		Weekend		Total (Gender)		Overall Total
		M	F	M	F	M	F	M	F	
BSc. Accounting	100	188	112	36	25	15	12	239	149	388
	200	246	161	36	28	27	20	309	209	518
	300	214	143	78	81	33	39	325	263	588
	400	296	203	111	66	67	56	474	325	799
Sub-Total		944	619	261	200	172	127	1347	946	2293
<hr/>										
BSc Accounting and Finance	100	101	70	22	9	9	3	132	82	214
	200	0	1	11	2	8	2	19	5	24
Sub- – Total		101	71	33	11	17	5	151	87	238
<hr/>										
Diploma in Accounting	100	120	100	13	12	7	3	140	115	255
	200	127	130	6	6	3	4	136	140	276
Sub-Total		247	230	19	18	10	7	276	255	531
Grand Total								1774	1288	3062

Source: UPSA USIS, December 2018

7.2 Population of Students in the Banking and Finance Department

The Banking and Finance Department has a total of 1,066 students, representing 25.82% of the students' population in the faculty. Of this number, 91.09% are pursuing BSc in Banking and Finance, 2.72% are pursuing BSc in Business Economics and 6.19% are pursuing BSc in Actuarial Science. Table 10 shows the population distribution by Session and Gender.

Table 10: Banking and Finance Student Statistics by Gender, Level and Session

Programme	Level	Morning		Evening		Weekend		Total (Gender)		Overall Total
		M	F	M	F	M	F	M	F	
BSc. Banking and Finance	100	71	65	8	8	4	4	83	77	160
	200	100	95	10	4	4	7	114	106	220
	300	96	99	12	11	6	7	114	117	231
	400	144	120	45	30	10	11	199	161	360
Sub-Total								510	461	971
BSc Business Economics										
	100	16	13	0	0	0	0	16	13	29
BSc Actuarial Science										
	100	9	12	4	1	0	0	13	14	27
	200	18	7	0	0	0	0	18	7	25
	300	9	4	0	0	1	0	10	4	14
	400	-	-	-	-	-	-	-	-	-
Sub-Total								41	25	66
Grand Total								567	499	1,066

Source: UPSA USIS December 2018

8.0 2018/2019 Admissions

The Faculty admitted One Thousand Nine Hundred and Sixty-Two (1962) students for the 2018/2019 academic year, a 4.94% decline of 2017/2018 admissions: Male 57% and Female 43%. Table II shows the distribution by programme and gender for 2016 – 2018.

Table II: Distribution of 2018/2019 Admissions by Programme and Gender, 2016-2018

PROGRAM	2018			2017			2016		
	M	F	Total	M	F	Total	M	F	Total
BSc Accounting	488	349	837	622	384	1006	570	399	969
BSc Banking and Finance	142	142	284	227	192	419	228	185	413
BSc Actuarial Science	38	31	69	36	16	52	13	13	26
BSc Accounting and Finance	222	139	361	-	-	-	-	-	-
BSc Business Economics	43	28	71	-	-	-	-	-	-
Diploma in Accounting	185	155	340	308	279	587	187	149	336
TOTAL	1118	844	1962	1193	871	2064	998	746	1744

Figure 4: Trend of Admissions by Programme and Gender, 2016-2018

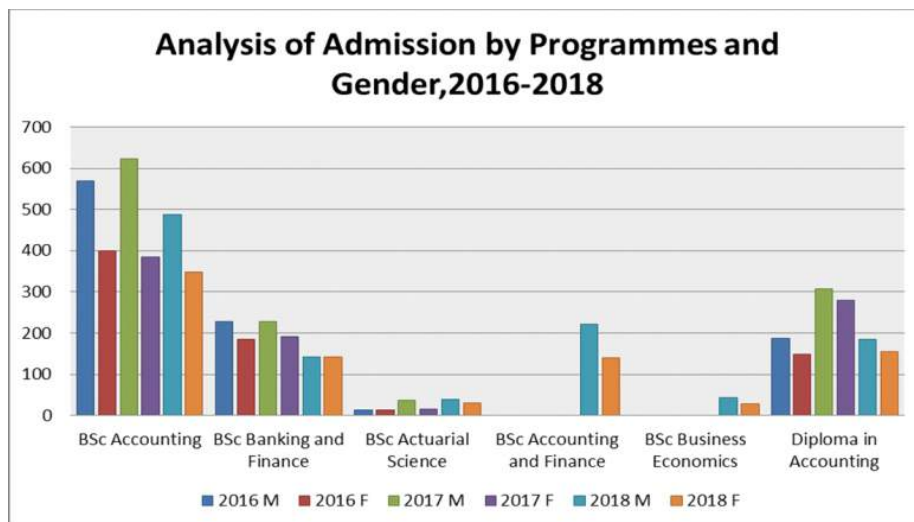


Table 12: Distribution of 2018/2019 Admission by Programmes, Level, Gender and Session

BSc. Accounting									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	283	187	60	33	23	15	366	235	601
200	3	3	31	23	17	15	51	41	92
300	1	0	51	55	19	18	71	73	144

BSc Banking and Finance									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	118	111	10	13	6	7	134	131	265
200	0	0	2	2	3	5	5	7	12
300	0	0	3	2	0	2	3	4	7

BSc Actuarial Science									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	25	25	6	4	2	2	33	31	64
200	2	0	1	0	2	0	3	2	5

Diploma in Accounting									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	155	133	19	17	11	5	185	155	340

BSc Accounting and Finance									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	156	115	26	11	15	5	197	131	328
200	1	1	13	4	11	3	25	8	33

BSc Business Economics									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	37	24	5	4	1	0	43	28	71

Source: UPSA USIS, 2018

9.0 2018 Graduation Statistics

The University held its 10th Congregation on Saturday August 18, 2018. A total of 1,245 students graduated from the Faculty of Accounting and Finance, with 1,055 and 190 degree and diploma students respectively. Of this number, 57% were male while 43% were female. Table 13 shows the class distribution of students of various programmes who graduated in the Faculty.

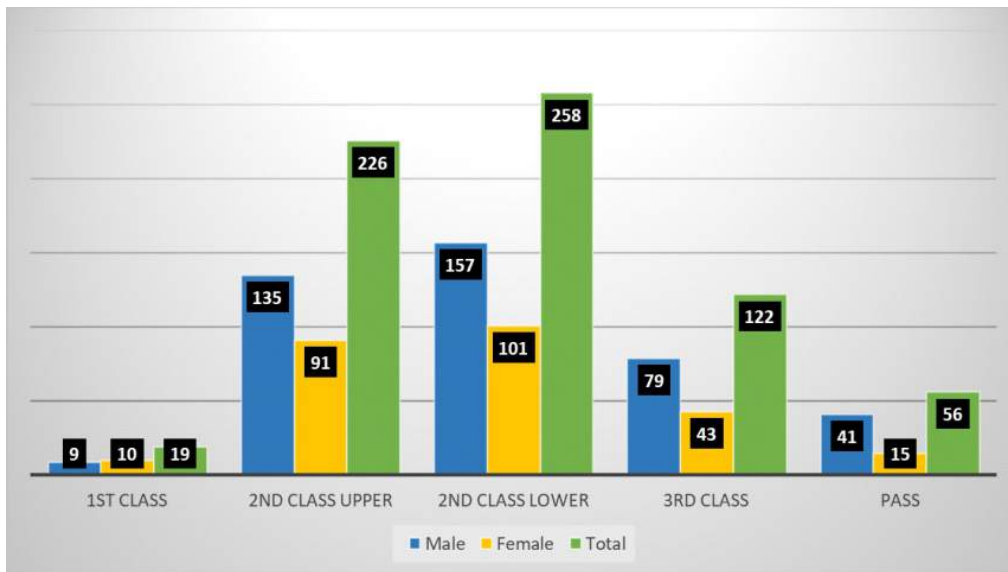
Table 13: Class Distribution of 2018 graduation of students in the Faculty

Year	Programme	Classification by Class Obtained					
		1 ST Class	2 ND Class Upper	2 ND Class Lower	3 RD Class	Pass	Total
2018	BSc. Accounting	19 M-9 F-10	226 M-135 F-91	258 M-157 F-101	122 M-79 F-43	56 M-41 F-15	681 M-421 F-260
	BSc Banking and Finance	3 M-2 F-1	96 M-44 F-52	139 M-77 F-62	87 M-36 F-51	49 M-30 F-19	374 M-189 F-185
	TOTAL	22	322	397	209	105	1055
2017	BSc. Accounting	26 M-17 F-9	253 M-150 F-103	313 M-168 F-145	188 M-116 F-72	54 M-33 F-21	834 M-484 F-350
	BSc Banking and Finance	7 M-4 F-3	192 M-96 F-96	330 M-167 F-163	235 M-132 F-103	70 M-39 F-31	834 M-438 F-396
	TOTAL	10	275	371	245	77	978
2016	BSc. Accounting	8 M-5 F-3	162 M-86 F-76	169 M-100 F-69	122 M-71 F-51	33 M-21 F-12	494
	BSc. Banking and Finance	2 M-1 F-1	113 M-57 F-56	202 M-106 F-96	123 M-63 F-60	44 M-30 F-14	484
	TOTAL	9	131	237	248	71	916

Source: 10th Congregation Brochure, Academic Affairs, 2018

9.1 Graduation Performance of Students

Figure 5: Graduating Class (Degree) -BSc. Accounting



Source: FAF, 2018

Figure 6: Graduating Class (Degree) - BSc. Banking and Finance



Source FAF, 2018

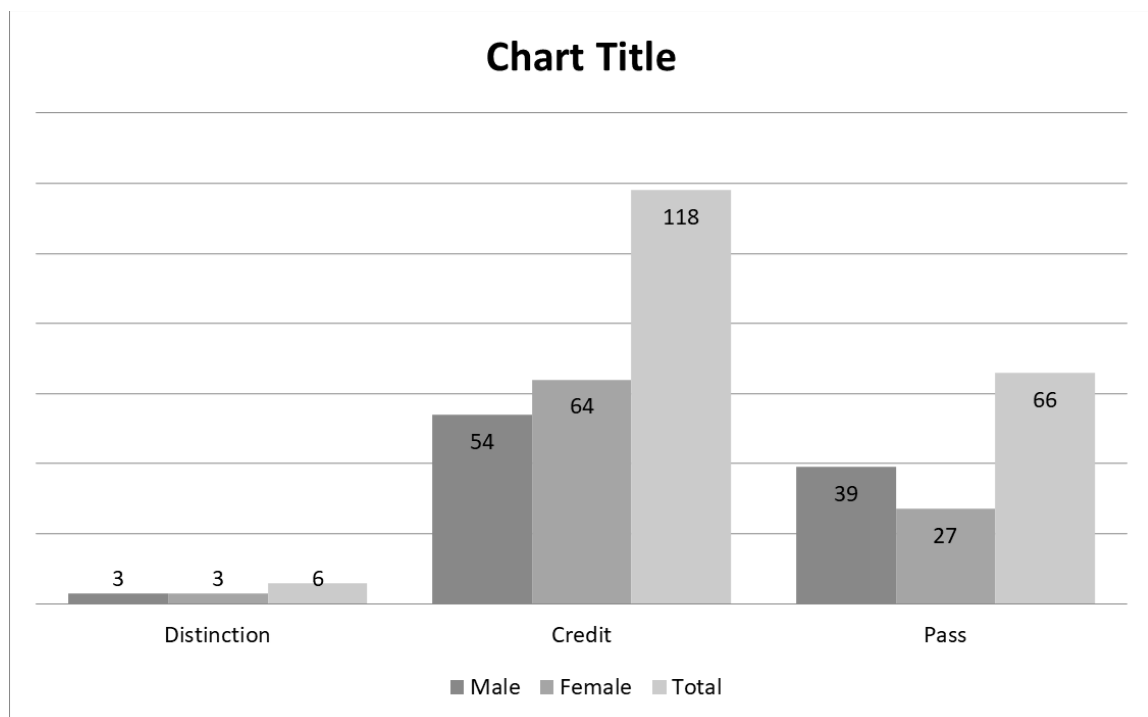
9.2 Graduation Performance - Diploma in Accounting

Table 14: Faculty Graduation Statistics-Diploma in Accounting

Year	Class Classification									
	Distinction			Credit			Pass			Total
	M	F	Total	M	F	Total	M	F	Total	
2018	3	3	6	54	64	118	39	27	66	190
2017	2	0	2	29	22	51	39	25	64	117
2016	6	1	7	26	36	62	24	25	49	118

Source: 10th Congregation Brochure

Figure 7: Gender Performance of Graduated Diploma in Accounting Students



Source: FAFA, 2018

9.3 2018 Graduation Awards

Thirteen (13) students received different categories of awards for excellent academic performance during the 10th congregation ceremony held in August 2018. The Faculty of Accounting and Finance was privileged to produce the overall best graduating student of the University. The awards were sponsored by the Dean, Heads of Departments, some Faculty members and organizations. The Faculty expresses its appreciation to all sponsors for their kind gesture.

Table 15: Graduation Awards, 2018

Award Category	Name	ID Number	CGPA
Best Graduating Student of the Faculty of Accounting and Finance	Elewosi-Gagbe David	10020184	3.85
Best Graduating Student, Department of Accounting	Elewosi-Gagbe David	10020184	3.85
Best Graduating Female Student in Accounting	Sey Mary Naa Adai	10018010	3.80
Best Graduating Student, Department of Banking and Finance	Muntari Mubasharatu	10016623	3.67
Best Graduating Diploma in Accounting Student	Boadu Asshirifi George	10062616	3.67
Best Graduating Student in Economics courses	Opoku Ransford	10016149	95.5
Best Graduating Student in Taxation and Fiscal Policy	Tabil Elizabeth	10061835	95
Best Graduating Student in Advanced Audit and Assurance	Akomanyin Richeal	10018442	91.5
Best Graduating Student in Computerized Accounting and Information Systems	Tsikata Faustina	10020184	93
Best Graduating Student in Bank Management	Bill NaaAnsaah Edna	10017247	93.5
Best Graduating Student in Investment and Portfolio Management	Muntari Mubasharatu	10016623	95
Best Graduating Student in International Trade Finance	Tieku Emmanuel	10017930	83
Best Student in Money and Capital Market	Dogbatse Mauena Joel	10055652	90

Source FAF, 2018

10.0 Faculty Activities

The Faculty undertook a number of activities relating to academic, research and community service to achieve its set objectives during the year under review.

10.1 Orientation of Fresh Students

The 2018/2019 orientation for fresh students in the Faculty took place on September 3rd – 7th, 2018 in LBC 601, 603 & 604. Present at the orientation were the Dean, Heads of Departments, Faculty and Departmental Officers, Alumni, Students' Association Executive, representatives of Professional Bodies - the Institute of Chartered Accountants, Ghana (ICAG), the Association of Certified Chartered Accountants (ACCA), and the Chartered Institute of Bankers (CIB), Ghana.

Students were informed of the Structure, Mission, Vision, Credo and Core Values of the Faculty, the support services available to them, professional courses, and academic issues.

10.2 Matriculation of 2017/2018 Fresh Students

All fresh students admitted for the 2018/2019 academic year to various levels in the Faculty took part in the Matriculation ceremony on Friday October 5, 2018. The matriculation register was successfully signed online by all fresh students in the Faculty.

10.3 Undergraduate Dissertation Proposal Defence

The level 400 students of the Faculty presented their dissertation proposals within the year on Monday 5th – Saturday 10th, November 2018. This follows the implementation of the new policy on dissertation that allows only final students with a Cumulative Grade Point Average (CGPA) of at least 2.5 to write dissertation. The breakdown per department is as below:

Table 16: Distribution of dissertation groups by Department

Department	Regular Session	Weekend Session	Total
Accounting	54	7	61
Banking and Finance	150	27	177
Total	204	34	238

10.4 Final Undergraduate Dissertation Defence

The final defence of the 2017/2018 undergraduate dissertation was held from Monday April 23, 2018 to Friday April 28, 2018 in the Lecture Block Complex from 9:00am to 2:30pm. There were two panels for each Department, with each panel consisting of two internal assessors and a secretary. The students made the presentations in groups of two (2). A maximum of 30 groups defended their dissertation each day. The defence was successful.

10.5 Examinations

Two examinations were written during the year under review: second semester, 2017/2018 and first semester 2018/2019 academic years. The 2ndSemester 2017-2018 examination was held between May 14 and June 10, 2018. The 1st Semester 2018-2019 examination was also held from December 7 – 23, 2018. The conduct of both examinations was generally successful. Marking of examination scripts was done in a conference marking setting with the provision of lunch.

10.5.1 Examination Malpractice – Second Semester 2017/2018

There were fifteen (15) cases of alleged students' involvement in examination malpractices that occurred in the second semester of the 2017/2018 academic year. The Disciplinary Committee invited the students for discussion and recommended various punishment based on the offence committed. Table 17 shows the statistics according to programme, gender and sanction.

Table 17: Examination Malpractice – Second Semester 2017/2018

Programme	Gender		Total Number of Students
	Male	Female	
BSc. Accounting	6	3	9
BSc. Banking and Finance	4	2	6
Diploma in Accounting	0	0	0
TOTAL	10	5	15

Source: Faculty of Accounting and Finance, July 2018

Table 18: Examination Malpractice Sanctions – Second Semester 2017/2018

Sanction	BSc. Accounting	Diploma in Accounting	BSc. Banking and Finance	Total
Discharge	2	-	4	6
Dismissal	-	-	-	-
Rustication	-	-	-	
Cancellation of Examination Paper	1	-	-	1
Cancellation of Examination Paper and Bond	-	-	-	-
Cancellation of Examination Paper and Rustication	2	-	-	2
Warning	3	-	2	5
Warning and Bonding	1			1
Bonding	-	-	-	-
Did not Attend	-	-	-	-

Source: Faculty of Accounting and Finance, July 2018

Table 18: Examination Malpractice Sanctions – Second Semester 2017/2018

No	Name of Candidate	Index No.	Level	Course Code / Title	Sanctions
1	Mohammed Madiihat	10042556	300	BACT306 Computerized Accounting Info. Systems.	Cancellation of paper and rustication for two (2) semesters
2	Yakubu Ayishetu	10049033	300	BACT306 Computerized Accounting Info. Systems	Cancellation of paper and rustication for two (2) semesters.

3	Anang Judith Marfowah	10084337	100	BCAD108 Business French	Warning letter
4	Danquah Richmond Boakye	10086041	100	BCAD108 Business French	Warning letter
5	AppohTheop hilus	10084411	100	BCAD108 Business French	Warning letter
6	Awuku Priscilla	10086893	100	BCAD108 Business French	Discharged
7	Otsyina Prosper	10086036	100	BCAD108 Business French	Discharged
8	Korley Obæd	10085217	100	BGEC102 Scholarly Writing	Cancellation of paper
9	Sefe Etornam Kwasi Courage	10086091	100	BCAD108 Business French	Warning letter and to sign a bond of good behaviour.
<i>Department of Banking and Finance- Second Semester 2017/2018</i>					
1	Mumin Abdul Hassan	10084409	100	BCAD108 Business French	Warning letter
2	Abasa Moses Adjei	10085452	100	BCAD108 Business French	Discharged
3	Takyi Brefo Rexford	10083836	100	BGEC104 Intro. To Environmental Management	Warning and to go for Counselling
4	Addo Narkie Ophelia	10089710	100	BGEC104 Intro. To Environmental Management	Discharged

Source: Faculty of Accounting and Finance, July 2018

10.5.2 External Assessors

As part of the Quality Assurance practices of the University, the Faculty in collaboration with the Academic Directorate hosted five (5) external assessors. They were:

- | | | |
|------------------------------|---|--------------------------------------|
| 1. Dr. Obi Berko | - | University of Ghana, Business School |
| 2. Dr.Kutu | - | University of Ghana, Business School |
| 3. Dr. Anokye M. Adam | - | University of Cape Coast, Ghana |
| 4. Prof. Edward Marfo-Yiadom | - | University of Cape Coast, Ghana |
| 5. Dr. Daniel Agyapong | - | University of Cape Coast, Ghana |

They assessed the examination scripts of final year students of the Faculty, and presented their reports to the Faculty Management for appropriate steps. The recommendations of the assessors have accordingly been considered and actions taken. The assessment was generally successful.

10.6 Assessment of 2018 Internship Report

The Faculty took delivery of One thousand two hundred and seventy (1,270) internship reports of final year students in the Departments of Accounting, and Banking and Finance from the Industrial Relations Office in November 2018 for assessment. The breakdown of the reports is:

- | | | |
|----------------------------|---|------|
| 1. BSc Accounting | - | 720 |
| 2. BSc Banking and Finance | - | 275 |
| 3. Diploma in Accounting | - | 275 |
| Total | - | 1270 |

10.7 The Professional Master Class Programme

The second edition of the Professional Master Class programme for final year students came off from April 9 - 13, 2018. Some practitioners were invited to speak to final year students on topics to prepare them for the job market. Certificates of participation were issued to students and citations to the resource persons. Tables 20 and 21 show the topics presented during the week:

Table 20: Resource Persons of Accounting Department

Topics	Resource Person
What it takes to succeed in the working environment.	Ms Ivy Heward Mills (HR and Marketing Consultant)

Issues relating to auditing in the business environment. Career accountant at an audit firms, prospects and challenges	Mr. George Arhin, (Partner, Assurance Line of Service, PricewaterhouseCoopers, Ghana Ltd. Una Home, Accra)
Thinking to Win: Empowering yourself through positive thinking	Mr. David Wuaku (President, Wealth Vision Financial Services Limited)
Personal and Professional Grooming and Etiquette	Prof. Goski Alabi (Dean, CIEC, UPSA)
Starting your own business: What you should expect	Mr. Tonyi Senaya (CEO of Horseman Shoes)

Source: Faculty of Accounting and Finance, 2017

Table 21: Resource Persons of Banking and Finance Department

Topics	Resource Person
Issues relating to auditing in the business environment. Career accountant at an audit firms, prospects and challenges	Mr. George Arhin, (Partner, Assurance Line of Service, PricewaterhouseCoopers, Ghana Ltd. Una Home, Accra)
What it takes to succeed in the working environment.	Ms Ivy Heward Mills (HR and Marketing Consultant)
Personal and Professional Grooming and Etiquette	Prof. Goski Alabi (Dean, CIEC, UPSA)
Positioning yourself for the competitive financial industry: What does it take?	Mr. Kwaku Akubour-Debrah (Engagement Manager for McKinsey Africa)
Starting your own business: What you should expect	Mr. Tonyi Senaya (CEO of Horseman Shoes)

10.8 Research Activities

10.8.1 Faculty and Departmental Research Seminars

The Faculty held a number of research seminars during the year 2018, which were attended by faculty members and students. Table 22 shows the papers and presenters at the seminars.

Table 22: Presentation of Papers by Faculty Members in the Faculty

S/R	Presenter	Date	Venue	Title of paper presented
Department of Banking and Finance				
1.	Mr. Christopher Quaidoo	Thursday, September 27, 2018	Graduate School Block (GHI)	“Empirical Investigation into Monetary Transmission Mechanism in West African Monetary Zone: The Case of Ghana”
2	Mr. Albert A. Ashiagbor			“Analysing Meta frontier Malmquist Productivity Changes of Cooperative Credit Unions”
3	Mr. Samuel Arthur	Wednesday, September 20, 2017	Graduate School Block (GHI)	“Determinants of Poverty in Ghana and its Implication for Policy”
4	Mr. Eric Boakye-Yiadom			“Green Economics and Industrialization in Africa: The Role of Institutions”
Department of Accounting				
5	Mr. John Kwaku Amoh	7 th March, 2018	Graduate School (GHI)	“The determinants of tax revenue growth of an emerging economy. The case of Ghana”
6	Mr. Eric Boadi			“Bank Capital Adequacy Insights from Ghanaian Rural Banking Industry”
7	Mr. Babonyire Adafula.			“Protecting the questionably knowledgeable user of accounting information: A defence of paternalism in the Accounting profession”

8	Mr. Richard Amankwah Fosu	Tuesday, September 18, 2018	LBC Auditorium	“Does Institutional Intervention Achieve Intended Outcomes? The Case of a Professional Accountancy Body”
9	Mr. Isaac Ofoeda			“FDI, Anti-Money Laundering Regulations and Growth in Africa”
Faculty Seminar				
10	Mrs. Gladys A.A. Nabieu	Tuesday, March 28, 2018	Auditorium UPSA	The effect of fiscal governance on fiscal performance in Sub-Saharan Africa
11	Mr. Redeemer Yao Krah			Financial Transparency in Local Government in Sub-Saharan Africa. Evidence from Ghana
12	Mrs. Andaratu A. Khalid			Unemployment Duration of University Graduate in Ghana
13	Mr. Alhassan Bunyaminu & Mr. Ibrahim Mohammed	Wednesday, October 31 st , 2018	GHI	Corporate failure prediction: A comparative analysis between the Hierarchical agglomerative clustering method and the Altman Z-score bankruptcy model.
14	Mr. Michael Lawer Tetteh			Non-interest income and bank efficiency in Ghana: A Two-stage BEA bootstrapping approach.
15	Mr. Isaac Ofoeda			Corporate governance and financial reporting quality: Empirical evidence form banks in Ghana.

Source: Faculty of Accounting and Finance, 2017

10.8.2 Request for Publication Grant by Faculty Members

The Vice-Chancellor's initiative to reward lecturers who publish in rank journal is gradually yielding results. During the period under consideration four (4) lecturers in the Faculty submitted request for the payment of publication grant for publishing in ranked journal. The lecturers were:

i.	Mr John Kwaku Amoh	-	3 Papers
ii.	Dr Raymond Dziwornu	-	2 Papers
iii.	Dr. Abdallah Abdul-Mumuni	-	1 Paper
iv.	Mr Eric BoakyeYiadom	-	1 Paper
	Total	-	7 Papers

11.0 Student Activities

11.1 Seminar on Tax and Good Governance

The Ministry of Finance in collaboration with the Ghana Revenue Authority and with support from the German International Cooperation and the Department for International Development organized a week-long programme dubbed “Tax and Good Governance Week”, The theme was “Filing Your Tax Returns, Your Civic Responsibility,” aimed to promote tax compliance.

Sixty (60) of our students attended the seminar on Wednesday 11th April 2018.

11.2 National Quiz Competition

Mr Sakah Ernest, a Level 300 student in the Accounting Department contested and won the National Quiz competition sponsored by Ghana Revenue Authority and the Ministry of Finance. For his price, he was given a certificate, books and an amount of GHS 2000.00.

11.3 The Young Investors Challenge's Two-Day Investment Training

The Department of Banking and Finance participated in a two-day Young Investors Challenge Investment Training organized by UMB Investment Holdings on 2nd and 9th November 2018. The Investors Challenge was launched on 16th November 2018 and will run until March, 2019.

The programme was attended by Ten (10) students and coordinated by Mr. Andrews Agblobi.

11.4 Bereavement

The Faculty was saddened by the demise of Mr. Lawrence Yirenkyi Boafo, a Lecturer of the Department of Accounting who was on a two-year leave without pay. The Faculty mourned with the family.

12.0 Staff Development

Staff development included attendance at conferences, seminars and workshops over the period.

13.0 Major Achievements

The Faculty made a number of achievements in relation to the strategic goals set for 2018.

13.1 ACCA Exemption Accreditation for UPSA BSc. Accounting Programme

The Association of Chartered Certified Accountants (ACCA) granted exemption accreditation to the UPSA BSc. Accounting programme following a full appraisal of the programme's regulations, syllabus and assessments. All students who enrol on the programme are given conditional exemption of eight (8) papers, out of a maximum of nine (9) in Ghana. Students will also benefit from discount on exemption, annual subscription and registration fees.

13.1 FAF Professional Day Celebration

The Faculty held its second edition of the FAF Professional Day Celebration in March 2018 on the theme: 'Raising Professionals with integrity for National development'. The main speaker for the occasion was the Auditor-General, Mr Daniel Domelevo, who spoke on the need for integrity and professionalism for national development. The other speaker for the day was Mr Collins Agyemeng Sarpong, the President of the Ghana Institute of Procurement and Supply (GIPS).

The programme was well attended and successful.

13.2. Roll out of New Academic Programmes

The Faculty successfully rolled out three (3) new programmes for the 2018/2019 academic year, having gained accreditation from the National Accreditation Board (NAB). These were:

- MPhil Finance
- BSc. Accounting and Finance
- BSc. Business Economics

The Faculty extends its appreciation to the Committees that worked on the programmes.

13.3. New Academic Programmes

The Faculty has developed and defended five (5) new programmes at the National Council for Tertiary Education (NCTE) for clearance. The revised documents have been re-submitted for consideration. The programmes were:

- MSc. Insurance Risk Management
- MSc. Procurement
- MSc Pensions Management
- BSc. Accounting with Information Technology
- BSc. Agribusiness Finance

It is the expectation of the Faculty that these new programmes will be completed, submitted for approval and rolled out in the 2019/2020 academic year.

13.4 PhD in Accounting Programme

In collaboration with the Office of Doctoral Studies and with the approval of Management, the Faculty has started working on PhD in Accounting programme. This is being done alongside the MPhil in Accounting. The NCTE document is being worked on for submission for clearance.

13.5 FAF Best Lecturer Award

The Faculty instituted the 'FAF Best Lecturer Award' and awarded three lecturers for outstanding performance during the 10th graduation ceremony. The lecturers were given a 43 inch and 32 inch Samsung Flat Screen Television sets. The award was sponsored by the United Pensions Trustee. The Faculty expresses its appreciation to the sponsor for its kind gesture. The awardees are:

1. Mr Peter Ackah - Overall FAF Best Lecturer
2. Mr Michael Insaidoo - Best Lecturer, Banking and Finance Dpt.
3. Mr Richard Amankwah Fosu - Best Lecturer, Accounting Department

It is the hope of the Faculty that this will go a long way to enhance teaching in the Faculty and the University as a whole. Our appreciation goes to the sponsors of the award.

13.6 Practical Attachment for Newly Recruited Lecturers

The Faculty has collaborated with Accounting and Audit firms to engage some of the

newly recruited lecturers in the Faculty for practical training. The Faculty will continue with this initiative in 2019 to mentor and equip young lecturers to enhance their teaching.

1. Ms Patience Korsorku - Assistant Lecturer
2. Ms Dorcas Oye Mensah - Assistant Lecturer

13.7 FAF Small Businesses Seminar

The Faculty instituted FAF Small Businesses Seminar which trained owners of small businesses in the University catchment area as part of its Corporate Social Responsibility. The aim of this initiative is to build the capacity of small business owners in Financial Management, Book Keeping, Business Plan, Accessing Credit Facilities, Customer Care, Registration of Businesses, Tax related Issues among others. The maiden edition was held in March 2018 and the second in November 2018. About 80 small business owners have so far benefitted from the two seminars.

13.8 Donation to Pantang Hospital

As part of its corporate social responsibility, the Faculty of Accounting and Finance (FAF) donated a 1000 litre RAMBO Polytank and a pumping machine to the Pantang Hospital at Adenta. This is to assist the hospital to solve its water problem and improve its services.

13.9 Collaboration

The Faculty is collaborating with the Chartered Institute of Procurement and Supply (CIPS) to obtain exemption package for the MSc Procurement programme being developed.

13.10 Worksoop on Caseware Idea I0 Software

The Faculty organised a two-day Workshop on the use of IDEA, a Data Analytic Software, which was attended by 20 participants, from September 17th to 18th September, 2018. The software equips and sharpens the skills of professionals such as Lecturers, Auditors, Accountants and Finance experts to effectively and accurately analyse and present data analysis for decision making.

13.11. Research Capacity Building Workshop

The Accounting Department organised a two-day capacity building workshop for lecturers on how to publish in rank journals, research methodology and other research related areas. The workshop was well attended by the lecturers. The department hopes to continue in 2019.

13.12 Seminar on Crypto Currency /Block Chain

The Faculty held a seminar on Crypto Currency and Block chain Technology on Tuesday, 11th September, 2018 to educate students. The main speaker was Mr. Frank S. Tawiah, a Chartered Financial Analyst (CFA).

13.13 Re-design of Dissertation Cover

With the approval of the Quality Assurance Directorate, the faculty introduced a new cover design for undergraduate student's dissertation.

13.14 Purchase of Projectors

The Faculty has bought two additional EPSON Projectors to support teaching and learning as well as administrative work in the Faculty. This brings to four (4) the number of projectors bought. The Accounting Department has also bought a Laptop to support official work.

14.0 Challenges

Some of the challenges faced by the Faculty during the period under review include:

- Inadequate space to store examination scripts. The current place being used is full.
- Limited space in the departmental offices, thus resulting in congestion in the office.

15.0 Focus for 2019

The projections for 2019 are based on the broad vision of the faculty and University to ensure academic excellence, impact research and community service. The projections are to:

- Complete and submit the NAB documents of the new programmes being developed.
- Submit the NCTE and NAB document for the PhD Accounting programme for clearance.
- Ensure that each lecturer publishes at least a paper in 2019 to enhance research output.
- Forster collaboration with companies for practical attachment for students.
- Organize research capacity workshops for lecturers in the Faculty as well as workshop on the weighting promotion criteria and application processes.
- Organise the third edition of the FAF Professional Day in March
- Organise two FAF Small Businesses Seminars for businesses in UPSA's catchment area.

- Supply Faculty-branded pen drives for lecturers to aid academic work in the faculty.
- Submit to the NAB the MBA Internal Auditing and BSc Actuarial Science programmes for re-accreditation
- Introduce Peer Observation of Teaching (POT) to provide opportunity for senior Faculty members to mentor junior members.

16.0 Recommendations

The following recommendations are made for management consideration:

- Provision of space to store examination scripts
- Provision of bigger office space for the Departmental Officers in the faculty

17.0 Acknowledgement

We are grateful to God for bringing us to the end of the year successfully. Our appreciation also goes to the Vice-Chancellor, Management, FAF Management, Lecturers, Administrative Staff, National Service Personnel and Students for their support during the year.

18.0 Conclusion

The Faculty will not relent on its efforts in providing quality teaching to develop the human capacity for the country, engage in demand driven research, and become relevant to the community to achieve its mission and vision for the University.



FACULTY OF INFORMATION TECHNOLOGY & COMMUNICATION STUDIES

Mr. Godwin Adagewine

Dean

I. **Dean's Message**

On behalf of the members of the Faculty of Information and Technology and Communication Studies and on my own behalf, I express gratitude to the Almighty God and management staff of the University of Professional Studies, Accra for the various roles played from the beginning of the year 2018 through to its successful end.

Barely half way into the year 2017, the Dean suffered a stroke that kept him out of work for the whole of the second half of 2017, including the very early part of the year of 2018. During the Dean's absence, Mr. James Armi-Narh, the Vice-Dean, Mr. Bob Nakuku Baduon, the Faculty Officer (Dr. John Bosco Damnyag and Dr. Kweku Rockson the HODs) and the entire staff of the Faculty worked assiduously to manage the affairs of the Faculty successfully.

In February 2018, the Dean resumed work on a light note and with the kind assistance of Management of the University and staff of the Faculty he gradually settled to full function. As the content of the Faculty's Annual report will show, the Faculty of Information Technology and Communication Studies was able to achieve modest but useful goals and is still striving hard to accomplish those goals it could not achieve for one reason or the other.

It is our hope in the Faculty of Information and Technology and Communication Studies that, the coming year will be much more exciting, not only for the Faculty but for the University as a whole.

I wish Management, members of the Faculty and the entire University community a prosperous 2019.

Thank you.

2. Vision, Mission and Credo

2.1 Our vision

To be a distinguished Faculty known for providing unique and excellent education and training in Communications and Information Technology Management.

2.2 Our mission

Our mission is to provide excellence in communication and Information Technology education through quality teaching, research and community service.

2.2.1 How we achieve our mission

- Nurturing independent intellectual curiosity, creativity and academic excellence;
- Research by our academics is meant to improve practice and advance knowledge; and
- Forming close ties and collaboration with the professional community for social progress.

2.2.2 Our shared values

People: Listen to, respect, and care for faculty, staff, students, one another both professionally and personally; Communalism and collaboration with stakeholders including students, parents and alumni; knowledge generation and sharing.

Innovation: Encourage creative and critical thinking.

Continuous Improvement: Strive for excellence and professionalism.

2.3 Our credo

Efficient Communication and Information Technology for Professionalism.

3. **Strategic Objective and goals for 2018**

The overarching strategic objective of the Faculty is to promote exceptional education, research and outreach initiatives that sustain human well-being and improve the quality of human life. These were to be achieved through

- Effective and efficient teaching and learning
- Mentoring of students and corporate entities
- Development of new academic programmes
- Increasing student enrolment
- Facilitation of high performance of students
- Promoting UPSA as excellent choice for academic excellence.

4. **Faculty Management Team**

The Management members of the Faculty of Information Technology and Communication Studies are:

Dean	-	Mr. Godwin Adagewine
Vice-Dean	-	Dr. John Bosco K. Damnyag
Faculty Officer	-	Mr. Bob Nakuku Baduon

Auxiliary Members

Faculty Examinations Officer	-	Mr. Albert Akanlisikum Akanferi
Faculty Research Officer	-	Mr. Patrick Yin Mahama
Language Centre Coordinator	-	Mr. Mohammed Sadat

Departmental Management Teams

The Department of Information Technology Studies has the following officers managing the affairs of the Department.

Acting Head of Department	-	Dr. John Bosco K. Damnyag
Departmental Officer	-	Hajia Sadia Mahama

Auxiliary Member

Departmental Research Officer	-	Mr. Isaac Asampana
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For the Public Relations Management, the under-mentioned run the Department.

Head of Department	-	Dr. Kweku Rockson
Departmental Officer	-	Mrs. Belinda Adzomani-Diapim

Auxiliary Members

Departmental Research Officer - Dr. (Mrs.) Theodora Dame Adjin-Tettey

5. Programme Portfolio

In 2018, the following undergraduate programmes were offered in the Faculty for the morning and evening streams.

5.1 Department of Information Technology Studies

Undergraduate Programmes:

- Bachelor of Science in Information Technology Management

Diploma Programmes:

- Diploma in Information Technology Management

5.2 Department of Public Relations Management

Undergraduate Programmes:

- Bachelor of Arts in Public Relations Management

Diploma Programme:

- Diploma in Public Relations Management

6. Staffing

6.1 Staff strength

The Faculty of Information Technology and Communication Studies has eighty-four (84) members of staff comprising full-time and adjunct lecturers, and administrators. The breakdown is contained in Table I, below.

Table I: Categorical breakdown of staff strength of the Faculty

Gender	Senior Members			Senior Staff	Total
	Teaching (Full-Time)	Teaching (Part -Time)	Non-Teaching		
Male	41	15	1	0	57
Female	21	3	2	1	27
Total	62	18	3	1	84

Source: FITCS Departmental staff files, 2018.

The teaching staff of the Departments of Information Technology Studies and Public Relations Management is presented in tables 2 and 3 respectively.

Table : Staff list of the Department of Information Technology Studies

No.	NAME	RANK & POSITION	QUALIFICATION	STATUS
1.	Mr. James Ami-Narh	Senior Lecturer, Director ISTD	MBA MIS	Full time
2.	Dr. John Bosco K. Damnyag	Senior Lecturer/ Vice-Dean / Ag. HOD	PhD, Finance	Full-time
3.	Dr. Godfred Yaw Koi Akrofi	Senior Lecturer	PhD in MIS	Full-time
4.	Mr. Lawrence K. Aziale	Lecturer	MPhil	Full-time
5.	Mrs. Harriet Lamptey	Lecturer	MBA- MIS	Full-time
6.	Mr. Albert A. Akanferi	Lecturer	MBA in MIS	Full-time
7.	Mr. William Allassani	Lecturer	MBA in MIS	Full-time
8.	Dr. Ben Ocran	Lecturer	MBA in MIS	Full-time
9.	Mr. Isaac Asampana	Lecturer	MSc in MIS	Full-time
10.	Mrs. Maud Ashong Elliot	Assistant Lecturer	MPhil in Info. Tech	Full-time
11.	Miss Augustina D. Aggor	Assistant Lecturer	MPhil	Full-time
12.	Mr. Adnan Odartey Lamptey	Assistant Lecturer	MBA-MIS	Full-time
13.	Mrs. Eleanor Afful	Assistant Lecturer	MSc Info. Tech	Full-time
14.	Mr. Richard T. K. L. Dayie	Assistant Lecturer	MSc Info. Tech	Full-time
15.	Mr. Ofoeda Joshua Kwaku	Assistant Lecturer	MPhil MIS	Full-time
16.	Mr. David A. Darko	Assistant Lecturer	MSc. in Info. Tech	Full-time
17.	Dr. Kofi Koranteng Adu	Lecturer	PhD in Info. Tech	Full-time
18.	Ms. Lina Emefa Modidzifa	Assistant Lecturer	MA in Info. Tech	Full-time
19.	Mr. Akwetey Henry Matey	Assistant Lecturer	MPhil in Info. Tech	Full-time
20.	Mr. Selasie A. Brown	Assistant Lecturer	MSc. in Info. Tech	Full-time
21.	Dr. Mohammed Nurudeen	Lecturer	PhD in Engineering, Computer Application Technology	Full-time
22.	Mr. Frank Kataka Banaseka	Lecturer	MPhil in Info. Tech	Full-time
23.	Dr. Emmanuel Kitcher	Lecturer	PhD in Computer Engineering Sciences	Full-time
Adjunct Lecturers				
1.	Mr. Patrick Dasoberi	Lecturer	MSc. in Info. Tech	Adjunct
2.	Mr. Emmanuel Sam	Lecturer	MSc. in Info. Tech	Adjunct
3.	Mr. Solomon Kutiname	Lecturer	MSc. in Info. Tech	Adjunct
4.	Mr. Gabriel DakSosu	Lecturer	MBA in MIS	Adjunct
5.	Mr. James Tankia	Lecturer	MBA in MIS	Adjunct

Table 3: List of teaching staff of the Department of Public Relations Management

NO	NAME	RANK & POSITION	QUALIFICATION	STATUS
1	Godwin Adagewine	Dean of FITCS / Senior Lecturer	LLM, LLB Bachelor of Law	Full-time
2	Dr. Kweku Rockson	HOD / Senior Lecturer	Doctorate in Social Sciences MA, Communication Studies BA English Diploma Communication Studies	Full-time
3	Dr. Fiona Gibson	Lecturer	PhD in Tourism MA in Journalism	Full-time
4	Dr. Francis Ato Conduah	Senior Lecturer	PhD in Marketing	Full-time
5	Dr. Adwoa Amankwah	Lecturer	Doctor of Literature and Philosophy	Full-time
6	Dr. Dorothy Agyepong	Lecturer	PhD in Linguistics	Full-time
7	Dr. Hasiyatu Abubakari	Lecturer	PhD in Africa Studies (Africa Languages, Linguistic and Literature)	
8	Charity Boateng	Lecturer	MA, English BA (Drama)	Full-time
9	Brian Akrong	Lecturer	MA TESL, PGC Public Admin. BA English & Theatre Arts Dip. Theatre Arts	Full-time, Ongoing UPSA Sponsored PhD
10	Peace Mawunyo Adzadi	Lecturer	MBA (HRM) BA French With Spanish	Full-time Ongoing UPSA Sponsored PhD
11	Patrick Yin Mahama	Lecturer	MPhil Political Science	Full-time
12	Dr. Theodora Adjin-Tettey	Lecturer	MPhil Communication Studies B.A. Information Studies Basic Certificate in Advertising	Full-time, Self-Sponsored ongoing PhD
13	Bright Gakpe	Lecturer	MA Communication Studies BEd, Home Economics	Full-time

14	Manfred Ashiboe Mensah	Lecturer	MA Communications MA International Affairs	Full-time
15	Joseph Brantuo	Assistant Lecturer	MPhil. French BA French	
16	Jacob Anderson	Assistant Lecturer	MPhil. English	
17	Abena Kyeraa Duah	Assistant Lecturer	MPhil., Communication and Media Studies,	
18	Mohammed Sadat	Assistant Lecturer	MPhil Linguistics BA English and Linguistics	Full-time Self-Sponsored ongoing PhD
19	Stevens Justice Avenyo	Assistant Lecturer	MPhil French MA Adult Education BA French & Linguistics	Full-time
20	Eric Ziem Bibiebome	Assistant Lecturer	MPhil, Linguistics	
21	Ernest Nkrumah Addo	Assistant Lecturer	MPhil English BA English with Sociology	Full-time Self-Sponsored ongoing PhD
22	Gifted Edna Anani	Assistant Lecturer	MPhil (TESL) MA (TESL) B.Ed English	Full-time Self-Sponsored ongoing PhD
23	Rebecca Baah-Ofori	Assistant Lecturer	MPhil. in Communication Studies, Bachelor of Arts, English	Full-time Self-Sponsored ongoing PhD
24	Abigail Ayiglo	Assistant Lecturer	MPhil Linguistics BA Information Studies with Linguistics	Full-time Self-Sponsored ongoing PhD
25	Vincentia Abui Akrobotu	Lecturer	MA Communication Studies Diploma in Communication Studies Diploma Public Relations and Advertising	Full-time
26	Andreas Awute	Assistant Lecturer	MPhil French	Full-time
27	Iliasu Adam	Assistant Lecturer	MA Public Administration MA Journalism Diploma Journalism	Full-time

28	Andrew Quao	Lecturer	MA in Communication and Media Studies	Full-time
29	Caroline Yegblemenawo	Assistant Lecturer	MPhil French	Full-time
30	Charles Nii Ayiku	Assistant Lecturer		Full-time
31	Inusah Awuni	Assistant Lecturer	MPhil, Philosophy MA, African Studies	Full-time
32	Ivy Jones Mensah	Lecturer	MPhil, Linguistics MA T.E.S.L	Full-time Self-Sponsored ongoing PhD
33	Shirley Banini	Lecturer	MPhil English	Full-time
34	Vera Fordjour	Assistant Lecturer	MPhil English MA T.E.S.L	Full-time
36	Samuel Darko	Lecturer	Qualifying Certificate in Law Ghana School of Law, Makola. 2017 M.A. Gender, Peace and Security Kofi Annan Peacekeeping Training 2014	Full-time
37	Diana Sebbie	Assistant Lecturer	MPhil Communication Studies [2014]	Full-time
38	Ida AssemSodoke	Assistant Lecturer	MPhil. Applied Linguistics	Full-time
39	Mohammed Tawfik Adamu	Assistant Lecturer	MPhil. Communication and Media Studies	Full-time
ADJUNCT LECTURERS				
40	Joseph Ocloo	Lecturer	MPhil. French	Adjunct Lecturer
41	Maame Ama Boadiwaa	Lecturer	MPhil. French	Adjunct Lecturer
42	Rashidi Ogunmola	Lecturer	MPhil. French	Adjunct Lecturer
43	James Dumenya	Lecturer	MPhil. French	Adjunct Lecturer
44	George Louakou	Lecturer	MPhil. French	Adjunct Lecturer
45	Michael Ayi	Lecturer	MPhil. Linguistic MA. Linguistic & Philosophy	Adjunct Lecturer
46	Ibrahim Haruna Yeboah	Lecturer		Adjunct Lecturer
47	Richard Akpilimah Alugchaab	Lecturer	EMBA MA. Adult Education	Adjunct Lecturer
48	Ms. Patience Anim	Lecturer	M.Phil., English MA. English	Adjunct Lecturer
49	Alhassan Hudu-Lare	Lecturer		Adjunct Lecturer
50	Levina Nyameye Abunya	Lecturer		Adjunct Lecturer

51	Mr. Roland Adams	Lecturer	MPhil., Philosophy & English	Adjunct Lecturer
52	Mr. Angel Kongo	Lecturer	MPhil., Philosophy & English	Adjunct Lecturer
53	Nathan Quao	Lecturer		Adjunct Lecturer

The nineteen (19) part-time lecturers indicated above were engaged to augment the existing full-time teaching staff. This is an indication that, the Faculty is in deficit of nineteen (19) teaching staff, at present.

6.2 Appointment to Extra-Curricular Positions

In the period under review, these appointments were made to enhance output general in the University:

- Dr. Theodora Adjin-Tetty was appointment as Departmental Research Officer for the Department of Public Relations Management;
- Mr. Mohammed Sadat and Dr. Kweku Rockson were also appointed as the Coordinator of the newly established Language Centre of the Faculty of Information Technology and Communication Studies and the Acting Dean of the Centre for International Education and Collaboration (CIEC), respectively in the year under review; and
- Dr. John Bosco Damnyag was also in the period appointed Vice-Dean of the Faculty of Information Technology and Communication Studies. He succeeded Mr. James Ami-Narh, now the Director of Information Services and Technology Directorate (ISTD).

6.3 Confirmation of lecturers

The under-listed Lectures in table 4 recruited in 2016, completed the one-year probation period given them and were duly confirmed in 2018 after assessment of their output by their respective Heads of Department and the Vice-Dean, respectively.

Table 4: List of Lecturers of Faculty of Information Technology and Communication Studies confirmed.

Lecturers of Department of Public Relations Management		
No.	Name	Rank
1	Mr. Andrew Quao	Assistant Lecturer
2	Mrs. Ivy Jones Mensah	Assistant Lecturer
3	Mrs. Shirley Banini	Assistant Lecturer
4	Mr. Martins Segtub	Assistant Lecturer
5	Mrs. Caroline Akpene Yegblemenawo	Assistant Lecturer
6	Mr. Joseph Brantuo	Assistant Lecturer
7	Mr. Charles Nii Ayiku Ayiku	Assistant Lecturer
8	Mr. Inusah Awuni	Assistant Lecturer
9	Mr. Jacob Anderson	Assistant Lecturer
10	Miss Abena Kyeraa Duah	Assistant Lecturer
11	Mrs. Vera Fordjour	Assistant Lecturer
12	Mr. Eric Ziem Bibiebome	Assistant Lecturer
13	Mr. Samuel Darko	Assistant Lecturer
14	Ms. Diana Sebbie	Assistant Lecturer
15	Mr. Andreas Awute	Assistant Lecturer
Lecturers of Department of Information Technology Studies		
16	Mr. Richard T. K. Lolonu Dayie	Assistant Lecturer
17	Mrs. Lina Emefa Modidzifa	Assistant Lecturer
18	Dr. Kofi Koranteng Adu	Lecturer
19	Mrs. Eleanor Afful	Assistant Lecturer
20	Mr. Joshua Kwaku Ofoeda	Assistant Lecturer
21	Mr. David Aboagye - Darko	Assistant Lecturer
22	Mr. Adnan Odartey Lamptey	Assistant Lecturer
23	Mr. Akwetey Henry Matey	Assistant Lecturer
24	Miss Agustina D. Agor	Assistant Lecturer
25	Selasie Aformaley Brown	Assistant Lecturer

6.4 Recruitment

During 2018, the following persons were appointed as lecturers at the Faculty of Information Technology and Communication Studies:

Table 5: Recruited staff of Department of Information Technology Studies

No.	Name	Rank
1	Dr. Mohammed Nurudeen	Lecturer
2	Dr. Godfred Yaw Koi Akrofi	Lecturer
3	Dr. Emmanuel Kitcher	Lecturer
4	Mr. Frank Kataka Banaseka	Assistant Lecturer

Table 6: Recruited staff of Department of Public Relations Management

No.	Name	Rank
1	Dr. Francis Ato Conduah	Senior Lecturer
2	Dr. Adwoa Amankwah	Lecturer
3	Dr. Dorothy Agyepong	Lecturer
4	Miss Ida Assem Sodoke	Assistant Lecturer
5	Mr. Mohammed Tawfik Adamu	Assistant Lecturer
6	Mr. Nii Amartey	Assistant Lecturer

6.5 Staff development

Some teaching staff of the Faculty of Information Technology and Communication Studies who embarked on further academic enhancement on the approval of Management to pursue Doctorate Degrees are presented in the table below:

Table 7: Department of Information Technology Studies staff on further Studies

No.	Name	Programme	University	Year of completion
1	James Ami - Narh	PhD in Information Technology	Edith Cowen University, Australia	2019
2	Isaac Asampana	PhD in Information Systems	Central University of Nicaragua	2019

3	Lawrence K. Aziale	PhD in Information Systems	Central University of Nicaragua	2019
4	Albert A. Akanferi	Doctor of Business Administration	Swiss Management College	2019
5	Harriet O. Lamptey	PhD in Information Systems	University of Ghana	2019
6	Maud Ashong Elliot	PhD in ICT	University of Cape Coast	2019
7	Augstina Dede Agor	PhD in Computer Science	KNUST	2020
8	Joshua Ofoeda	PhD in Computer Science	University of Ghana	2020
9	Selasie Aformaley Brown	PhD in Computer Science	University of Energy & Natural Resources	2022
10	Adnan Odartey Lamptey		University of Professional Studies	2022
11	Lina Emefa Modzifa	PhD in Computer Science	University of Ghana	2022

Table 8: Department of Public Relations Management staff on further Studies

No.	Name	Programme	University	Year of completion
1	Abigail Ayiglo	PhD, Teaching English as a Second Language	University of Ghana	2019
2	Ernest Nkrumah Addo	PhD, English	UNISA, South Africa	2020
3	Mohammed Sadat	PhD, English Phonology	University of Ghana	2020
4	Patrick Yin Mahama	PhD in Public Administration and Policy Management	University of Ghana	2019
5	Peace Adzadi	PhD in Management Learning and Leadership	Lancaster University, UK	2019
6	Ivy Jones-Mensah	PhD in Language, Linguistics and Literature	University of South Africa	2020
7	Gifty Edna Anani	PhD in Linguistics	University of Venda, South Africa, Limpopo Province	2020
8	Rebecca Baah-Ofori	PhD in Development Communication	University of Ghana	2021

Table 9: Summary of Staff in further Studies and Expected Year of Completion

Number of Lecturers on PhD Programme	Expected Year of completion
9	2019
6	2020
1	2021
3	2022

7. Student enrolment

The student population of the Faculty for the year under review was one thousand, three hundred and ninety-eight (1,398). This number comprised seven hundred and forty-one (741) students of the two Bachelor's degree programmes and six hundred and fifty-seven (657) students for the Diploma programmes, respectively. The tables below provide the breakdown of the population of the core students in the Faculty in 2018.

Table 10: Population of Bachelor of Science in Information Technology Management Students, 2018

Bachelor of Science in Information Technology Management									
Level	Morning		Evening		Weekend		Gender total		Total
	M	F	M	F	M	F	M	F	
100	125	16	16	5	10	0	151	21	172
200	44	12	20	0	2	0	66	12	78
300	35	2	31	5	4	0	70	7	77
400	35	1	43	4	0	0	78	5	83
Grand total							365	45	410

Source: USIS, December 2018

Table 11: Population of Diploma in Information Technology Management students, 2018

Diploma in Information Technology Management									
Level	Morning		Evening		Weekend		Gender total		Total
	M	F	M	F	M	F	M	F	
100	122	22	18	4	7	1	147	27	174
200	84	12	12	2	0	0	96	14	110
Grand total							243	41	284

Source: USIS, December 2018

Table 12: Bachelor of Arts in Public Relations Management, 2018

Bachelor of Arts in Public Relations Management									
Level	Morning		Evening		Weekend		Gender total		Total
	M	F	M	F	M	F	M	F	
100	28	76	5	24	0	1	33	101	134
200	18	42	10	14	0	0	28	56	84
300	17	29	5	28	0	0	22	57	79
400	8	7	6	13	0	0	14	20	34
Grand Total							97	234	331

Source: USIS, December 2018

Table 13: Diploma in Public Relations Management, 2018

Diploma in Public Relations Management									
Level	Morning		Evening		Weekend		Gender total		Total
	M	F	M	F	M	F	M	F	
100	53	137	7	19	1	0	61	156	217
200	52	94	3	7	0	0	55	101	156
Grand total							116	257	373

Source: USIS, December 2018

Table 14: Bachelor of Science in Information Technology Management, 2017

BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY MANAGEMENT									
LEVEL	MORNING		EVENING		WEEKEND		GENDER TOTAL		TOTAL
	M	F	M	F	M	F	M	F	
100	40	12	22	0	0	0	62	12	74
200	35	2	27	2	0	0	62	4	66
300	32	1	47	4	0	0	79	5	84
400	25	4	48	7	0	0	73	11	84
GRAND TOTAL							276	32	308

Source: USIS, December 2017

Table 15: Diploma in Information Technology Management, 2017

Diploma in Information Technology Management									
Level	Morning		Evening		Weekend		Gender total		Total
	M	F	M	F	M	F	M	F	
100	100	14	16	2	0	0	116	16	132
200	47	4	2	1	0	0	49	5	54
Grand total							165	21	186

Source: USIS, December 2017

Table 16: Bachelor of Arts in Public Relations Management, 2017

Bachelor of Arts in Public Relations Management									
Level	Morning		Evening		Weekend		Gender total		Total
	M	F	M	F	M	F	M	F	
100	25	44	8	6	0	0	33	50	83
200	23	19	3	21	0	0	26	40	66
300	8	7	10	15	0	0	18	22	40
400	0	0	2	6	0	0	2	6	8
Grand total							79	118	197

Source: USIS, December 2017

Table 17: Diploma in Public Relations Management, 2017

Diploma in Public Relations Management									
Level	Morning		Evening		Weekend		Gender total		Total
	M	F	M	F	M	F	M	F	
100	52	101	3	11	0	0	55	112	167
200	15	41	0	4	0	0	15	45	60
Grand total							70	157	227

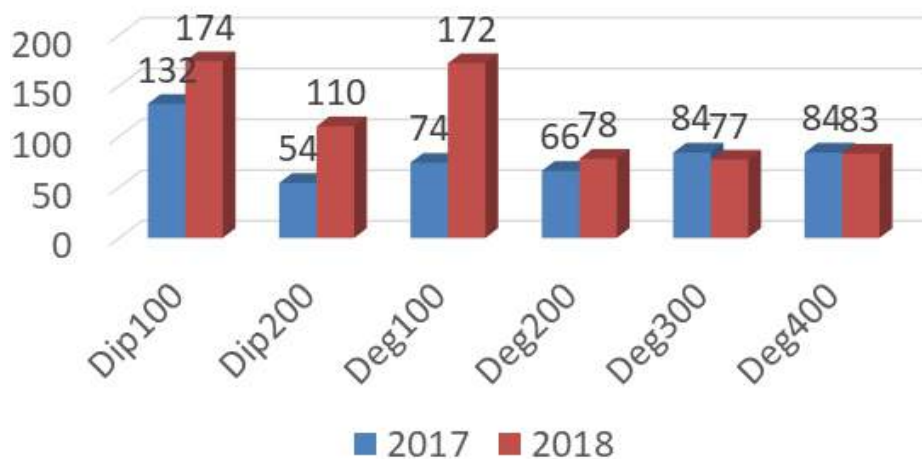
Source: USIS, December 2017

Table 18: Comparison of 2018 with 2017 population of students

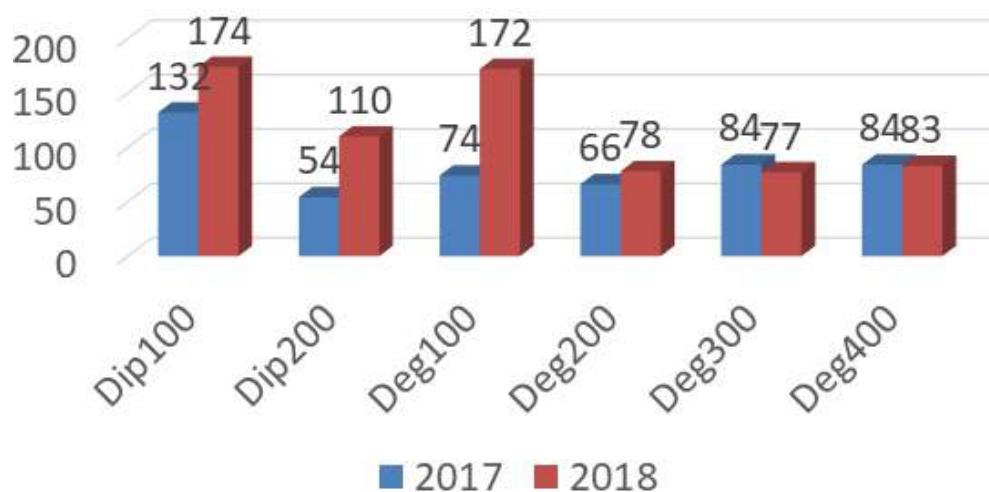
No.	Programme	Year	
		2017	2018
1	Bachelor of Science in Information Technology Management	308	410
2	Bachelor of Science in Public Relations Management	197	331
3	Diploma in Information Technology Management	186	284
4	Diploma in Public Relations Management	227	373
Total		918	1,398

Source: USIS, December 2017 and 2018

Graphical table 1: Population of BSc. and Diploma in IT



Graphical table 2: Population of BA and Diploma in PR



Departmental Gender Distribution

Gender distribution of the student population according to the Department of Information Technology Studies and Department of Public Relations Management, tables I 8 and I 9 depict the figures in that regard.

Table 19: Gender population distribution of the Department of Information Technology Studies, 2018

Programme	Male	Female	Total
BSc. in ITM	365	45	410
Diploma in ITM	243	41	284
Total	608	86	694

Source: USIS, December 2018

Table 20: Gender Distribution of Department of Public Relations Management, 2018

Programme	Male	Female	Total
BA in PRM	97	234	331
DIPLOMA in PRM	116	257	373
Total	213	491	704

Source: USIS, December 2018

Table 21: Gender distribution of the Department of Information Technology Studies, 2017

PROGRAMME	Male	Female	Total
BSc. ITM	276	32	308
Diploma ITM	165	21	186
Total	441	53	494

Source: USIS, December 2017

Table 22: Gender Distribution of Department of Public Relations Management, 2017

Programme	Male	Female	Total
B.A PRM	79	118	197
DIPLOMA PRM	70	157	227
Total	149	275	424

Source: USIS, December 2017

7.1 Admission statistics

Two hundred and eighty-three (283) applicants were offered admission to the Bachelor of Science in Information Technology programme and one hundred and ninety-two (192) also given admission to study Diploma in Information Technology Management at level 100.

The numbers admitted were the applicants that met all requirements to pursue their chosen programmes. The tables below display the statistics.

Table 23: Admission Statistics for the Department of Information Technology Studies, 2018

Programme/Level	Morning		Evening		Weekend		Total
	M	F	M	F	M	F	
Bachelor of Science in IT Level 100	165	21	24	5	18	1	234
Bachelor of Science in IT Level 200	5	8	8	0	0	0	21
Bachelor of Science in IT Level 300	5	0	15	3	4	1	28
Total	175	29	47	8	22	2	283
Diploma in IT	133	27	18	4	7	3	192

Source: USIS, Aug 2018

Table 24: Admission Statistics for the Department of Information Technology Studies, 2017

Programme	Level	Morning		Evening		Weekend		TOTAL
		M	F	M	F	M	F	
BSc. Information Technology Mgt	100	40	12	22	0	0	0	74
	200	4	0	7	0	0	0	11
	300	2	1	6	1	0	0	10
Total								95
Diploma in Information Technology Mgt	100	100	14	16	2	0	0	132
Total								132

Source: USIS, December 2017

Table 25: Admission Statistics for the Department of Public Relations Management, 2018

Programme	Morning		Evening		Weekend		Total
	M	F	M	F	M	F	
BA in PR Level 100	54	119	10	30	0	1	214
BA in PR Level 200	1	3	3	10	0	1	18
BA in PR Level 300	0	10	1	14	0	0	25
Total	55	132	14	54	0	2	257
Dip. In PR	54	136	7	17	1	2	217

Source: USIS, Aug 2018

Table 26: Admission Statistics for the Department of Public Relations Management, 2017

Programme	Level	Morning		Evening		Weekend		TOTAL
		M	F	M	F	M	F	
B.A in PR Management	100	25	44	8	6	0	0	83
	200	1	3	2	11	0	0	17
	300	0	4	5	1	0	0	10
Sub-Total								110
Diploma in PR Management	100	52	101	2	10	0	0	167
Sub-Total								167
Grand Total								277

Source: UPSSIS, December 2017.

Table 27: Admission statistics for 2016

Programme	Level	Morning		Evening		Weekend		TOTAL
		M	F	M	F	M	F	
BSc. Information Technology Mgt	100	31	5	22	2	0	0	68
	200	2	0	9	1	0	0	12
	300	1	0	6	0	0	0	7
Sub-Total								87
Diploma in Information Technology Mgt	100	49	4	6	1	0	0	60
Total								60
B.A in PR Management	100	25	16	2	12	0	0	55
	200	1	1	3	5	0	0	11
	300	0	0	1	2	0	0	3
Total								69
Diploma in PR Management	100	18	49	0	0	0	0	67
Total								67

Source: 2016 Annual Reports

7.1.1 Comparative Analysis of Admission Statistics

Admission statistics from 2016 to date revealed that, admissions made in 2018 were higher than the previous years. The Faculty's yearly total admissions of students were:

- 2016 - 283 Students admitted;
- 2017 - 504 Students admitted; and
- 2018 - 949 Students admitted.

Comparatively, many qualified students were admitted in 2018 to the Faculty of Information Technology and Communication Studies' programmes than the previous years.

8. Graduation

On 18th August, 2018, the Department of Information Technology Studies graduated one hundred and twenty-nine (129) students consisting of seventy-six (76) Bachelor of Science in Information Technology Management and fifty - three (53) Diploma students during the 10th Congregation.

Table 28: Statistics for Graduation for Department of Information Technology Studies, 2018

PROGRAMME	CLASS	MALE	FEMALE	TOTAL
Diploma in Information Technology Management	Distinction	1	0	1
	Credit	22	4	26
	Pass	22	4	26
SUB TOTAL		45	8	53
BSc. in Information Technology Management	1st class	1	0	1
	2nd class upper	15	1	16
	2nd class lower	26	3	29
	3rd class	19	2	21
	Pass	6	3	9
SUB TOTAL		67	9	76
OVERALL TOTAL	129			

Source: 10th Congregation Brochure

The Department of Public Relations Management also graduated fifty-three (53) students consisting of six (6) Bachelor of Arts in Public Relations Management and forty-seven (47) Diploma in Public Relations Management students during the 10th Congregation on 18th August, 2018.

Table 29: Statistics for Graduation for Department of Public Relations Management, 2018

PROGRAMME	CLASS	MALE	FEMALE	TOTAL
Bachelor of Arts in Public Relations Management	2nd Class Upper	1	2	3
	2nd Class Lower	1	2	3
Total				6
Diploma, Public Relations Management	Distinction	0	2	2
	Credit	2	29	31
	Pass	3	11	14
Total				47

Source: 10th Congregation Brochure

Table 30: Graduation awards of students, 2018

Programme	Name of Student	CGPA	Class	Award
BSc. in ITM	OKINE, Philip (10018276)	3.65	First Class Honours	Best graduating student of BSc. in Information Technology Management
Diploma in ITM	AMOAKO, Ebenezer Yirenkyi (10080873)	3.52	Distinction	Best graduating student of Diploma in Information Technology Management
BA in PRM	DJANIE, Naa-Kuokor (10065034)	3.33	Second Class Honours, Upper Division)	Best graduating student of BA. in Public Relations Management
Diploma in PRM	BOYE-DOE, Zilla (10062508)	3.84	Distinction	Best Student of Diploma in PRM and over-all best Diploma student in UPSA.

Source: 10th Congregation Brochure

Table 31: Statistics for Graduation for Department of Information Technology Studies, 2017

PROGRAMME	CLASS	MALE	FEMALE	TOTAL
Diploma in Information Technology Management	DISTINCTION	1	0	1
	CREDIT	18	3	21
	PASS	12	1	13
SUB TOTAL		31	4	35
BSc. Information Technology Management	2nd Class Upper	12	7	19
	2nd Class Lower	17	6	23
	3rd Class	11	5	16
	Pass	2	1	3
SUB TOTAL		42	19	61
OVERALL TOTAL		73	23	96

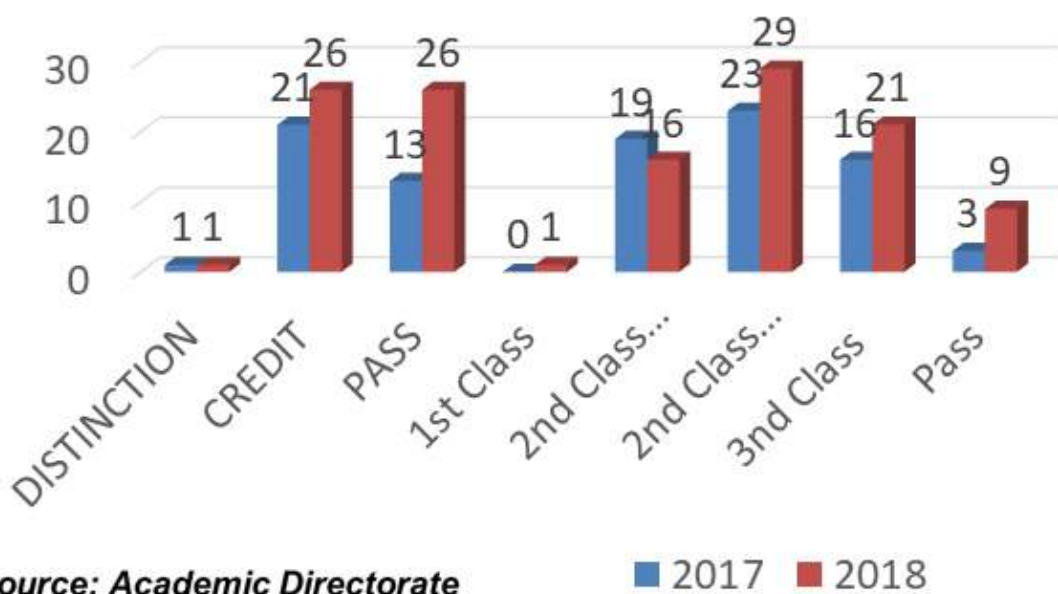
Source: 9th Congregation Brochure

Table 32: Statistics for Graduation for Department of Information Technology Studies, 2017

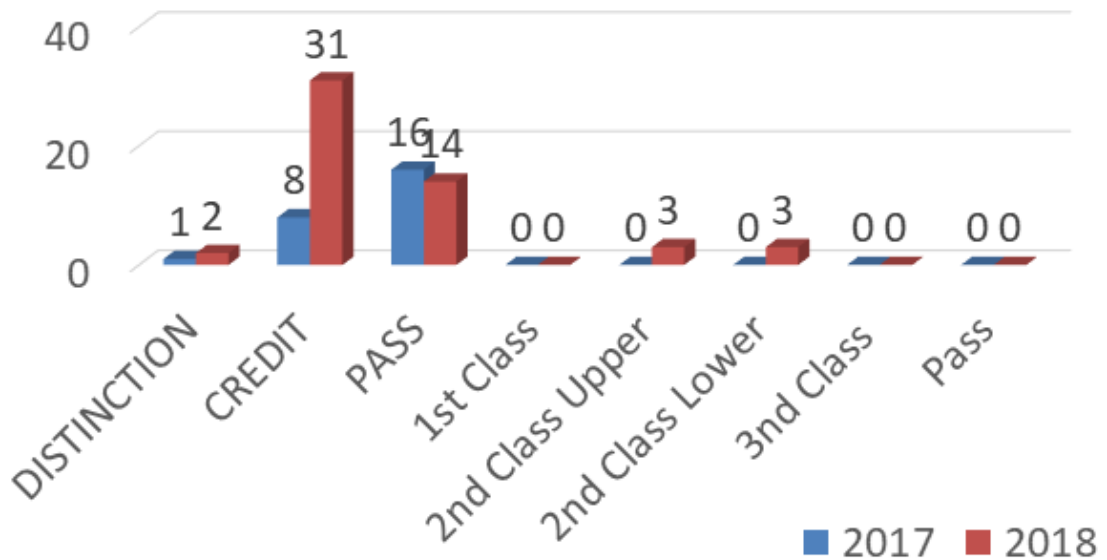
PROGRAMME	CLASS	MALE	FEMALE	TOTAL
Diploma in Public Relations Management	DISTINCTION	0	1	1
	CREDIT	2	6	8
	PASS	13	3	16
SUB TOTAL		15	10	25

Source: 9th Congregation Brochure.

Graphical table 3: BSc. and Diploma in IT Management



Graphical table 4: BA and Diploma in PR



9. Faculty activities

9.1 Involvement in Academic Affairs Directorate activities

In the year under review, the Faculty of Information Technology and Communication Studies was actively involved in carrying out some activities of the Academic Affairs Directorate. Activities such as student registration, broadsheet cleaning and supervision of examinations were implemented by the Faculty to some extent, thus promoting good broadsheets of graduands and effective teamwork.

9.2 Registration

As part of the decentralization process of the work of the Academic Affairs Directorate, part of the students' registration was also relinquished to the Faculty. Unlike previous years, students were required to submit copies of their proof of registration to their respective Departments for filing.

9.3 Broadsheet generation

The broadsheet of the final year students of both Degree and Diploma were generated by the Faculty with the assistance of staff of Academic Affairs Directorate, thus making it possible for timely processing of students' results for graduation in 2018.

9.4 Examinations

University-wide examinations in 2018 went on well without any major hitch. Departmental meetings were appropriately held to consider and approve results of the Departments for the second semester of 2016/2017 and first semester of 2017/2018 academic years. Consequently, the results of the two semesters were therefore timely released to UPSA Examinations Committee.

9.5 Dissertation proposal defense

Final year students of the Faculty of Information Technology and Communication Studies defended their proposals on 5th - 8th November, 2018. This was done to assess the viability of the projects and make necessary amendments and recommendations.

9.6 Establishment of Language Centre of Excellence

An operational Language Centre was established and inaugurated on 28th August, 2018 to provide general linguistic teaching and learning programmes to students of the University and the general public. The Centre seeks to mount and run both language degree programmes and short courses in the languages. Among others, the Centre would seek collaboration between UPSA and foreign intuitions in exchange programmes for the mutual benefit of the entire University community.

The Vice-Chancellor, Prof. Abednego F. O. Amartey graced the occasion with a very warm welcome address. Prof. D. D. Kuupole, former Vice-Chancellor of the University of Cape Coast delivered a lecture on the usefulness and the need to embark on a radical approach to addressing linguistics issues and expanding teaching and communication in foreign languages in tertiary institutions in Ghana.

10. Capacity building of Unionised Staff of UPSA

Capacity development programmes were organised for some members of the Teachers and Educational Workers Union (TEWU) and Federation of University Senior Staff Association of Ghana (FUSSAG) under the maiden Language Clinic. About eighty (80) members of the above-mentioned Unions participated in the training.

Change of name of the Department of Public Relations

Members of the Faculty of Information Technology and Communication Studies unanimously resolved to change the name of the Department of Public Relations to Department of Communication Studies to be in consonance with the name of the

Faculty and facilitate the development of Communication Studies related programmes. This decision was finalised at a meeting held on 12th December 2017.

11. Orientation of fresh students

Fresh students of the Faculty were given training by Management of the Faculty of Information Technology and Communication Studies on 16th October 2018. The orientation was very interactive and participatory. The topics or key areas discussed were:

- Reading of Notices;
- Reading of student handbook;
- Attending lectures regularly;
- Dress code for the University;
- Registration of courses genuinely;
- Rules governing the conduct of examinations;
- Examination malpractices;
- Graduation requirement;
- Relationships on campus;
- Extra-Curricular activities; and
- Health Issues.

12. Students' academic-facilitated activities/programmes for the year

These were the extra-curricular activities undertaken by the students of the Faculty in 2018.

Table 32: IT Students' programmes carried out in 2018

Activities	Month	Venue
Launching of fees funds for IT Students (ITFUNDS)	February 3 rd 2018	LBC auditorium
IT Trip to Kwadwo Katanga Company	March 2018	Accra
Inter- tertiary IT competition quiz (8 IT universities)	April 2018	Host: UPSA, Accra
ITSA Elections	April 2018	UPSA
Handing over and certificate night	May 2018	UPSA

Sports day out (involving other departments)	March 2018	UPSA field
ADMIN telecom career fair 2018_ Themed “Career in the Technology Industry”	Friday, 12 th October 2018	ADMIN telecom Office - Adjiringanor, East Legon
Seminar (3 rd Edition)	April 2018	Outside campus
Technology Innovation Seminar- collaboration between the Carnegie Mellon University Africa and the Advanced Information Technology Institute	25 th October 2018	AITI – KACE conference room
TECH FAIR 2018 A collaboration with the Institute of ICT Professional Ghana (IIPGH), dubbed “Opportunities in Emerging Technology	21 st of November 2018	UPSA main auditorium

Table 33: PR Students' programmes carried out in 2018

Activities	Month	Venue
Public Relations Management Students’ Association participation in Public Relations week lecture	18 th September, 2018	British Council
Participation in Time with the Practitioners seminar by Public Relations Management Students’ Association (PReMSA)	31 st October, 2018	Auditorium, LBC
PReMSA participation in Ghana Chamber of Mines 90 th Anniversary lecture	23 rd November, 2018	Alisa Hotel
Public Relations students celebrated their week	5 th – 10 th March, 2018	UPSA

14. Some achievements in 2018

The under listed were some of the achievements of the Faculty in the reviewed year:

- Increase in admission of students from two hundred and eighty-three (283) in 2016 to five hundred and four (949) in 2018 for both degree and diploma for the first time;
- The Departments audited examination scripts in order to eliminate discrepancies;
- Significant reduction of incomplete results (ICs) recoded;
- Improved students' attendance to lectures due to effective monitoring and introduction of the policy of assigning marks for attendance;
- Collaboration formalized with IBM;
- Students' academic advisors policy instituted;
- An operational Language Centre established; and
- IT support services carried out.

15. Challenges

Below are some of the challenges faced by the Faculty during the period under review:

- Inadequate teaching and learning facilities
- Inadequate office space for lecturers;

16. Recommendation

- More projectors should be provided and installed overhead, to minimize frequent movement and damage;
- Additional lecturers should be recruited to handle the core courses of the Faculty; and
- Office space should be allocated to lecturers to enable them prepare well for lectures.

17. Acknowledgments

Management of the Faculty of Information Technology and Communication Studies commend both teaching and non-teaching staff of the Faculty for working assiduously in implementing activities of the Faculty in 2018.

Worth mentioning is the cooperation enjoyed from Management of UPSA, Deans, Heads of Department/Units of the University and other staff members.

18. The Way Forward for 2019

To make the Faculty more viable and innovative, it is envisioned that new projects and measures should be carried out to stimulate and realise the potentials of the Faculty of Information Technology and Communication Studies. The proceeding listed activities are earmarked for implementation in 2019.

- I. Increase scholarly productivity through research and publications
- II. Encourage and support faculty members to qualify and apply for promotion
- III. Embark on community service activities to promote and maintain interconnectivity between UPSA and the communities around
- IV. To change the name of the Department of Public Relations to Department of Communication Studies
- V. Embark on income generating activities
- VI. To add new programmes in the faculty

To complement existing programmes and widen the scope of available programmes to cover other industries, new academic programmes are being developed and to be accredited accordingly. The new programmes according to the respective Departments are:

- Department of Information Technology Studies
 - Bachelors of Science in Information Technology Resource Administration;
 - Post-Graduate Diploma in Information Technology;
 - Master of Business Administration in Information Systems;
 - MPhil. in Management Information Systems;
 - Bachelor of Science in Health Services Management and Informatics;
 - Master of Science in Business Computing (Accounting option or Finance option or Marketing option or Administration option).
- Department of Public Relations Management
 - Bachelor of Arts in Advertising;
 - Bachelor of Arts in Online and Print Journalism;
 - Bachelor of Arts in Broadcast Journalism;
 - Master of Business Administration in Corporate Communication.

19. Conclusion

Management of the Faculty of Information Technology and Communication Studies are optimistic that 2019 will be a year of success and many undergraduate and graduate programmes developed.



FACULTY OF LAW

Prof. Kwame Frimpong

Dean

DEAN'S MESSAGE

The Faculty of Law still desires to be pace-setter in challenging the status quo of legal education in Ghana. It is unfortunate that our desire is hindered by the way legal education is being handled in the country. It is unfortunate that a large section of the population fails to see the danger we are creating for the nation by not seriously addressing the primary core of the problem, which is the centralization of the professional part of legal education in the hands of the General Legal Council (GLS). We, at the Law Faculty at UPSA, strongly hold the view that the most practical way to have a wholistic and viable approach to legal education is to eliminate any form of monopoly over the programme. Law Faculties should have the sole responsibility of providing both academic and professional training to prospective lawyers in the country. A credible and independent body should then be set up to determine who will ultimately be called to the bar. We will not give up our pursuit of the ideal system in the interest of the nation.

1.0 INTRODUCTION

The Faculty of Law, which was established in 2016 seeks to produce top-class calibre of legal scholars who will provide high-quality legal services that will mix scholarship and professionalism in Ghana and beyond. The Faculty has since admitted students to the various programmes and it is about to graduate its first batch in August, 2019.

2.0 VISION STATEMENT

To be a world-class provider of legal education, nationally entrenched, regionally relevant and globally recognized.

3.0 MISSION STATEMENT

To provide and promote quality legal education that incorporates practical training and quality research in business, commerce, investment and social science related disciplines by leveraging a structured mix scholarship and professionalism in Ghana and beyond

4.0 AIMS AND OBJECTIVE

The general aim and objective of the UPSA LL.B programme is to produce world class legal scholars with cutting edge competitive advantage on the basis of their exposure to theory and practice through practical oriented legal education. The specific objectives are to:

- I. Equip students with sound theoretical foundation that builds their conceptual capacities
- II. Build upon the sound theoretical foundation by exposing students to clinical legal education that gives them the opportunity to participate in community and professional programmes through attachments.
- III. Equip students with knowledge and skills of multidisciplinary research methodologies and orientation.
- IV. Give students the opportunity to acquire and upgrade their professional practical skills through course work where they wish to develop the level of skills necessary to become practitioners in these roles.
- V. Equip graduates to continue to develop their professional skills through their careers.
- VI. Enable graduates of the programme to plan, integrate and direct the application of their skills within a strategic legal practice framework.

5.0 PROGRAMMES OFFERED

The Faculty Offers the following programmes:

1. Four (4) year LL.B for Non-Degree holders (Full Time) (Day) for which the entry requirement is grade C6 or better in three (3) core subjects and three (3) elective subjects. A pass in selection test and an interview.
2. Three (3) Year LL.B for Degree holders (Full Time) (Evening) for which the entry requirement is a good first degree from an institution recognized by NAB and a pass in a selection test and an interview.

I.0 STRATEGIC OBJECTIVE GOALS AND OBJECTIVES FOR 2018

- I. To stay focused on creating and sustaining a conducive learning environment that puts the student at the centre.
- II. To provide a learning environment and resources of the highest standards for academic, research and professional training that focuses on providing relevant, practical and innovative solutions to the business and investment community.
- III. To improve institutional effectiveness.
- IV. To be globally competitive.
- V. To introduce Clinical Legal Education as an integral part of the Law Programme at UPSA to be a model for other Faculties to emulate,
- VI. And more importantly, to initiate a process to compel the General Legal Counsel to reconsider its current unprogressive and archaic stand on the professional part of legal education in the country.

7.0 MANAGEMENT TEAM

I. ACADEMIC

Professor Kwame Frimpong	-	Consulting Dean
Professor Edmund Kwaw	-	Head of Department
Dr. Francisca Kusi-Appiah	-	Faculty Research Officer

II. ADMINISTRATIVE

Mrs. Leticia Akyeampong	-	Faculty Officer
Mr. Thomas A. K. Asante	-	Faculty Records Officer
Mrs. Joyce Naa Dedei Aryee Sackey	-	Dean's Secretary

8.0 STAFFING

The total staff strength of the Faculty as at December 2018 is twenty-one (21), and the breakdown is as follows:

Table 1: Staff Strength of the Faculty

Gender	Senior Members		Total
	Teaching	Non-Teaching	
Male	12	1	13
Female	6	2	8
Total	20	3	21

Table 2: Academic Staff Rank

Professor	Associate Professor	Senior Lecturer	Lecturer	Assistant lecturer	Total
1	1	1	5	10	18

Table 3: Qualification Breakdown

Professors	PhD	Masters	PhD in progress
2	2	13	1

8.1 Faculty Members

Table 4: Senior Members – Academic

No.	Name	Qualification (Highest Degree)	Rank	Status
1.	Professor Kwame Frimpong	JSD (Doctor of Science Law) 1977; Yale Law School, New Haven, CT, U.S.A	Professor	Full Time
2.	Professor Edmund Kwaw	Doctor of Jurisprudence Degree (D.jur) [1993] Osgoode Hall Law School, York University, Ontario, Canada.	Associate Professor	Full Time

3.	Dr. Francisca Kusi - Appiah	Doctor of Philosophy (PhD) [2017] University of Dundee (CEPMLP), Dundee, UK	Lecturer	Full Time
4.	Dr. Kwaku Agyeman Budu	Doctor of Juridical Sciences Degree (SJD) [2018] Fordham University School of Law, New York, NY, U.S.A	Senior Lecturer	Part-Time
6.	Rowland Atta-Kesson	LLM [2009] Indiana University Robert H. McKinney School of Law, Indianapolis, Indiana, USA	Lecturer	Full Time (Study Leave)
7.	Sarah Norkor Anku (Resigned)	LLM [2016] University of Ghana, Legon Master of Laws in Intellectual Property Law [2013] Africa University, Mutare, Zimbabwe	Lecturer	Full Time
8.	Kwasi Owusu Agyemang	LLM [2005] Union University. Albany Law School, Albany, NY, U.S.A	Lecturer	Full Time
9.	Mavis Ekuia Enyamaa Kwainoe	LLM, [2015] George Washington University Law School, Washington D.C.	Lecturer	Full Time
10.	Natasha Odarkai Lamptey	LL.M [2012] University of Strathclyde School of Law, Glasgow, Scotland	Lecturer	Full Time

11.	Albert Quashigah	LL.M [2012] The George Washington University Law School, Washington DC U.S.A	Assistant Lecturer	Full Time
12.	Richard Dua-Ansah	Master of Laws in Intellectual Property Law [2013] Africa University, Mutare, Zimbabwe	Assistant Lecturer	Full Time
13.	Courage Asabagna	LLM Taxation/2016/ University of British Columbia, BC, Canada.	Assistant Lecturer	Full Time
14.	Kofi O. Adinkra Jnr	LLM [2013] University of Ghana, Legon	Assistant Lecturer	Full Time
15	Akosua Asah-Asante	LL.M [2017] University of Ghana, Legon. BL [2012]	Assistant Lecturer	Full Time
16	Gertrude Amorkor Amarh	LLM [2017] London School of Economics and Political Science, United Kingdom.	Assistant Lecturer	Full Time
17	Theophilus Tawiah	LL.M [2017] Cardiff University, UK	Assistant Lecturer	Full Time
18	Baffour Yiadom-Boakye	LLM [2017] University of Aberdeen, School of Law, Aberdeen U.K	Assistant Lecturer	Full Time
19	Yedoha Nii Kotei Kotey	LLM [2017] University of Ghana, Legon.		Full-Time

Table 5: Senior Members Non- Teaching

No.	Name	Qualification	Rank
1.	Mrs. Leticia Akyeampong	MPhil, Educational Administration (2010) University of Cape Coast	Assistant Registrar
2.	Mr. Thomas A. K. Asante	M.Ed. Educational Administration and Management (2010). UEW	Assistant Registrar
3.	Mrs. Joyce Naa Dedei Aaryee Sackey	MBA, TQM (2016) University of Professional Studies, Accra	Junior Assistant Registrar

Appointments

During the period under consideration, the following appointments were made:

Table 6: New Appointments within the Year

NO.	NAME	RANK	AREA OF SPECIALISATION	EFFECTIVE DATE
1	Professor Edmund Kwaw	Associate Professor	Law	1 st September, 2018
2	Mrs. Akosua Asah-Asante	Assistant Lecturer	Law	1 st September, 2018
3	Mr. Kwasi Owusu Agyemang	Lecturer	Law	1 st September, 2018
4	Mrs Sarah Norkor Anku (But resigned after only two months)	Lecturer	Law	1 st October, 2018
5	Mr. Eugene Ablade Oninku	Assistant Lecturer	Law	1 st October, 2018
6.	Yedoha Nii Kotei Kotey	Assistant Lecturer	Law	10 th December, 2018

Source: Human Resource Directorate, 2018

Engagement of Adjunct Lecturer

The Faculty engaged the services of the underlisted as adjunct lecturers in the First Semester of 2018/2019 Academic Year due to difficulty in getting the full complement to the lecturers to teach, especially at the business school:

- Dr. Kwaku Agyeman Budu - Criminal Law and Human Rights Law
- Mr. Yehoda N. K. Kotey - Legal Environment of Business
- Mr. Yehoda N. K. Kotey was subsequently appointed full-time towards the end of the first semester.

Resignation

The following Faculty Members resigned from the service of the University during the period under consideration:

- | | |
|----------------------------|----------------------|
| 1. Mr. Vitus Gbang | - Assistant Lecturer |
| 2. Mr. Paul MbaYelzaalem | - Assistant Lecturer |
| 3. Miss Adwoa Osei-Sarpong | - Assistant Lecturer |
| 4. Mrs. Sarah Anku | - Lecturer |

Academic Staff on Study Leave

Management approved Mr. Rowland Atta-Kesson's application for study leave with pay for three (3) years to pursue a Doctor of Juridical Science (SJD) Degree programme at Robert H. McKinney School of Law, Indiana University in Indianapolis, USA.

9.0 STUDENT ENROLMENT

2018/2019 Academic Year Admissions

In November 2017, applications were invited from qualified applicants for admission to the LL.B Degree programme for the 2018/2019 Academic Year. To qualify for admission to the Faculty, applicants must be successful both at the Entrance Examination and Interview. The breakdown is indicated below.

Table 7: Summary of Applications Received

S/N	Programme	Total Number of Applicants
1.	Three (3) -Year LL.B Degree Programme for First Degree Holders	256
2.	Four (4) Year LL.B Degree Programme for Non- First Degree Holders	232
TOTAL		488

Entrance Examination

The entrance examination for the 2018/2019 Academic Year was written on Saturday, June 2, 2018 for the Four (4)-Year LL.B Degree and Three (3)-Year LL.B Degree Programmes. Out of four hundred and eighty eight (488) applications received, four hundred and fifty six (456) applicants were invited to write the entrance examination. The breakdown is shown below:

Table 8: Number of Applicants Invited to write the Entrance Examination

S/N	Programme	Total Number of Applicants
1.	Three (3) -Year LL.B Degree Programme for First Degree Holders	232
2.	Four (4) Year LL.B Degree Programme for Non- First Degree Holders	224
TOTAL		456

Selection Interview

The entrance examination was followed by two sets of interviews for successful applicants in the examination.

1. First Interview – Three (3) - Year Applicants and four (4) - Year Applicants who had their WASSCE results already attended interviews from Monday, 18th June, 2018 – Monday, 25th June, 2018
2. Second Interview – Four (4) - Year Applicants awaiting their WASSCE results attended interviews from Wednesday, 1st August, 2018- Friday, August 3, 2018 after the release of the WASSCE results.

Admissions

Table 9: 2018/2019 Admissions

Programme	4-Year (Level 100)		3-Year (Post First Degree-Level 200)		Gender Total		
	M	F	M	F	M	F	
Bachelor of Laws	23	72	71	47	94	119	
GRAND TOTAL	213						

Registered Students – 2018/19 Academic Year

A total of three hundred and thirty (430) students registered for the First Semester of the 2018/2019 Academic Year. Details are shown in Table 3 below.

Table 10: Registered Students – 2018/19 Academic Year

	4-Year (Level 100)		3-Year (Post FirstDegree-Level 200)		Sub Total		
	M	F	M	F	M	F	
LEVEL 100	18	52			18	52	
LEVEL 200	32	38	60	40	92	78	
LEVEL 300	16	17	57	31	73	48	
LEVEL 400			52	17	52	17	
					235	195	
GRAND TOTAL	430						

9.1 REGISTERED STUDENTS FOR EACH PROGRAMME

Four- Year Bachelor of Laws

A total of one hundred and seventy-seven (173) students registered for the Four-Year LL.B in the First Semester of the 2018/2019 Academic Year as indicated in Table 11 below.

Table 11: Registration for 2018/2019 Academic Year

PROGRAMME	FOUR- YEAR BACHELOR OF LAWS		
	Gender		Sub-Total
	M	F	
Level 100	18	52	70
Level 200	32	38	70
Level 300	16	17	33
Grand Total	66	107	173

Source: Academic Affairs

Three- Year Bachelor of Laws

A total of two hundred and fifty-seven (257) students registered for the Four-Year LL.B In the First Semester of the 2018/2019 Academic Year as indicated in Table 12 below.

Table 12: Registration for 2018/2019 Academic Year

THREE- YEAR BACHELOR OF LAWS			
LEVEL	Gender		Sub-Total
	M	F	
Level 200	60	40	100
Level 300	57	31	88
Level 400	52	17	69
Grand Total	169	88	257

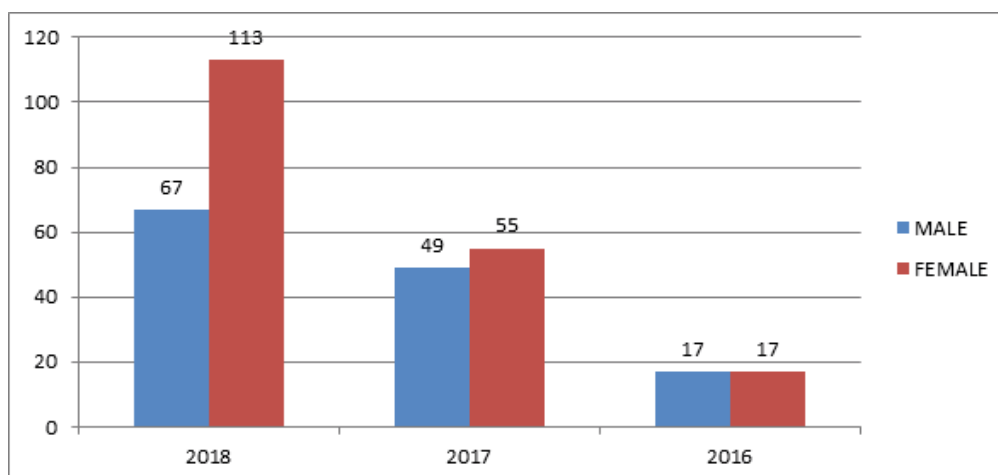
Source: Academic Affairs

9.2 STUDENT'S POPULATION BY PROGRAMMES, GENDER FOR THREE YEARS

Table 13: Four-Year Bachelor of Laws

YEAR	MALE	FEMALE	TOTAL
2018	67	113	180
2017	49	55	104
2016	17	17	34

Figure 1: Enrolment Statistics for Four-Year Bachelor of Laws



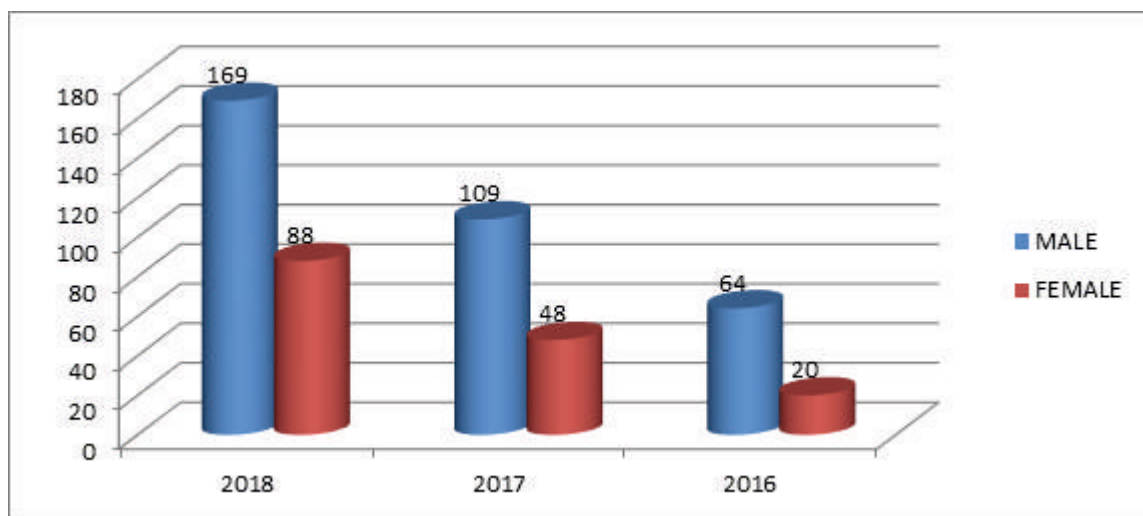
Source: USIS 2018

Table 14: Three-Year Bachelor of Laws

YEAR	MALE	FEMALE	TOTAL
2018	169	88	257
2017	109	48	157
2016	64	20	84

Enrolment Statistics for Three-Year Bachelor of Laws

Figure 2: Enrolment Statistics for Three-Year Bachelor of Laws



Source: USIS 2018

10.0 MAJOR ACTIVITIES UNDERTAKEN IN 2018

10.1 FACULTY ACTIVITIES

Lecture Attendance Monitoring

The Faculty designed a format for monitoring attendance of both students and lecturers to lectures. The purpose of the new system was to gather data on lecturers' attendance to class, handle students' complaints, monitor the availability and use of teaching and learning material and monitor compliance with the course outline schedules, course outcomes and learning objectives.

Guest Lecturers

The Law Faculty was honoured with two guest lectures, Dr. Peter Ziddah from the Fisheries Commission and Mr. Kwame Siriboe, Head of Legal (Directorate/ Services/Unit) from the Petroleum Commission. Dr. Ziddah gave a lecture to the Law of Natural Resources Class (Level 400) on Fisheries on 12th October, 2018. Mr. Siriboe gave a lecture on the role of the Petroleum Commission in the Petroleum Upstream Industry to the Level 300 students (both morning and evening students) of the Energy Law Class on 20th October, 2018.

On the 23rd November 2018, Ms HawaTejansie Ajei, head of legal for the National Petroleum Authority also gave a lecture on the role of National Petroleum Authority in the downstream sub-sector of the petroleum industry. There was a fourth guest lecturer from the Volta River Authority, who cancelled out at the last minute due to a family emergency.

Ghana Higher Education Fair

The Faculty Officer and a team from the University participated in the 11th Ghana Higher Education Fair, Third Phase, organised by I-TEXON Ghana in Takoradi, 6th - 8th February, 2018. The fair brought together students from about fifteen (15) second cycle institutions in the Western Region of Ghana to interact with tertiary institutions in the country, regarding the academic programmes they offer. The education fair is one of the best opportunities for final year WASSCE students and potential applicants to discover their dream programme or to get a feel of other suitable study options.

Examinations

The Faculty collaborated with the Academic Affairs Directorate to organise the end of First and Second Semester Examinations successfully for 2017/18 Academic Year. The Examination scripts were marked through conference marking, after which the scripts and results were vetted to ensure consistency and authenticity.

Faculty Meetings

Faculty meetings were held twice in a semester in the 2018/2019 Academic Year to discuss issues of relevance to the progress of the Faculty. Prior to this meeting, the Faculty Management meetings were held. The Faculty Examiners' Board held a meeting twice in the Academic year to discuss and approve end of semester examinations.

Data Collection for Public Universities -2017/2018

The Faculty compiled and submitted detailed data and information on academic staff and their research output to the Pro-Vice-Chancellor. This was at the request of the National Council for Tertiary Education (NCTE) and the National Accreditation Board (NAB) to enable them monitor development in the University.

Orientation for Fresh LL.B Students

The Faculty organised an orientation for freshmen admitted in the 2018/2019 Academic Year on Thursday, September 19, 2018. Students were taken through the rudiments of University life and advised to take their studies seriously. The students in turn assured the Faculty of their commitment to serious academic work.

Matriculation

The third batch of Law Students and fresh students of the other Faculties admitted to pursue various programmes in the 2018/2019 Academic Year were matriculated on Friday 5th October, 2018. This year the affirmation of the matriculation oath was done online. The students were required to print a proof of affirmation of the oath slip, append their signature and submit it to the Faculty immediately after matriculation.

Festival of Nine Lessons and Carols

The Faculty held its maiden edition of the Festival of Nine Lessons and Carols on Thursday, 29th November, 2018 at the Justice Aryeetey Auditorium. There was a live coverage service by the Ghana Broadcasting Corporation (GBC). Different choirs, a drama group, individual singer (Mr. Richard Dua-Ansah, Law Lecturer), a poet, choreography group and a trumpeter who were all Law students of the Faculty, gave a sterling performance, which impressed the audience who, holding them spell-bound in their seats. The festival was led by the Legal Voices of the Faculty.

The festival was celebrated as a prelude to the Advent of the birth of Jesus Christ signifying the spiritual life of humanity. The Faculty, as a young Unit in the University celebrated the festival to thank God for its achievements within its short span in the University Community

10.2 STUDENTS ACTIVITIES

Scholarship

The Faculty in its bid to ensure that needy, but brilliant students are not left out in their quest to get Legal education and become lawyers, mentored, prepared and presented two (2) of its students – Mr. Thomas Quansah and Ms. Audrey Arthur to participate in a Scholarship competition organised by the Kufuor Scholars Programme. The Programme was organised in conjunction with John A. Kufuor Foundation, under the auspices of HE John Agyekum Kufuor, former President of the Republic of Ghana and founder of John A. Kufuor Foundation. The two students were successful and have subsequently been awarded scholarships from the John A. Kufuor Foundation to pursue a four-year Bachelor of Laws Degree Programme at UPSA.

It is worth noting that Ms. Audrey Arthur emerged the overall best candidate among all the contestants from other universities in Ghana.

Equipping Law Students with Professional Skills

A key vision of the Faculty of Law is to equip its students with professional skills that will enable them fit into society by applying their professional knowledge for the benefit of the country. In line with this vision, the Faculty has been organising moot court clinics to help the students gain practical experience and professional skills within the normal court proceedings.

The Faculty of Law moot court team participated in the International Law Students Association (ILSA) Philip Jessup Moot Court competition hosted by GIMPA from 5th-8th February 2018. The UPSA team was led by Ms. Natasha Lamptey, a Faculty Member. Organised by International Law Students Association (ILSA) and drawing participation from law students around the world, the Philip Jessup Moot Court is the largest international law moot court competition.

Establishment of the Law Students' Union (LSU)

The Faculty of Law believes that the University is a perfect training ground for future leaders of Ghana and therefore, students should be given the opportunity to learn how to lead their colleagues under proper tutelage. In the pursuit of this principle, the constitution for the Law Students' Union was launched in March 2018, after due approval had been given. Immediately after that, the Law Students' Union was

established with the election of its officers, who have been duly sworn into their respective positions. It is hoped that the knowledge of the young law students will aid their compatriots in their student leadership in the University.

Faculty Meeting with LL.B Students

The Faculty met with all LL.B students on Wednesday, March 7, 2018 at the Justice Aryeetey Auditorium. The purpose of the meeting was to formally introduce the Law Students Union Constitution to the students for adoption and to inform them of the eligibility criteria for contesting for the executive positions. Also, steps towards opening nominations for election was to be communicated to them as soon as possible.

General Meeting of Law Student's Union (LSU)

The Executive Council of the Law students' union held a General meeting with Law Student body on Friday, September 28, 2018 to discuss the administration of the Law Students Union. The Executive Council of LSU has a constitutional mandate in Article Eighteen (18) of the Constitution of LSU to hold a General Meeting.

Youth Leadership and Empowerment Summit

The Law students attended the youth mentorship programme organized by the Drolor Centre for Strategic Leadership (DCSL) on the theme, "Preparing a New Generation of Innovative African Leaders through Motivation and Mentorship." The programme was held on Thursday, October 11, 2018 at the Justice Aryeetey Auditorium.

Programme of Activities for the Student Clubs

The various clubs submitted their programme of activities for First Semester 2018/2019 Academic Year.

Court Visitation

To enhance the practical aspect of the legal teaching, a court visitation was organized by Ms. Mavis Kwainoe, Dr. Francisca Kusi-Appiah, Mrs Leticia Akyeampong and Mr. Thomas Appiah Kubi Asante for the Law Students on the 15th November, 2018. The students had the opportunity to visit the Court Complex in Accra and the Supreme Court. They also had the opportunity to sit in court proceedings in the High Court (the commercial, land and general divisions) as well as the Supreme Court. The group donated packs of bottled water, toiletries and some detergents to the Judicial Service.

10.3 STAFF DEVELOPMENT

Staff development includes any activity which contributes to the enhancement of employees' knowledge, skills, competences, or working practices (Quality Manual, 2015).

10.4 RESEARCH COLLABORATIONS

During the first semester of the 2018-2019 Academic Year, the Law Faculty collaborated with other prominent organisations to organise programmes.

I. Stakeholders Discussion

The Law Faculty in collaboration with the Fellows, Advocates and Researchers of Centre for Constitutional Order (CENCORD) held a stakeholder discussion on the “Eradication of Streetism” at the UPSA LBC Auditorium, on the 2nd November 2018. Representatives from the Judiciary, the Social Welfare Department, the Ghana Police Service as well as the media attended the programme.

Another talk, “Data Protection and Research Ethics: A Practical Approach,” was presented on the same day (2nd November 2018 at 6 p.m.), by Ms Natasha Lamptey. It was . Sponsored by the International Association of Privacy Professionals (IAAP) In attendance were members of the University community and representatives of IAAP.

II. Panel Discussion Held on Vulnerable Persons in the Society

The UPSA Law Faculty, in collaboration with the Africa Centre for International Law and Accountability (ACILA) held a panel discussion on “Ghana's Human Rights Record: An Assessment of the Treatment of Vulnerable Groups in Ghana” on the 28th November 2018. Justice Emile Francis Short chaired the Panel Discussion and Ms. Mavis E. Kwainoe gave a presentation on the “Adjudication of Human Right Cases by the Courts.”

III. Law Reform Debate

The Faculty was invited by the Ghana Law Reform Commission to participate in a discussion on the Law on Occupier's Liability, with a view to reforming that area of the Law in the country. The Faculty honoured the invitation and, in conjunction with the Ghana Law Reform Commission, organized a debate in June 2018. The purpose was to deliberate on the position of the law on Occupier's Liability in Ghana and to make recommendations for law reforms

where necessary, considering prevailing circumstances in Ghana. The Commission benefited immensely from the discussions on the subject and assured the Faculty of the inclusion of the deliberations in its final report.

IV. Ministry of Trade and Industry on Competition Law Draft Bill

The Ministry of Trade and Industry is currently working on a draft Competition Law Bill for all sectors of the industry. Therefore, UPSA being a leading public University of business was consulted through the Law Faculty. The Law Faculty was invited to a stakeholder meeting in October 2018 to make contributions to the draft Competition Bill before the Ministry of Trade and Industry submits the draft to cabinet for approval.

11.0 A REVIEW OF 2018

- I. The Faculty had planned to employ more teaching staff with PhD or those at the rank of Senior Lecturer and above. We managed to hire one Associate Professor and one Senior Lecturer. The Senior Lecturer could not take up the position. He is however assisting as an Adjunct Lecturer.
- II. We managed to send one staff away for a Ph.D programme.
- III. The commencement of the Faculty of Law Building did not materialize. We are however hopeful that the process will be initiated in 2019. We have moved from the old Administration Block to pave the way for the demolition of that building. This will enable the process of putting up the Law Faculty Building to commence.
- IV. The proposed Law Journal was not launched in 2018. It is planned to take place in 2019
- V. We started the Faculty of Law Seminars in 2018 and it has been a success.

12.0 CHALLENGES

- I. The Faculty's major problem is inadequate classrooms. Although the Law Faculty has been verily informed that the AB Block has been allocated to it for its lectures, there have been several times Law students get to their assigned classrooms, as indicated on their timetables, only to find them occupied by students from other faculties. Secondly, most of the classrooms in the AB Block do not have the needed facilities to enhance the smooth lecturing of students. Most of the classrooms do not have functioning public address systems and

projectors. This frustrates teaching, especially for large classes and for courses, which cannot be taught in a vacuum but require practical visual examples. Office space for lecturers is also another challenge faced by most lecturers in the UPSA Law Faculty.

- II. These challenges in the lecture halls necessitated the urgency to request the University to provide the Faculty with at least two laptops during the period under consideration. However, the request has not been granted.
- III. The materials at the library are highly inadequate. There are no Supreme Court Law Reports, which are essential for legal training.
- IV. Lack of funds for planned seminars and other Faculty activities.
- V. Lack of computer for the Records Officer and the Dean's Secretary.

13.0 OUTLOOK FOR 2019

- I. Recruitment of more lecturers with Doctorate Degrees or those of the rank of Senior Lecturer and above.
- II. The Faculty is planning for a legal education that embraces elements of professional training through clinical legal education.
- III. The Faculty has submitted a proposal to the Office of the President of Ghana to jointly organize Annual National Conferences on topics of special importance to the nation. We are awaiting the response.
- IV. The Bachelor of Laws programme would be due for reaccreditation in the 2018/2019 Academic year. In preparation towards the process, a Committee has been set up to work on the document.
- V. Apart from providing world-class legal training to the students, the Law Faculty also encourages research in line with the University's Policy. In view of the above, the Law Faculty intends to focus on legal issues pertaining to corporate law and corruption. The research on corporate law would encapsulate

employment or labour law matters as well as the company law regulation and compliance. Human institutions are not devoid of challenges and hence most institutions in Ghana struggle with canker of corruption, which is eating into every fiber of our society. The role of law and the rule of law will be the focus areas.

- VI. To enhance the advocacy skills of the law students, the moot court training will be diligently carried out. The religious aspect of the student life of the Law Faculty is encouraged through the Law Faculty Christian Fellowship. Vocal talents are also brewed through training by the Legal Voices. These groups have been operating since the inception of the law programme.

14.0 RECOMMENDATIONS TO GROW THE FACULTY

- I. Some of the teaching staff of the Law Faculty are responsible for teaching Business Law courses in other Faculties, which on the whole is good for the University. However, it is humbly recommended that all the teaching staff of the Law Faculty of Law should be scheduled to teach law students first before priority is given to other students from other Faculties. This will also make the teaching staff more attached to the Law Faculty and enhance even distribution of the workload at the Faculty of Law.
- II. The Faculty recommends that the physical infrastructure worthy of the Law Faculty be put up. The Law Faculty building will provide spaces for students to have lectures, professional growth in the area of moot court competition, discussions and other extra curriculum activities. The building will be a fulfilment of the promise made to National Accreditation Board (NAB) during its visit in the year 2016, more especially when the building will help secure re-accreditation for the programme.
- III. In the short term, the immediate acquisition of appropriate classroom facilities to enhance teaching and learning would be of great value.
- IV. It is also recommended that parking spaces be allotted to the Dean, other teaching and non-teaching staff members to prevent Law Faculty members from struggling with students for parking spaces.

- V. The provision of office space and facilities for all faculty, including adjuncts
- VI. Developing a Faculty of Law Journal
- VII. Encouraging individual lecturers to publish in refereed journals and promoting collaborative research among Faculty.

15.0 CONCLUSION

We still believe that, in spite of difficult challenges, the Law Faculty at UPSA is making a steady progress. We are determined to make a major contribution to law development and legal education in general in the country. To this end, the Faculty extends its gratitude to Management for its enormous support that has enabled the Faculty to have reached its present status and to have been able to execute its mandate during the period under review.



SCHOOL OF GRADUATE SCHOOL

Dr. K. Mensah Mawutor

Dean

EXECUTIVE SUMMARY

This report gives an overview of the activities of the School of Graduate Studies for the year 2018. The School has made tremendous progress in attracting qualified students from institutions within Ghana and beyond, owing to its demand driven programmes which has culminated in increased enrolment over the years. During the year under review, a total of one thousand and thirty-six (1036) applications were sold out to the public, nine hundred and thirty-seven (937) admissions were offered while six hundred and ninety-three (693), representing 74% of admitted applicants registered to pursue varied programmes during the first semester of the 2018/2019 academic year.

Graduation rate of 95.2% of registered students in the year 2018 was also a marked improvement from the previous year's rate of 91.7%. These achievements did not come by chance, but was as a result of strategic decisions implemented by Management. It is worthy to note that our graduates are doing remarkably well in the job market and some are also in strategic positions both in the private and public sectors of the economy.

The Graduate School, working in concert with the Academic Audit and Review Committee has thoroughly reviewed documents of its programmes due to expire in the 2017/2018 academic year in line with the ACBSP standards for re-accreditation with the NAB. The School is quite optimistic that it will strive to make tremendous improvements for superior educational value and excellence.

In the ensuing year, the School of Graduate Studies intends to strengthen its growing influence as a leader in leadership innovation and corporate entrepreneurship in Ghana, as well as enhance the instructional practices and research by attracting international faculty and exchange programmes.

The School plans to improve upon its video conference facility with the acquisition of more advanced video conferencing equipment to enable lecturers have full view of the students in the conferencing room during lesson delivery. The School also intends to improve its internet connectivity with the acquisition of Advanced Digital Subscriber Line in order to reduce its over-reliance on the main server of the University.

INTRODUCTION

This is the annual report on the activities of the School of Graduate Studies (SOGS) spanning January 2018 to December 2018. Established in 2009, the School now runs ten (10) academic programmes that are highly patronized by both local and international students. The current student population enrolled on the various programmes as at the end of the first semester of the 2018/2019 academic year stood at One Thousand, Four Hundred and one (1401). The School has since graduated eight (8) batches of students since its establishment.

SCOPE OF THE REPORT

The report dwells on three thematic areas namely; current staffing and general administrative issues, academic matters and publications, as well as seminars / conferences and workshops.

PART ONE: CURRENT STAFFING AND GENERAL ADMINISTRATIVE ISSUES

1.0 Staff Strength

The staff strength of the School of Graduate Studies during the period under review stood at seventy-one (62), with the breakdown presented as follows: (Refer to Appendix 'B' for details of the Teaching and Non-Teaching Staff)

Table I: Staff Strength of SOGS

Rank	Senior Members		Non- Teaching		Total
	Full-time	Adjunct	Senior Members	Non-Senior Members	
Professor	1	4			5
Assoc. Prof.	4	-			4
Senior Lecturer	10	2			12
Lecturer	14	18			32
Asst. Lecturer	1	-			1
Assist. Registrar			2		2
Senior Staff				1	1
Junior Staff (Service Personnel)				9	9
Total	30	24	2	10	66

Source: Human Resource Directorate, 2018

I.1 Graduate School Management team

The management team of the Graduate School is headed by the Dean and assisted by the Vice-Dean and four (4) programme coordinators. The breakdown of the staff of the Graduate School is shown below.

Table I.1: Graduate School Management Team (Academic)

Sn	Name	Qualification	Rank/Position
1	Dr. John Mensah Kwaku Mawutor	DBA, (Finance, Switzerland) MBA (Finance, Ghana), ICA	Senior Lecturer/Dean
2	Dr. Samuel Antwi	PhD (Finance), Tiangsu University	Senior Lecturer/Vice-Dean
3	Mrs. Gladys Nabieu	PhD Student, MSc, B.Com, ACCA	Senior Lecturer/ Coordinator for MBA Accounting & Finance.
4	Mr. Gerald Joseph Nyanyofio	PhD Candidate (UG) MPhil Public Administration, (UG)	Lecturer/Coordinator for MBA TQM and MSc/MPhil Leadership
5	Mr. Peter Ackah	PhD in (Acct. & Fin) Nicaragua (on-going) MBA/ACCA (Final Level)	Asst. Lecturer/Coordinator for MBA Auditing, MBA Internal Auditing, and MBA Pet. Act. & Finance
6	Mr. Benjamin B. Angenu	PhD Candidate (UPSA) Master of Philosophy (Leadership)	Asst. Lecturer/Coordinator for MBA Marketing, & MBA Corporate Governance

Table 1.2: Graduate School Management Team (Administrative)

No.	Name	Qualification	Rank/Position
1	Ibrahim Monipaak Amadu	MPhil (Development Studies)	Assistant Registrar/School Officer
2	Samuel Mensah	MBA Finance	Assistant Registrar/Record Officer
3	Mr. Clifford Nii Hammond	BSc Information Technology	Senior IT Officer

2.0 Appointments

2.1 Appointments of Vice-Dean

During the period under review, a new Vice-Dean was appointed to replace Dr. Joseph K. Tuffour at the Graduate School.

3.0 Recruitment

Mr. Clifford Nii Hammond who did his National Service at the School of Graduate Studies has been recruited as a Senior IT Officer at the Graduate School.

4.0 Transfer

During the year under consideration, Dr. Joseph Kwadwo Tuffour, Vice-Dean, was transferred to the Research Directorate as Deputy Director.

PART TWO: ACADEMIC ISSUES

5.0 Programmes of the School of Graduate Studies

The School of Graduate Studies currently runs the underlisted programmes for the 2018/2019 academic year;

1. MBA Accounting & Finance
2. MBA Auditing
3. MBA Internal Auditing
4. MBA Corporate Governance
5. MBA Marketing
6. MBA Total Quality Management
7. MBA Petroleum Accounting & Finance
8. Master of Science in Leadership
9. Master of Philosophy in Leadership
10. Master of Philosophy in Finance

6.0 Graduate School Courses

The programmes offered at the School of Graduate Studies each has distinct courses. The courses are categorized into core courses and elective courses. The core courses are mandatory courses commonly known as Common Professional Components. (Refer to Appendix 'C' for details of the courses)

7.0 Accreditation of Academic Programmes

The five-year accreditation for the following Masters programmes expired in 2017:

- | | | |
|----|--------------------------|------------|
| 1. | MBA Corporate Governance | Dec., 2017 |
| 2. | MSc. Leadership | July, 2017 |
| 3. | MPhil. Leadership | July, 2017 |

Following from this, the respective Faculties working in concert with the School of Graduate Studies and the Academic Audit and Review Committee have responded to all queries raised on all the above programme documents and re-submitted to the National Accreditation Board (NAB) for re-accreditation.

7.1 Programmes Assessed in the previous year

The following programmes have already been assessed by NAB and the necessary inputs and corrections incorporated in the final programme document and submitted to NAB but the re-accreditation certificates are yet to be issued.

Table 2: Programmes Assessed in by NAB in 2017

Programme	State of Programme
MBA Accounting and Finance (Expired 2017)	Re-accreditation completed (certificate yet-to-be issued)
MBA Petroleum Accounting and Finance (Expired 2015)	Re-accreditation completed (certificate yet-to-be issued)
MBA Auditing (Expired 2017)	Re-accreditation completed

7.2. New Programmes

The proposals for new programmes are at various stages of consideration by the Academic Audit and Review Committee, National Council for Tertiary Education and the National Accreditation Board.

The break-down of the programmes is as follows;

Table 2.1: Proposed new programmes

No.	Programme
1.	Global MBA in Impact Entrepreneurship
2.	MA Brands and Communication
3.	MA Peace, Security and Intelligence
4.	MSc. Pensions and Investments
5.	MBA Corporate Communication
6.	MBA Logistics and Supply
7.	MBA Project Management and Finance

8.0 Applications, Admissions and Registration Statistics for Fresh Students

During the year under review, the School of Graduate Studies received a total of one thousand and thirty-six (1036) applications for admissions into the various programmes. Out of the 1,036 applications received for the 2018/2019 academic year, a total of nine hundred and thirty-seven (937), representing 90.4 percent of the applicants, were offered admissions into the various programmes. Six hundred and ninety-three (693), representing 73.9 percent of admitted applicants registered for the first semester of the 2018/2019 academic year. Of the six hundred and ninety-three (693) registered students, four hundred and nine (409) representing 59.0 percent were males, while two hundred and eighty-four (284) representing 41.0 percent were females. The break-down of the applications received, admissions offered and registered students by programmes and gender is shown in the table below.

Table 3: Applications, Admissions and Registration Statistics for 2018/2019 Academic Year

Programme	Applications			Admissions			Registration		
	M	F	T	M	F	T	M	F	T
MBA A/F	340	210	550	311	195	506	230	150	380
MBA Auditing	21	13	34	19	12	31	10	12	22
MBA Corp. Gov.	53	68	121	46	61	107	30	45	75
MBA TQM	56	53	109	50	49	99	46	34	80
MBA PAF	31	12	43	29	12	41	19	9	28
MBA Int. Aud.	11	5	16	11	3	14	10	1	11
MSc. Leadership	9	2	11	9	2	11	5	1	6

MPhil. Leadership	20	14	34	16	11	27	11	7	18
MBA Marketing	43	35	78	38	31	69	29	21	50
MPhil in Finance	33	7	40	26	6	32	19	4	23
Grand Total	617	419	1036	488	242	937	409	284	693

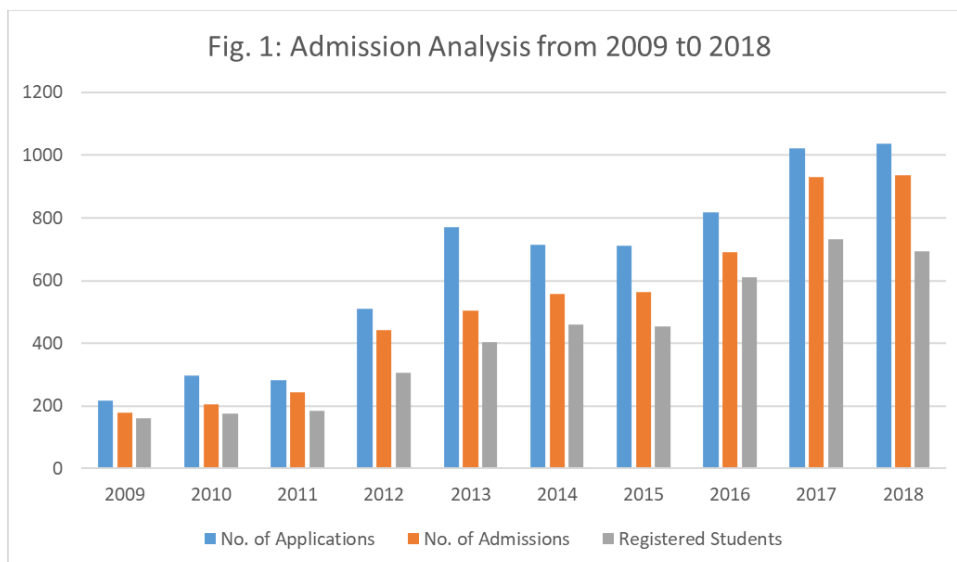
Source: USIS, December 2018

Table 3. I: Admission Analysis from 2009 to 2018

Year	Applications	Admitted	%	Registered	%
2009	216	179	82.87	160	89.38
2010	297	206	69.36	176	85.43
2011	281	245	87.18	185	75.51
2012	510	443	86.86	307	69.30
2013	771	503	65.23	402	79.92
2014	715	558	78.04	461	82.61
2015	710	563	79.29	455	80.81
2016	818	691	84.47	611	88.42
2017	1022	931	91.1	731	78.5
2018	1036	937	90.44	693	73.95

Source: USIS, December, 2018

Table 3. I: Admission Analysis from 2009 to 2018



9.0 Orientation programme for newly admitted Post-Graduate Students

This year's orientation programme for all newly admitted post-graduate students for all sessions and programmes at the School of Graduate Studies took place on September 7, 2018 at the premises of the School of Graduate Studies. It was meant to inform freshmen and women of the rules and regulations governing their stay on campus and afford them the opportunity to interact with the principal officers of the university. Prof. Abednego Okoe Feehi Amartey, Vice-Chancellor, graced the occasion. He advised the students to be worthy ambassadors of the school and assured them of his commitment to provide a congenial learning environment. Also present were members of the University Management team, Deans, Directors, and HoDs.

10.0 Student Population

10.1 Registered students for second semester of the 2017/2018 Academic Year

The registration process for the second semester of the 2017/2018 academic year began on February 5, 2018 and closed on March 31, 2018. This was after several extensions to give as many students as possible the opportunity to register. Students who could not still register after the expiration of the deadline paid varied amounts ranging from Gh¢50–Gh¢400 as late registration penalty. In all, a total of One thousand, three hundred and seventeen (1317) students comprising seven hundred and eighteen (718) first year students and five hundred and ninety-nine (599) second year students registered for the second semester of the 2017/2018 academic year. The break-down of the registered students by sex and programme is shown in Table 4.

Table 4: Registered students for second semester 2017/2018 Academic Year

PROGRAMMES	600				Total	M	F		T	GT
	EVENING		WEEKEND							
	M	F	M	F						
MBA Accounting & Finance	66	45	164	105	380	235	103		338	751
MBA Total Quality Management	15	18	28	32	93	40	35		75	168
MBA Marketing	9	17	26	16	68	23	26		49	117
MBA Corporate Governance	15	16	18	29	78	21	33		54	132
MBA Auditing	4	2	3	8	17	10	5		15	32
MBA Internal Auditing	4	2	5	1	12	8	4		12	24

MBA Pet. Accounting & Finance	9				20	18	1		19	39
MPhil Leadership	2	1	4	2	9	21	8		29	38
MSc Leadership	1	4	3	0	8	5	3		8	16
Total	120	101	284	213	718	381	218		599	1317

10.2 Registered Students for the First Semester of the 2018/2019 Academic Year

The registration process for the first semester 2018/2019 academic year began on August 20, 2018 for all fresh students, while that of continuing students began on August 27, 2018. The registration officially ended on September 1, 2018. However, the system was still opened to accommodate students who have not yet registered the opportunity to do so. As at the time of putting together this report, One thousand four hundred and one (1401) students comprising Six hundred and ninety-three (693) first year students and seven hundred and eight (708) second year students registered for the first semester. The break-down of the registered students by sex and programme is depicted in Table 5.

Table 4.1: Registered Students for the First Semester of the 2018/2019 Academic Year

SESSION	600								700								GRAND TOTAL
	MOR		EVE		WK		TOTAL		MOR		EVE		WK		TOTAL		
LEVEL	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Programme	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
MBA Acct. & Fin	0	0	63	45	164	105	23	15	0	0	58	40	19	11	24	15	
MBA Auditing	0	0	4	2	6	10	10	12	0	0	4	2	3	8	7	10	
MBA Corp. Gov.	0	0	11	15	19	30	30	45	0	0	15	16	19	28	34	44	
MBA Marketing	0	0	10	10	19	11	29	21	0	0	8	17	23	16	31	33	
MBA TQM	0	0	14	11	32	23	46	34	0	0	14	18	28	32	42	50	
MBA Int. Aud.	0	0	2	0	8	1	10	1	0	0	4	2	5	1	9	3	
MBA PAF	0	0	2	1	17	7	19	9	0	0	8	0	6	5	14	5	
MPhil in Leadership	0	0	6	3	5	4	11	7	0	0	3	1	5	2	8	3	
MSC in Leadership	0	0	1	0	4	1	5	1	0	0	0	2	1	0	1	2	
MPhil in Finance	19	4	0	0	0	0	19	4	0	0	0	4	1	0	1	4	
GRAND TOTAL	19	4	113	87	274	2	9	4	0	0	4	2	1	1	5	3	

11.0 End of Second Semester Examinations 2017/2018 Academic Year

The second semester examinations for the 2017/2018 academic year commenced on Friday, May 25, 2018 and ended on Sunday, June 10, 2018. In all, one thousand, three hundred and seventeen (1317) students registered for the second semester and therefore eligible to write the examination. Some of the courses were already written under a crash programme in order to ease the pressure during the main examination with respect to facilities and personnel. However, some the courses were post-poned to be mounted during the long vacation as a crash programme.

11.1 Supplementary Re-sit Examinations for the second semester 2017/2018 Academic Year

The School of Graduate Studies, with the consent of management organized supplementary re-sit examinations for all second-year students who were trailing in one or more courses to enable them redeem them and graduate. The supplementary examinations came off from Tuesday, June 11, 2018 to Saturday, June 16, 2018 at the Graduate School. In all, about eighty-six (86) students registered to re-sit various courses during the supplementary examinations. All in all, the entire examination came-off successfully.

11.2. Examination Malpractices

The second semester examinations for the 2017/2018 academic year was quite successful. The examination was conducted peacefully, however, there were two reported cases of examination irregularities involving level 600 (I) and Level 600 (II) students. These incidents were brought to the attention of the Academic Affairs Directorate and the verdict are as follows:

Table 4.2: Verdict on students involved in Examination Malpractices

ID Number	Name	Programme	Offence	Status/decision taken
10080113	Annang Boi Naa Adjeley	MBA TQM 600 (II)	Copying from a prepared material in the course Quality in Supply Chain (MBAQ606)	Paper cancelled and student rusticated for one academic year.
10084959	Frank Darko	MBA PAF 600 (I)	Using notes on mobile phone to answer questions in the course Legal Framework for Oil & Gas Mgt. (MBAP604)	Paper cancelled and student rusticated for one academic year.

Source: Academic Affairs Directorate, 2018

11.3 Crash programme for 2018/2019 Academic Year

The School of Graduate Studies organized the 2018/2019 academic year crash programme from Friday, June 25, 2018 to July 20, 2018 for both evening and weekend sessions. The crash programme lasted for four (4) weeks. This was expected to give students the opportunity to offer some of the first semester courses during the long break and to reduce the pressure when the semester commences. This was the second time the school organized the crash programme, following a successful one last academic year. The rationale for the crash programme was to ensure maximum use of resources and personnel. The courses that were mounted for the crash programme were as follows:

Table 4.3: Programmes and courses mounted for the crash programme

SN	Programme	Course	Lecturer
1.	MBA Accounting & Finance	Management Accounting	Dr. Samuel Antwi /Issah Mohammed
2.	MPhil/MSc Leadership & MBA TQM	Financial Management for Leaders	Dr. J. K. M. Mawutor
3	MBA Marketing/Corporate Governance	Global Dimension of Business	Dr. Emmanuel Selase Asamoah

Source: USIS December, 2018

11.4 Practitioners' Forum for 2018

This year's forum did not depart from previous ones in its form and structure. The first phase of the annual Practitioners' Forum was to afford final year students the opportunity to interact with seasoned entrepreneurs and captains of industry while the second phase of the forum was under theme, "Ghana in the Lower-Middle Income Bracket: The Dilemma of the Graduate Practitioner." The two events took place on April 20, 2018 and April 27, 2018 respectively. The following personalities graced both events. They are:

Table 4.4: Facilitators at the 2018 Practitioners' Forum

Sn	Name	Designation of Facilitators
1	Prof. Goski Alabi	Dean, Centre for International & Collaboration
2	Ms. Ivy Heward-Mills	Executive Director, Igsignis & Couth
3	Mrs. Pearl Entsuah Mensah	Group CEO, Media General

At the end, the students were examined as part of their end of second semester examination.

12.0 Allocation of Supervisors to Students

The School of Graduate Studies in conjunction with the Research Directorate assigned project work and thesis supervisors to a total number of one hundred and ninety-eight (198) MBA student groups and twenty-three (23) MSc/MPhil students respectively. The allocation of the supervisors was done earlier than expected to give the students ample time with their supervisors during the long vacation, a sharp departure from the past where supervisors were assigned very late.

13.0 Proposal Defense for MPhil Students

During the period under review, the MPhil Leadership students defended their theses proposals before a three (3) member assessment panel. The defense took place from November 20, 18 to November 22, 2018. Out of the eighteen (18) students earmarked for the defense, fourteen students (14) successfully defended their work, one (1) student was absent, while three (3) students had their work rejected and are to resubmit at a later date. The assessment panel comprised:

1. Dr. Ibrahim Mohammed, Director of Research - Chairman
2. Dr. John Mensah Mawutor, Dean, SOGS - Member
3. Mr. Samuel Mensah, Records Officer - Secretary

14.0 Students Upgraded from MSc Leadership to MPhil Leadership.

Following from the decision of the Graduate Board Committee meeting held on November 30, 2017, four (4) MSc Leadership students who had a FGPA of 3.0 and above were upgraded to pursue the MPhil Leadership Programme. As a result, they were given the opportunity to present their proposals to a panel for assessment. The students include;

Name		ID Number
1.	Mr. Wisdom Dusor	10071191
2.	Mr. Hamzah Ahmed	10080053
3.	Mr. Amin Abdulai Imam	10080048
4.	Mr. Stephen Nii Lankwei Lawson	10081050

15.0 End of First Semester Examination- 2018/2019 Academic Year

The end of the first semester examination for the 2018/2019 academic year started on December 7, 2018 and was expected to end on December 23, 2018. A total of one

thousand four hundred and one (1401) students have registered and are therefore, eligible to sit for the examinations. This comprised seven hundred and eight (708) second year students and six hundred and ninety-three (693) first year students.

16.0 Graduation Class for 2018

16.1 Decisions of the Examiners Board by Programme

The School of Graduate Studies presented a total number of six hundred and twenty-four (624) eligible students to the Examiner's Board for consideration. At the end of their sittings, five hundred and eighty-nine (589) students representing (94.4%) were adjudged to have met the requirements to graduate while thirty-five (35) students, representing (5.6%) did not meet the requirements for graduation. The break-down is shown in Table 5.

Table 5: Distribution of students according to those who passed and failed

SN	PROGRAM	Total Students Presented	Total Passed	Total Failed	% passed
1	MBA Petroleum Accounting and Finance	18	17	1	94.44
2	MPHIL Leadership	33	30	3	90.90
3	MBA Auditing	17	14	3	82.35
4	MBA Accounting and Finance	349	327	22	93.70
5	MSc Leadership	9	6	3	66.67
7	MBA Internal Auditing	12	12	0	100
8	MBA Total Quality Management	80	80	0	100
9	MBA Corporate Governance	55	55	0	100
10	MBA Marketing	50	47	3	94
	TOTAL	624	589	35	94.4

16.2 Graduation Class by Programme and Gender

In all, a total number of five hundred and eighty-nine (589) students were cleared by the Examiners' Board as having met all the requirements for graduation. Out of that number, three hundred and seventy-nine (379) students, representing (64%) were males, while two hundred and ten (210) students, representing (36%) were females. The break-down of the graduation class by programme and gender is shown in Table 5.1.

Table 5.1: Distribution of the graduation class by programme and gender

SN	PROGRAM	MALE	FEMALE	TOTAL
1	MBA Petroleum Accounting and Finance	16	1	17
2	MPHIL Leadership	22	8	30
3	MBA Auditing	9	5	14
4	MBA Accounting and Finance	230	97	327
5	MSc Leadership	4	2	6
6	MPHIL Global Leadership	1	0	1
7	MBA Internal Auditing	8	4	12
8	MBA Total Quality Management	46	34	80
9	MBA Corporate Governance	22	33	55
10	MBA Marketing	21	26	47
TOTAL		379	210	589

Source: Academic Affairs Directorate, 2018.

16.3 Reasons for Students inability to graduate

The thirty-five (35) students could not meet the Examiner's Board requirements for graduation for various reasons. The reasons are depicted in Table 5. Details of the students and the courses failed are found on Appendix "D"

Table 5.2 Reasons for students' inability to graduate

SN	Course Title	Number of Students who failed
1	Thesis	3
2	Project	2
3	Economics for Managers	7
4	Corporate Reporting Strategy	10
5	Financial Reporting	7
6	Financial Management	2
7	Audit and Assurance	2
8	Taxation and Fiscal Policy	3
9	Public Sector Accounting	1
10	Management Information Systems	1
11	Accounting and Financial Systems	1
12	Corporate Finance	1
13	Advance Sale Management	1
14	Accounting for Manager	1

Source: iCampus 2018

16.4 Best Graduating Post-Graduate Students-2017/2018 Academic Year

As a routine practice, the best graduating post-graduate students for all the programmes at the School of Graduate Studies were awarded academic prizes during the 10th Congregation held on August 18, 2018. The selection of this year's nominees did not come easy as three of the nominees obtained a Cumulative Grade Point Average of 3.93 and obtained three B+ grades apiece. As a result, an average of their raw scores for the three B+ grades was used to determine the Best Graduating Accounting and Finance student as well as the overall best graduating post-graduate student. Similarly, some students were also awarded for excelling in individual courses of study at this year's graduation as a novelty. The break-down of the awardees is as follows:

Table 5.3: Best Graduating Post-Graduate Students

PROGRAMME	ID NUMBER	NAME	CGPA
Best Graduating Post-Graduate Student in MBA Accounting & Finance	10071009	Nyarko Andrews Kwaku	3.93
	10070756	Adu Boahen Ruth	3.93
Best Graduating Post-Graduate Student in MBA Auditing	10080116	Boamah Collins	3.69
Best Graduating Post-Graduate Student in MBA Internal Auditing	10071026	Boakye Kwame	3.87
Best Graduating Post-Graduate Student in MBA Petroleum Accounting & Finance	10071190	ZuzieRakibuSuglo	3.93
Best Graduating Post-Graduate Student in MBA Corporate Governance	10080159	Lamptey Amanda	3.83
Best Graduating Post-Graduate Student in MBA Total Quality Management	10070573	Buatsi Gloria	3.88
Best Graduating Post-Graduate Student in MBA Marketing	10080005	Donkor Gertrude EmefaYawa	3.81
Best Graduating Post-Graduate Student in MSc. Leadership	10061032	Amoako Patrick	3.63
Best Graduating Post-Graduate Student in Master of Philosophy	10071050	Basing CyprainKankyie Ahmed	3.90
Overall Best Graduating Post-Graduate Student	10071009	Nyarko Andrews Kwaku	3.93
Best Graduating Post-Graduate Student in Thesis Work	10071191	Wisdom Dusor	
Best Graduating Post-Graduate Student in Management Accounting Course	10070903	Abdul-Rahman Musah	
Best Graduating Post-Graduate Student in Taxation and Fiscal Policy Course	10071099	Abdulai Yahaya	

16.5 Collection of Certificates for the 2018 Graduating Class

The School of Graduate Studies graduated a total number of five hundred and eighty-nine students (589) this year and took delivery of the same number of certificates from the Academic Affairs Directorate. The certificates are still being issued out to students. The issuance of the certificates to students officially commenced on Monday, September 17, 2018. The process has been smooth so far as students were made to submit the requisite documentation for inspection before their certificates were issued to them. As at the time of writing this report, five hundred and four (504) students, representing 85.6% of the total certificates received, have so far been issued out to students. The break-down of certificates issued by programmes is as follows:

Table 5.4: Statistics of certificates received and issued to the 2018 graduation Class

Programme	Total Certificates Received	Number Issued out to Students
MBA Accounting and Finance	327	286
MBA Auditing	14	14
MBA Corporate Governance	55	47
MBA Marketing	47	34
MBA Total Quality Management	80	74
MBA Internal Auditing	12	11
MBA Petroleum Accounting and Finance	17	13
MPhil in Leadership	30	19
MSC in Leadership	6	6
Total	589	504

PART THREE: OTHER ACTIVITIES

17.0 Seminar for Graduate Students

The School of Graduate Studies organized two separate seminars for Master of Philosophy in Finance students during the period under review.

The seminar was held on November 9, 2018 at the Student Centre. Details of the seminars are as follows;

Table 6: Facilitators at a seminar organized for MPhil Finance Students

Speaker	Topic	Institution
Dr. Kwame Simpeh	Structural Equation Model	SMC University
Dr. J.K.M. Mawutor	Structural Equation Model	UPSA
Dr. Samuel Antwi	How to choose an effective research topic	UPSA

18.0 Local Content Oil and Gas Conference and Summit for Petroleum Students

The MBA Petroleum Accounting and Finance Students embarked on a two-day Local Content Oil and Gas Conference and Summit organized by the Ministry of Energy at the Best Western Premier Hotel, Takoradi in the Western Region. The conference took place from Wednesday, November 28, 2018 to Friday, November 30, 2018. Mr. Emmanuel Nketia, an Assistant Lecturer with the Graduate School led the students to the conference.

19.0 2018 World Quality Day

The MBA Total Quality Management Students at the School of Graduate Studies marked the World Quality Day on November 8, 2018. It was under the theme “Role of Leaders in Building Trust-based Quality Culture.” The world Quality Day is an annual event across the globe staged on the second Thursday of November. It is a day meant to encourage positive reflection of the role quality plays in the lives of consumers. It was to also provide opportunity for quality management students and professionals to share experiences. The occasion was graced by the following personalities:

1. Prof. Charles Barnor – Pro-Vice-Chancellor
2. Prof. Alexander Dodoo -- CEO, Ghana Standards Authority
3. Mrs. Delese Mimi Darko -- CEO, Food and Drugs Authority

20.0 Training on Customer Care

During the period under consideration, the Assistant Registrar at the Records and Documentation Unit of the Graduate School, Mr. Samuel Mensah, attended a two-day training programme on customer care organized by Management to equip all frontline staff of the University.

21.0 British Council ACCA Examinations

The British Council under an agreement with the University organized four (4) separate sessions of the Association of Chartered Certified Accountants (ACCA) examinations at the School of Graduate Studies during the period under review. Details of the examination dates are as follows:

Table 7: Sessions for British Council ACCA Examination

Sessions	From	To
First Session	March 5, 2018	March 9, 2018
Second Session	June 4, 2018	June 8, 2018
Third Session	September 3, 2018	September 7, 2018
Fourth Session	December 3, 2017	December 7, 2018

Similarly, the Institute of Chartered Accountants, Ghana (ICAG) also organized the professional ICAG examinations at the School of Graduate Studies from November 5, 2018 to November 9, 2018.

22.0 Lean Theory Seminar

The School of Graduate Studies hosted a two-day seminar on Lean Theory for Directors, Deans, Vice-Deans, Heads of Departments, TQM Lecturers and Coordinators. The seminar took place on Monday, October 8, 2018 and ended on Tuesday, October 9, 2018. It was facilitated by Prof. Mark Robinson from University of St Andrews, UK. The senior members' seminar was followed by that for students' on Thursday, October 11, 2018 and Friday, October 12, 2018.

23.0 Training on CPR and First Aid Administration

During the period under consideration, the School Officer, Mr. Ibrahim Monipaak Amadu and one of the Coordinators, Mr. Peter Ackah attended a two-day training programme on CPR and First Aid Administration. The training was organized by the Medical Directorate with the aim of equipping participants on basic first aid administration and possible formation of a Red Cross Club on Campus.

24.0 Bereavement

During the period under review, the School of Graduate Studies lost three students in separate incidents. Details are shown in Table 8.

Table 8: Students who died at the Graduate School

Name	Programme	Date of Death
Mr. Edmund Oduro	MPhil in Leadership	January 29, 2018
Ms. Lawrencia Amoakowa Appiah	MBA Corporate Governance	4 th of August, 2018
Ms. Ackom Nana Ama Eunice	MBA Corporate Governance	3 rd of August, 2018

25.0 Executives of Graduate Student Association of Ghana (GRASAG)

The University of Professional Studies chapter of Graduate Students Association of Ghana (GRASAG) elected new executives for the 2018/2019 academic year. The handing-over has since taken place and the new executives have commenced work. The name and position of the new executives are as follows:

Table 9: GRASAG executives for 2018/2019 academic year

S/N	Name	Position
1	Twumasi Kwame Gyamfi	President
2	Nora Ogboo Gorleku	Vice-President
3	Giftly Afua Parry	General Secretary
4	Isaac Kwadwo Afram	Financial Secretary
5	Nana Akyena Brantuo	Organizer Secretary
6	Evelyn Amoah	Women Commissioner

26.0 Challenges

- Inadequate Public Address (PA) systems and office furniture to facilitate effective teaching and learning.
- The school requires adequate gadgets such as USB microphones, HP camcorder to improve the efficiency and effectiveness of the WEBEX.
- Inadequate desktop computers and lack of a multi-functional printer for the use of the staff in their offices, to handle the volume of documents printed respectively.

27.0 Recommendations

Management should try as much as possible to address some if not all of the aforementioned challenges before the commencement of the second semester of the 2018/2019 academic year.

28.0. Projections for the year 2019

The School of Graduate Studies will focus on the following in the ensuing year:

- i. Eliminate all forms of indiscipline among students
- ii. Help track the performance of our alumni in the job market
- iii. Improve the sanitation of the School to the level of a first-class higher educational institution
- iv. Increase students' intake by introducing more demand-driven programmes

Senior Members Teaching and Non- Teaching Teaching Staff (Full Time)

S/N	Name of staff	Rank/Position	Highest Qualification/Year Obtained and Place
1	Prof. Abednego Feehi Okoe Amartey	Associate Professor/VC	PhD (Business Administration), Central University of Nicaragua Doctor of Business Administration, Swiss Management Centre University MPhil., University of Ghana MBA Marketing, University of Ghana Chartered Institute of Marketing (CIM, UK)
2	Prof. Charles Banor	Associate Professor/PVC	PhD (Finance) MBA (Finance) Australia MBA (Prof. Acct) Australia. BSc (Admin) Ghana. CPA - Australia(ASCPA)
3	Dr. John Kwaku Mawutor	Senior Lecturer/Dean	PhD, DBA, (Finance, Switzerland) MBA (Finance, Ghana), ICA
4	Prof. Austin Nathan	Professor/Dean, Doctoral Programmes	PhD in Tourism Marketing, The Scottish Hotel School, Strathclyde University. MSc in Tourism Marketing
5	Prof. Nana Kwame Frimpong	Professor	Doctor of Philosophy in Marketing
6.	Prof. Goski Alabi (Mrs.)	Professor	PhD Business Administration , Central University of Nicaragua. Doctorate in Business Administration (Higher Institution Leadership) I, Swiss Management Centre. MPhil Food Science, University of Ghana

7.	Prof. Albert Puni	Asso. Prof./ (Dean, Distance Learning)	PhD Business Administration, Central University of Nicaragua, Doctor of Business Administration, Swiss Management Centre University, MSc. Corporate Governance, South Bank University London, ICSA, UK
8	Dr. Edwin Tetteh Ayernor	Assistant Lecturer	MSc. Petroleum Engineering
9	Mrs. Fidelis Quansah	Senior Lecturer	PhD in Management (Ongoing) , Accra Institute of Technology, Accra MBA Marketing, University of Ghana
10	Dr. Albert Martins	Director/ Lecturer	PhD (International Marketing), London Metropolitan University (UK). Diploma in Marketing & Social Research, Market Research Society (UK). MSc Marketing. University of Glamorgan (UK). MBA (Marketing. University of Ghana, Legon (Ghana). Postgraduate Diploma (Marketing). Chartered Institute of Marketing (CIM) UK.
12.	Dr. Emmanuel Selase Asamoah	Senior Lecturer	PhD Economics and Management, Tomas Bata University, Czech Republic MSc. in Economics and Management, University of Economics, Prague, Czech Republic
13.	Dr. Andrews Adugudaa Akolaa	Lecturer	Doctorate in Business Administration (Marketing) Swiss Management Centre EMBA- UGBSPostgraduate Diploma (Marketing), Chartered Institute of Marketing (CIM) UK.
14	Dr. (Mrs.) Alberta Bondzi-Simpson	Senior Lecturer	PhD in Hospitality Management) UCC, MBA in Marketing UCC
15	Dr. Ibrahim Mohammed	Senior Lecturer/Director of Research	PhD (Hotel and Tourism Hospitality and Economics)
16	Dr. Raymond Dziwornu	Senior Lecturer/Dean	PhD in Agric. Economics
17.	Mr. Peter Ackah	Assistant Lecturer	PhD in Finance, University of Nicaragua (On-going) MBA Finance UCC, B.Ed (Accounting) UCC, Dip. Bus. Edu. (Accounting), UCEW, K'si. ACCA (Final)
18	Mr. James Ami-Narh	Senior Lecturer/Director	Doctor of Info. Tech (On -going). MBA in M IS, UG,
19	Dr. Joseph K. Tuffour	Senior Lecturer	PhD Economics
20	Dr. Samuel Antwi	Senior lecturer	PhD in (Management Science) Finance Option Jiangsu University, China

21	Mrs. Gladys A. A. Nabieu	Senior lecturer	MPhil (Finance) BBA (Banking & Finance)
22	Mr. Richard Quashigah	Lecturer	LLMBL
23	Mr. Isaac Ofoeda	Lecturer	PhD Finance (On-going) MPhil in Finance UG, Chartered Accountant (ICAG) (
24	Mr. Abdulai Munkaila	Lecturer	MPhil Leadership
25	Dr. James Ntiamoah Doku	Lecturer	PhD in Finance
26	Dr. Joseph Quashie	Lecturer	PhD in Asia Pacific Studies
27	Mavis Kwainoe	Lecturer	LLM, LLB
28	Dr. Victoria Nyarkoh Sam	Lecturer	PhD in Quantitative Economics (2016)
29	Mr. Issah Mohammed	Assistant Lecturer	ACCA, PGDip Financial Strategy, Oxford University, UK, MSc Financial Management, University of West of England, UK
30	Mrs. Ivy Eklemet	Assistant Lecturer	MBA in Accounting and Finance, UPSA
31	Dr. John McCarthy	Lecturer	Doctorate in Finance, SMC University, Switzerland
32	Mr. George Quartey	Lecturer	Doctorate in Finance, SMC, (On-going), Chartered Accountant (ICA, GH), MSc. Business Administration (Finance), GIMPA, ICAG
33.	Dr. Michael Mickson	Lecturer	PhD in Business Administration, Cass European Institute of Management Studies, Luxembourg MPhil in Educational Administration, University of Cape Coast
34.	Mr. Redeemer Krah	Lecturer	PhD Accounting and Control, Netherlands Open Univ., (On-going) MPhil Business Administration (Accounting) UG, Bsc Administration (Accounting) UG, Chartered Accountant (ICA, GH)
35.	Dr. Michael Boadi Nyamekye	Lecturer	Doctor of Philosophy in Marketing, University of Ghana, Legon, MBA in Marketing, University of Ghana, Legon.
36.	Dr. Augustine Awuah Pepreh	Lecturer	PhD in Management, University of Venice Pgd in Educ., Catholic Univ. College, MPhil in Mgt. Studies, Univ. of Venice, MBA in Logistics & Supply Chain Mgt., KNUST,
37.	Dr. Ernest Mensah Abraham	Lecturer	PhD in Development Studies, University of Greenwich, UK, MPhil in Environmental Science, University of Ghana, June

38.	Dr. Rev. Fr. Cletus Menson Kwame Forson	Lecturer	Doctorate in Educational Administration, 2007, St. John's University, USA, Master of Science in Education, St. John's University, USA
39.	Dr. Mark Boadu	Lecturer	PhD in Corporate Governance, Plymouth University, UK.; Master of Public Administration, University of Ghana,
40.	Dr. Adam Salifu	Lecturer/Research Fellow	PhD in Social Science, MPhil in Development Studies, BA Information Studies, 2005
41.	Mr. Joseph Gerald Nyanyofio	Lecturer	PhD (Candidate) University of Ghana MPhil Public Administration, University of Ghana,
42.	Mrs. Rejoice Esi Asante	Lecturer	PhD (Candidate) in Business Administration, Open University of Malaysia MPhil in Social Psychology, University of Ghana, PgD. In Marketing CIMG Prof. Diploma in Marketing. CIMG
43.	Mr. Daniel Addae Adjepong	Lecturer	MSc Engineering Business Management, Coventry University, United Kingdom
44.	Mr. Baroson Angenu	Lecturer	PhD (Candidate) UPSA, MPhil in Leadership, UPSA
45.	Mr. Ebenezer Arthur Duncan	Assistant Lecturer	MPhil in Global Leadership UPSA.
46.	Mrs. Akorfa Wuttur	Assistant Lecturer	DBA (Candidate) in Quality Systems The National Graduate School of Quality Management, USA MBA in Total Quality Management
47.	Anagba Kingsley Kofi	Asst. Lecturer	MPhil in Operations Management, University of Ghana

Source: Humana Resource Directorate, 2018

TEACHING STAFF (ADJUNCT)

No.	Name	Qualification	Rank
1.	Prof. Steve O. Aygyi-Mensah	Management Information System	Professor
2.	Dr. Ezekiel Nii Noye Nortey	PhD Statistics	Senior Lecturer
3.	Mr. Nathaniel Addy	MSc. Marketing	Lecturer
4.	Mr. Augustine Addo	MBA ICA	Lecturer
5.	Dr. Sampson Amofo	MSc. Finance, MBA(MGT), PhD	Lecturer
6.	Mr. Martin K. Yamborigya	ICAG, MBA Project Management	Lecturer

7.	Dr. Emmanuel T. Asare	PhD in Petroleum Accounting & Finance	Lecturer
8.	Mr. Emmanuel Appiah Essel	MBA Banking & Finance	Lecturer
9.	Mr. Edward Abrokwah	MPA Fin, & Fiscal Policy. MSc. Trade & Finance. MSc .Oil and Gas	Lecturer
10.	Mr. Jerome Cudjoe Katsekor	MBA Pet. Acct. & Fin. ICA(G)	Lecturer
11.	Mr. Prosper Dormekpor	MBA Finance (GIMPA) CIT, ICA(G)	Lecturer
12.	Mr. Angelo George Habib	MSc. Internal Audit Mgt and Consultancy. MIIA, ACCA	Lecturer
13.	Mr. Lionel Abbey	Msc. Quality Mgt, CQP, MCQI, ACMI, FCQI.	Lecturer

Source: Humana Resource Directorate, 2018

Core and elective courses for all MBA, MSc & MPhil Programmes

Year One Semester One

	CODE	COURSETITLE	CREDIT HOURS
1	MCPC601	Marketing Management	3
2	MCPC603	Management and Organizational Behaviour	3
3	MCPC605	Management Information Systems	3
4	MCPC607	Statistics for Decision Making	3
5	MCPC609	Legal Aspects of Business	3
Semester Two			
6	MCPC604	Economics for Managers	3
7	MCPC612	Financial Management/Business Finance	3
8	MCPC614	Management Accounting	3
9	MCPC616	Research Methods	3
10	MCPC618	Accounting and Financial Systems/Accounting for Managers	3
Year Two			
11	MCPC611	Business Leadership and Ethics	3
12	MCPC613	Strategic Management	3
TOTAL			12

ELECTIVE FOR MBA PROGRAMMES

MBA ACCOUNTING AND FINANCE			
	Code	Course Title	Credit Hours
1	MCPC614	Management Accounting	3
2	MCPC618	Accounting and Financial Systems	3
3	MBAF601	Financial Reporting	3
4	MBAF605	Corporate Finance	3
5	MBAF602	Corporate Reporting Strategy	3
6	MBAF604	Taxation and Fiscal Policy	3
7	MBAF606	Enterprise Risk Management	3
8	MBCG610	Business Etiquette/ Practitioners' Forum	3
9	MBAF608	Project Work	6
		TOTAL	30
MBA AUDITING			
1	MBAF601	Financial Reporting	3
2	MBAF603	Public Sector Accounting	3
3	MBAU601	Conduct of Audit and Reporting	3
4	MBAU604	Audit Related and Assurance Service	3
5	MBAF604	Taxation and Fiscal Policy	3
6	MBAU602	Forensic Audit	3
7	MBCG610	Business Etiquette/ Practitioners' Forum	3
8	MBAF608	Project Work	6
		TOTAL	27
MBA CORPORATE GOVERNANCE			
1	MBCG601	Corporate Governance: Theories & Issues	3
2	MBCG603	Internal Audit and Controls	3
3	MBCG605	Project Management	3
4	MBCG604	Advanced Entrepreneurial Development	3
5	MBCG606	Advanced Human Resource Management	3
6	MBCG608	Financial Statement Analysis & Decision Making	3
7	MBCG610	Practitioners' Forum	3
8	MBCG612	Project Work	6
		TOTAL	

MPHIL/MSCLEADERSHIP

Semester One

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
1	MPGL601	Fundamentals of Leadership	3	3
2	MPGL603	International Communication & Marketing	3	6
3	MPGL605	Poverty, Wealth & Development	3	9
4	MPGL607	Research Methods I (Qualitative Design)	3	12
5	MCPC609	Legal Aspect of Business	3	15
	TOTAL		15	

MPHIL/MSC LEADERSHIP
Semester Two

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
6	MPGL602	Financial Management for Leaders	3	18
7	MPGL604	Strategic Leadership	3	21
8	MPGL606	Leading People and Managing Organizations	3	24
9	MPGL608	Understanding the Global Economy	3	27
10	MPGL610	Ethics in Management	3	30
	TOTAL		15	

Second Year (Semester One)

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
11	MBCG601	Corporate Governance: Theories and Practice	3	33
12	MBCG605	Project Management	3	36
13	MPGL609	Research Method II (Quantitative)	3	39
14	MPCPC605	Management Information Systems	3	42
	TOTAL		12	

Second Year (MPhil Leadership)
(Semester Two)

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
15	MPGL617	Concept of Adult Teaching and Learning	3	45
16	MPGL630	Thesis	30	75
17	MBAF610	Practitioners' Forum	3	78
	TOTAL		36	

Second Year (MSc Leadership)
(Semester Two)

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
15	MPGL620	Project Work	6	48
16	MBAF610	Practitioners' Forum	3	51
	TOTAL		9	

MBA PETROLEUM ACCOUNTING AND FINANCE Year One Semester One

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
1	MBAP601	Fundamentals of Petroleum	3	3
2	MCPC603	Management & Organizational Behaviour	3	6
3	MBAP603	Petroleum Finance and Economics	3	9
4	MBAP605	Applied Statistics & Energy Economics	3	12
5	MCPC605	Management Information Systems	3	15
	TOTAL		15	15

Year One Semester Two

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
6	MBAP602	Petroleum Policy and Strategic Resource Management	3	18
7	MBAP604	Legal Framework in Oil & Gas Management in Ghana	3	21
8	MBAP610	Introduction to Petroleum Accounting & Finance	3	24
9	MCPC616	Research Methods	3	27
10	MBAP614	Financial Management for Oil & Gas Operations	3	30
	TOTAL		15	30

Second Year (Semester One)

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
11	MCPC611	Business Leadership & Ethics	3	33
12	*MBAP613	Risk & Investment Portfolio Management	*3	*36
12	*MBAP612	Corporate Finance	*3	*36
13	MBAP615	Financial Reporting for International Petroleum Operations	3	39
14	MBAP619	Petroleum Taxation & Fiscal Systems	3	42
15	MBAP617	Financial Modeling and Petroleum Project	3	45
	TOTAL		15	45

**These are optional elective courses, therefore, students are expected to select one of them.*

Second Year Semester Two

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
15	MBAP608	Management Accounting for Production Activities and Revenue	3	48
16	MBAP618	Corporate Governance and Natural Resources Management	3	51
17	MBAP616	Total Quality Management and Quality Improvement Programme	3	54
18	MBAP622	Seminars/Practitioners' Forum	3	57
19	MBAP606	Environmental Management & Auditing for Oil & Gas Industry	3	60
20	MBAP620	Project work	6	66
	TOTAL		18	66

MBA INTERNAL AUDITING

Year One Semester One

SN	CODE	SUBJECT	CREDIT	CUMULATIVE CREDIT
1	MBIA601	Principles of Internal Auditing	2	2
2	MBIA603	Corporate Communications' Skills	1	3
3	MCPC603	Management & Organizational Development	3	6
4	MCPS605	Management Information Systems	3	9
5	MCPC607	Statistics for Decision Making	3	12
6	MCPC609	Legal Environment of Business	3	15
	TOTAL		15	15

Year One Semester Two

SN	CODE	SUBJECT	CREDIT	CUMULATIVE CREDIT
7	MCPC616	Research Methods	3	18
8	MBIA604	Accounting and Financial Systems	3	21
9	MCPC612	Financial Management	3	24
10	MCPC604	Economics for Managers	3	27
11	MBIA602	Total Quality Management/Quality Improvement Programme	3	30
	TOTAL		15	30

Second Year (Semester One)

SN	CODE	SUBJECT	CREDIT	CUMULATIVE CREDIT
12	MCPC613	Strategic Management	3	33
13	MBIA603	Conduct of Audit & Reporting	3	36
14	MBIA605	Information Systems and Fraud	3	39
15	MBIA607	Forensic Auditing	3	42
16	MBIA609	Corporate Governance	3	45
	TOTAL		15	45

Second Year Semester Two

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
17	MBIA608	Managing the Internal Audit Function	3	48
18	MBIA610	Taxation and Fiscal Policy	3	51
19	MBIA612	Business Process & Enterprise Risk Management	3	54
20	MBIA614	Information Systems Auditing	3	57
21	MBIA616	Seminar/Practitioners' Forum	3	60
22	MBIA618	Project work	6	66
	TOTAL		18	66

Source: *Icampus* December, 2017

MPhil in Finance

Year One (Semester One)

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
1	MFIN601	Advanced Corporate Finance	3	3
2	MFIN603	Financial Economics	3	6
3	MFIN605	Econometrics I	3	9
4	MFIN607	Microeconomics Theory	3	12
5	MFIN609	Investment and Derivative Analysis	3	15
	TOTAL		15	

Year One Semester Two

SN	CODE	SUBJECT	CREDIT	CUMMULATIVE CREDIT
17	MFIN602	Project Finance	3	18
18	MFIN604	Risk Management and Financial Institution	3	21
19	MFIN606	Econometrics II	3	24
20	MFIN6078	Macroeconomics Theory	3	27
21	MFIN616	Research Methods	3	30
	TOTAL		15	

Source: UPSIS December, 2018



WEEKEND SCHOOL

Dr. Gerald Dapaah-Gyamfi

Dean

1.0 INTRODUCTION

The Weekend School was established in 2009 to alleviate the problems and difficulties faced by workers who enroll on the regular sessions. The Weekend School has since admitted students to various undergraduate and diploma programmes and graduated its eighth (8th) batch of students in August 2018.

1.1 The Main Weekend School Team Members

The Weekend School was run by the Dean and a School Officer as shown in Table I.

1.2 Table I: Management Team Members of the School

No.	Name	Qualification	Rank/Position
1.	Dr. Gerald Dapaah-Gyamfi	PhD (Phoenix) MSc (Manchester), FCIS (ICSA Fellow, UK)	Senior Lecturer / Dean
2.	Mr. James A. Fosu	MPhil (UG)., BA (UG)	Assistant Registrar/School Officer

1.3 Faculties that the Weekend School Collaborated with for Teaching Staff

The Weekend School collaborated with four (4) main faculties in the University for its teaching staff requirement during the year under review:

- Faculty of Accounting and Finance

- Faculty of Management
- Faculty of Communications
- Faculty of Law

1.4 Programmes

During the 2018/2019 academic year, the School continued with its existing four (4) undergraduate and two (2) diploma programmes as follows:

1. Bachelor of Science, Marketing
2. Bachelor of Business Administration
3. Bachelor of Science, Accounting
4. Bachelor of Science, Banking and Finance
5. Diploma in Accounting
6. Diploma in Marketing

In addition, the Weekend School successfully added the following degree and diploma programmes to its portfolio:

7. Bachelor of Science in Accounting and Finance
8. Bachelor of Science, IT Management
9. Diploma in IT Management
10. Diploma in Management

2.0 STUDENT ENROLMENT – 2018/2019

2.1 Fresh Admissions 2018/2019

A total of 412 applicants were admitted for the 2018/2019 academic year as against 303 for 2017/2018 academic year. This represents a 36% increase in admissions for the 2018/2019 academic year. The breakdown according to levels and programmes is shown in Table 2 below.

Table 2: Weekend School Admissions – 2018-2019

Programme	Weekend		Total
	M	F	
Bachelor of Science in Accounting			
Level 100	23	15	38
Level 200	17	15	32
Level 300	19	18	37

Bachelor of Business Administration			
Level 100	36	31	67
Level 200	8	17	25
Level 300	7	16	23
Bachelor of Science in Banking and Finance			
Level 100	6	7	13
Level 200	3	5	8
Level 300	0	2	2
Bachelor of Science in Marketing			
Level 100	13	7	20
Level 200	8	4	12
Level 300	4	2	6
Diploma in Marketing			
Level 100	5	7	12
Diploma in Management			
Level 100	8	7	15
Diploma in Accounting			
Level 100	11	5	16
Diploma in Public Relations Management			
Level 100	1	2	3
Bachelor of Science in Information Technology Management			
Level 100	16	1	17
Level 200	3	0	3
Level 300	5	1	6
Diploma in Information Technology Management			
Level 100	10	3	13
Bachelor of Arts in Public Relations Management			
Level 100	0	1	1
Level 200	0	1	1
Level 300	0	0	0
Bachelor of Laws (4-Year)			
Level 100	0	0	0
Bachelor of Science in Actuarial Science			
Level 100	2	2	4
Level 200	2	0	2

Bachelor of Science in Real Estate Management and Finance			
Level 100	1	0	1
Bachelor of Science in Business Economics			
Level 100	1	0	1
Bachelor of Science in Accounting and Finance			
Level 100	15	5	20
Level 200	11	3	14
Bachelor of Law (Post First Degree)			
Level 200	0	0	0
Grand Total	235	177	412

Figure 1: Comparison of Current Year and Previous Year Admissions

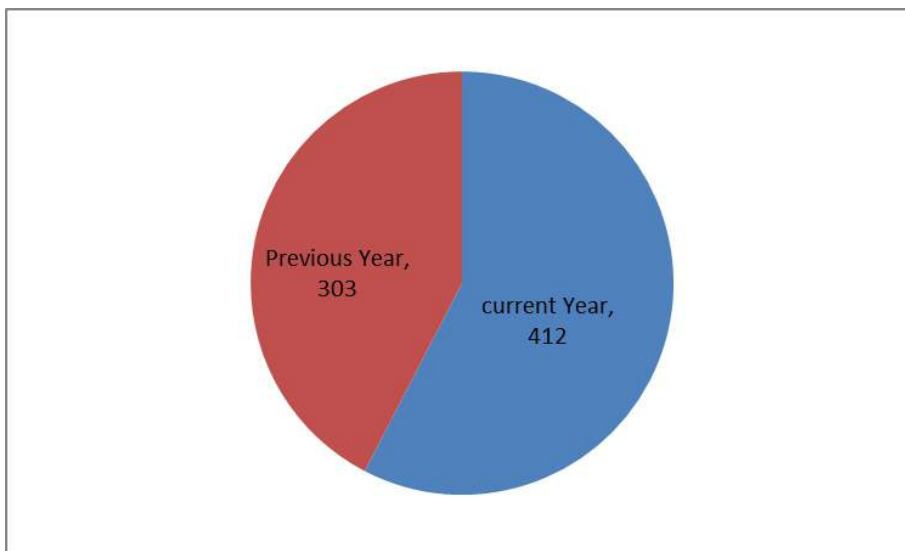


Table 3: Fresh Registered Students

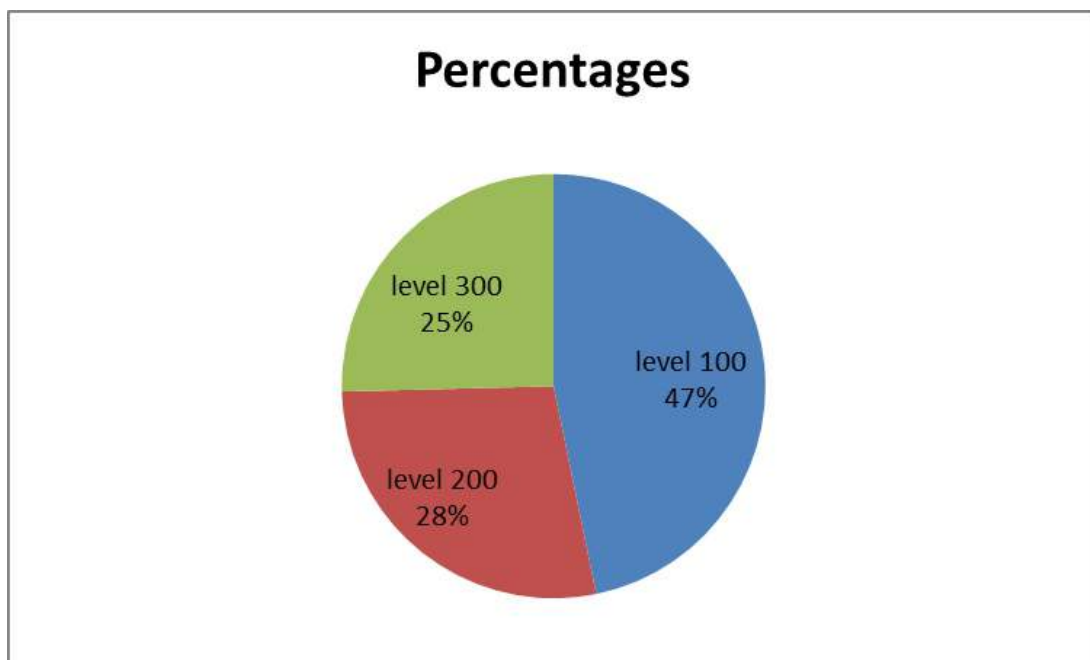
Programme	Weekend		Total
	M	F	
Bachelor of Science in Accounting			
Level 100	15	12	27
Level 200	11	13	24
Level 300	15	17	32

Bachelor of Business Administration			
Level 100	21	26	47
Level 200	7	12	19
Level 300	6	14	20
Bachelor of Science in Banking and Finance			
Level 100	4	4	8
Level 200	1	4	5
Level 300	0	2	2
Bachelor of Science in Marketing			
Level 100	8	5	13
Level 200	6	3	9
Level 300	4	1	5
Diploma in Marketing			
Level 100	3	4	7
Diploma in Management			
Level 100	6	4	10
Diploma in Accounting			
Level 100	8	3	11
Bachelor of Science in Information Technology Management			
Level 100	9	0	9
Level 200	2	0	2
Level 300	4	0	4
Diploma In Information Technology Management			
Level 100	7	1	8
Bachelor of Science in Accounting and Finance			
Level 100	9	3	12
Level 200	8	2	10
Level 300	0	0	0
Total	154	130	284

Table 4: Distribution of Total Fresh Weekend Enrolments (Undergrads)

Levels	Enrolment	Percentage (%)
Level 100	116	47
Level 200	69	28
Level 300	63	25
Total	248	100

Figure 2: Distribution of Fresh Enrolments (Undergrads)



Out of the 412 qualified students admitted to the School, 248 enrolled for degree and 36 enrolled for diploma. Total students enrolled during the period was 284. Overall, 128 students failed to enroll.

Table 5: Summary of 2018/2019 Admissions

Total fresh admissions (degree & diploma)	412
Total fresh enrolments (degree programmes)	248
Total fresh enrolments (diploma programmes)	36
Unregistered fresh admissions (degree & diploma)	128
Percentage of unregistered fresh students (degree & diploma)	31%

Table 6: Total Enrolment (Fresh & Continuous) at Weekend School – 2018/2019

Program	Weekend		Total
	M	F	
Bachelor of Business Administration			
Level 100	22	26	48
Level 200	20	28	48
Level 300	37	57	94
Level 400	62	74	136
Bachelor of Science in Accounting			
Level 100	15	12	27
Level 200	28	22	50
Level 300	40	41	81
Level 400	75	63	138
Bachelor of Science in Accounting and Finance			
Level 100	9	3	12
Level 200	8	2	10
Bachelor of Science in Banking and Finance			
Level 100	4	4	8
Level 200	4	8	12
Level 300	7	7	14
Level 400	10	12	22
Bachelor of Science in Information Technology Management			
Level 100	10	0	10
Level 200	2	0	2
Level 300	4	0	4
Level 400	0	0	0

Bachelor of Science in Marketing			
Level 100	8	5	13
Level 200	13	9	22
Level 300	7	5	12
Level 400	29	18	47
Diploma in Accounting			
Level 100	7	3	10
Level 200	3	4	7
Diploma in Information Technology Management			
Level 100	7	1	8
Level 200	0	0	0
Diploma in Management			
Level 100	6	3	9
Level 200	0	0	0
Diploma In Marketing			
Level 100	4	3	7
Level 200	0	3	3
Total Enrolment (Fresh & Continuous)	441	413	854

3.0 KEY ACTIVITIES

No.	Activity	Date	Remarks
	Graduation Ceremony	Saturday, 18 August, 2018	No. of Graduated Weekend Students Admin - 123 Acct - 124 B&F - 34 Mkt - 42 Total 323
	Registration and medical examination for fresh and continuing students.	Monday 20 th August – Saturday 1 st September, 2018	

	Matriculation of fresh Students	Friday, 5 th October, 2018	A total of 284 weekend freshmen/women participated in the ceremony
	Teaching began for Continuing Students	Friday, 7 th September, 2018	
	Teaching began for fresh students	Friday, 14 th September, 2018	
	Orientation for weekend freshmen	Friday, 7 th September – Saturday, 8 th September, 2018	
	Add and drop for weekend students	Saturday, 22 nd September, 2018	
	Defense of project work proposal	Saturday, 29 th September, 2018	
	Re-sit registration	Saturday, 6 th October	
	Mid-semester examinations	Saturday, 4 th November, 2018	
	End of teaching	2 nd December, 2018	
	End of semester examinations	Friday, 7 th December – Sunday, 23 rd December, 2018	
	Professional Master Class for weekend students	Saturday, 14 April, 2018	A total of 223 level 400 weekend students participated in the Master Class

4.0 CHALLENGES

The following were some of the challenges faced by the School:

- Staffing

The School secretariat was understaffed There is the need for at least one administrative assistant to work with the Dean and the School Officer.

- Security Threat

During the period under review, one key challenge which confronted the School was security threat that led to the locking up of the student washrooms on Saturdays by the security personnel. Investigations indicated that certain fixtures at the washrooms were stolen by unknown individuals and the security personnel on duty thought it wise to lock up the washrooms on weekends.

5.0 RECOMMENDATIONS

Following from the above challenges encountered during the year, the following recommendations were made:

- Recruitment of at least one Administrative Assistant who would support the running of the School.
- Campus security should be tightened with well trained and experienced personnel.
- The drive to increase student admission to the School's programmes should be enhanced
- Steps should be taken to reduce the rate at which admitted students fail to enroll.
- All the offices that provide ancillary services to the University should be opened on weekends.

6.0 FOCUS FOR 2019

The management team will focus on increasing the total enrolment of students to 1000 in the ensuing academic year. Strategically, the team will work in close collaboration with the various faculties and departments, the Public Affairs Directorate, and all the units that matter to help achieve the target of increasing students' enrolment from 854 to 1000. The management of the School will also ensure that all operational issues are addressed adequately by the relevant units of the University during weekends. Regular interactions with students will be organised to ensure effective delivery of lectures. Other diploma programmes run by the regular stream will also be introduced by the Weekend School.



EVENING SCHOOL

Dr. Mrs. Helen K. Arkorful

Dean

1.0 OVERVIEW

Currently in its eight year, the Evening School has made great strides in its quest to provide tertiary education to workers who desire to upgrade their qualifications to enhance their performance on the job. In addition to its original target market, the school is reporting an increase in its SHS graduates' intake this academic year. The School is also for the first time reporting on how the Evening Students accessed facilities such as, counseling, and clinic services and their participation in extra-curricular activities, such as SRC programmes and University sporting activities. The School is also reporting statistics for its diploma students who qualified for the degree top up. Management of the Evening School in the coming year, (2019) will focus on developing closer relationship with its students with the view to supporting them with their academic challenges. It will also seek to engage industry and the corporate world to mentor students in preparation for the world of work.

2.0 STAFF POSITION

2.1 Senior Members/Support Staff

In view of her supportive role of coordinating and ensuring the smooth running of the university's programmes in the evenings, the School is largely serviced by officers within the faculties. There is however a core staff of five made up of three senior members and two National Service Persons. Table I illustrates the core staff position.

Table I: Staff Position

No.	NAME	QUALIFICATIONS	RANK	STATUS
1	Dr. Mrs. Helen K. Arkorful	DBA (Switzerland), ACIS (UK), EMBA (Legon), CPA (GIMPA)	Dean	Senior Member
2	Dr. Mrs. Mary Naana Essiaw	PhD Wales, UK, MBA, (Legon); B.Ed (Psychology) (Cape Coast)	Vice-Dean	Senior Member
3	Mrs. Charity Boateng	MA (English), BA (English and Drama), Diploma in Theatre Arts (Legon)	Coordinator	Senior Member
4	Rebecca Kukua Abakah	BBA (UPSA)	Admin. Assistant	National Service
5	Adjoa Foawa Ennuson	BBA (UPSA)	Research Assistant	National Service

3.0 PROGRAMMES

With the exception of Bachelor of Science in Business Economics and Bachelor of Science in Real Estates Management, the Evening School covers the rest of the mainstream Undergraduate and Diploma programmes as follows:

- i. Bachelor of Science in Marketing
- ii. Bachelor of Science in Accounting
- iii. Bachelor of Science in Banking and Finance
- iv. Bachelor of Science in Information Technology Management
- v. Bachelor of Arts in Public Relations
- vi. Bachelor of Business Administration
- vii. Bachelor of Science in Actual Science
- viii. Bachelor of Science in Accounting and Finance
- ix. Diploma in Management
- x. Diploma in Accounting
- xi. Diploma in Marketing
- xii. Diploma in Public Relations Management
- xiii. Diploma in Information Technology Management

4.0 POPULATION OF EVENING STUDENTS

Total student population for the 2018/2019 academic year is two thousand one hundred and five (2105). This is made of 1316 continuing students, and 790 Fresh men and women. Table2 further illustrate the population statistics.

Table 2: Student population by program, levels and gender.

PROGRAMS	REGISTRATION		TOTALS
	MALES	FEMALES	
BSC ACCOUNTING			
LEVEL 100	36	26	62
LEVEL 200	40	29	69
LEVEL 300	86	87	173
LEVEL 400	122	72	194
TOTAL			498
BA ADMIN			
LEVEL 100	110	86	196
LEVEL 200	40	43	83
LEVEL 300	100	103	203
LEVEL 400	141	129	270
TOTAL			752
BSC BANKING & FIN.			
LEVEL 100	8	8	16
LEVEL 200	12	5	17
LEVEL 300	15	11	26
LEVEL 400	50	30	80
TOTAL			139
BSC MKT			
LEVEL 100	18	12	30
LEVEL 200	11	11	22
LEVEL 300	21	24	45
LEVEL 400	53	50	103
TOTAL			200
BSC IT			
LEVEL 100	16	5	21
LEVEL 200	27	0	27
LEVEL 300	36	5	41
LEVEL 400	53	4	57
TOTAL			146
BA PR			
LEVEL 100	5	24	29
LEVEL 200	11	16	27
LEVEL 300	5	33	38
Level 400	9	15	24
TOTAL			118

BSC ACTUAL SCIENCE			
LEVEL 100	4	1	5
LEVEL 200	0	0	0
TOTAL			5
BSC ACCT & FIN			
LEVEL 100	22	9	31
LEVEL 200	11	2	13
TOTAL			44
DIP MKT			
LEVEL 100	2	14	16
LEVEL 200	5	14	19
TOTAL			35
DIP MGT			
LEVEL 100	10	17	27
LEVEL 200	5	21	26
TOTAL			53
DIP ACCT			
LEVEL 100	13	12	25
LEVEL 200	8	6	14
TOTAL			39
DIP PR			
LEVEL 100	7	19	26
LEVEL 200	3	10	13
TOTAL			39
DIP IT			
LEVEL 100	18	4	22
LEVEL 200	13	2	15
TOTAL			37
GRAND TOTALS			2105

Source: USIS December 11, 2018

4.1 Top-Up Students Statistics

The total number of students admitted at levels 200 and 300 from the UPSA's diploma programs stands at 289. This is made up of 211 level 300 and 78 level 200 students respectively. It also represents 144 males and 145 females. Table 3 provides details as follows:

Table 3: Top-Up students Statistics

PROGRAM	FEMALES	MALES	TOTAL
BBA			
LEVEL 200	12	17	29
LEVEL 300	44	38	82
TOTAL			111
BSC ACCT			
LEVEL 200	13	7	20
LEVEL 300	49	31	80
TOTAL			100
BSC ACCT. AND FIN.			
LEVEL 200	1	5	6
TOTAL			6
BSC. BANKING			
LEVEL 200	1	1	2
LEVEL 300	2	2	4
			6
BSC IT			
LEVEL 200	0	10	10
LEVEL 300	3	17	20
TOTAL			30
BSC MKT			
LEVEL 200	3	6	9
LEVEL 300	7	7	14
TOTAL			23
BA PR			
LEVEL 200	1	1	2
LEVEL 300	9	2	11
TOTAL			13
GRAND TOTAL			289

5.0 OTHER ACTIVITIES

The Evening School was involved in all the major activities of the University such as:

5.1 Registration

The registration process for freshmen and women and continuing students took place in August, 2018. The School registered a total of 2105 students. This was made of 1316 continuing students and 790 fresh men and women.

5.2 Orientation

The orientation programme was successfully organized for both undergraduate and diploma students from 3rd to 7th September, 2018. A total number of 790 fresh students took part in the orientation.

5.3 Matriculation

Matriculation for freshmen and women of the University took place in October 2018. Both undergraduate and tertiary diploma students of the Evening School were matriculated. Among the matriculants were 790 Evening School students.

5.4 Secretariat Staff Meeting

The Evening School secretariat held two staff meetings in the course of the academic year. The first meeting discussed its plans and strategies for implementation, whilst its second meeting reviewed its activities and performance for the year under review.

5.5 Monitoring

Monitoring was rigorously undertaken by the unit, especially during the first eight weeks of the semester. Lecturers found absent from class without prior notice to the heads of departments, or the Dean of Evening School were immediately queried. This reduced significantly lateness to lectures and absenteeism. Additionally, a log book was created to track lecturer's attendance to class. This also enhanced tracking of lecturer's attendance to classes.

6.0 EXTRA CURRICULA ACTIVITIES

The School is reporting for the first time on the extra-curricular activities of its students as follows:

6.1 Sport Department

The Head of the Sports Department indicated that even though not many students from the Evening School registered with his department, the unit does its best to schedule morning trainings so as to give equal training opportunities to evening students who participate in the sporting activities. He however stated that the Evening School students constitute a minority among his sports men and women.

6.2 Counseling Unit

Interaction with the counseling unit revealed that Evening School students could not access the services much because of the time they arrive on campus and their lecture schedules. So far only four evening students accessed the services of the unit during the year under review. The Evening School Management will consult the counseling unit to consider how to help the students to make use of the counseling services, since the counseling unit is a great resource for addressing student challenges.

6.3 The University Clinic

Available records showed a huge patronage of the service by the students. However, the unit could not provide specific figures for the evening students because that is not taken into account when recording details of student who come to the clinic for treatment. The Management of the Evening School has requested the Clinic to consider adding the session of the students and their programmes when recording their details.

6.4 The Institute of Professional Studies (IPS)

Statistics from the IPS show very poor patronage of the professional programs by the evening students. This still persists in spite of the free tuition offered by the university. Assigning reasons for the poor patronage, students indicated that the time tabling does not favour them.

6.5 Participation in SRC Activities

Only one Evening student held SRC executive position. Generally, the evening students' participation in SRC activities was not encouraging.

7.0 CHALLENGES

The timetable schedule for the tuition of the professional programmes continues to be a challenge to the evening students. As a result, many evening students who want to participate cannot do so despite the free tuition.

8.0 RECOMMENDATIONS

The School recommends the adjustment of the time table to enable more evening students interested in the professional programme to participate. Another alternative is to consider creating a different professional class for evening students to make the professional programme more accessible to them.

9.0 FOCUS FOR 2019

9.1 The Management of the Evening School in the coming year, (2019) will focus on getting closer to students to help them solve their academic challenges.

9.2 The Management also intends to engage industry and the corporate world to mentor our students in preparation for the world of work.

10.0 CONCLUSION

I wish to thank the Vice-Chancellor and Management of the University, as well as my colleagues and staff, for the support and collaboration that has led to a fruitful year.



INSTITUTE OF PROFESSIONAL STUDIES

Mr. Stephen Teye Akrobor

Director

1.0 INTRODUCTION

Section, 21.0 of the statute of the University of Professional Studies, Accra (UPSA) creates the Institute of Professional Studies with the mandate to “carry out such continuing professional education, consultancies, and other income generating activities relating or relevant to education and training”. Sub-section 21.1(d) of the statute requires the Directorate to present annual reports on its operation to Management. In response to this, the Directorate presents its report on operations for the year, 2018.

2.0 REVIEW OF 2017 ACTIVITIES OF THE DIRECTORATE

Last year, the Directorate made tremendous strides in the area of finance and academics in the delivery of its core mandate. These achievements were made in lieu of concerted efforts made in 2016 to stimulate growth of the Directorate. The Directorate initiated new procedures to achieve its full potential, culminating in the organization of several trainings, seminars and special classes. Examples of these includes the greatest seminar ever organized on campus with a realizable sum of One Hundred Thousand Ghana (GHC 100,000.00).

Last year, the Directorate was able to contribute Twenty-one Thousand Two Hundred Ghana Cedis (GHS 21, 200.00) to the IGF. These were incomes realized from training and special classes (Practical Minute Taking & Executive CIM).

In the area of academics, five (5) Combined Degree and Professional Programme (CDPP) students chartered for their ICAG Programme. These achievements were as a result of the relentless efforts of the hard-working staff of the Directorate, who ensured

that the student were motivated to attend lectures.

3.0 DIRECTORATE'S STAFF STRENGTH

Staff strength of the Directorate as at the end of the year under review includes;

Director, Institute of Professional Studies	-	Dr. Stephen Teye Akrobor
Deputy Director, Professional Programmes	-	Mr. Frederick Doe
Faculty Officer, Professional Programmes	-	Mrs. Jenifer Ackon
Junior Assistant Registrar	-	Mr. Yousiph N. Lanquaye
National Service Person	-	Mr. Jonas Apedo

During the year under review, the following took place with respect to the structure of the staff:

- Former Assistant Administrative staff, Racheal Amerley Addo of the Directorate was promoted and transferred to the Dean's Office

4.0 PROGRAMMES OFFERED BY THE DIRECTORATE

- Association of Chartered Certified Accountants (ACCA)
- Chartered Institute of Management Accountants (CIMA)
- Institute of Chartered Accountants – Ghana, (ICAG)
- Chartered Institute of Marketing (CIM)-UK
- Institute of Chartered Secretaries and Administrator (ICSA)

5.0 COMMENCEMENT OF 2017/2018 ACADEMIC YEAR

The year under review begun with the under listed activities as follows:

- Processing of Application Forms and Admission of Students
- Registration of Students
- Commencement of Lectures and Examinations.

5.1 Processing of Application Forms and Admission of Students

The Directorate received and processed eight - five (85) application forms Table I is the breakdown of application forms received and processed.

Table 1: Breakdown of Application Form Received for Professional Programmes

NO.	PROGRAMME	ACADEMIC YEAR		TOTAL
		2nd Semester: Jan – Jun.	1 st Semester: Aug-Dec	
1	ICAG	No Application	4	4
2	ACCA	14	7	21
3	CIM	19	22	41
4	ICSA	8	9	17
5	CIB	No Application	2	2
TOTAL				85

5.2.1 Provision of Admission Letters and Registration of Students

Admission letters were sent to successful applicants soon after registration began. Some of the challenges were as follows;

1. Difficulty of applicants paying their academic user fees with the Bank.
2. Difficulty in students obtaining their identification cards

A total of forty (40) professional regular students were admitted during the period under review. Analysis of Regular Professional students admitted during the period under review is indicated below;

Table 2: Breakdown of Regular Applicants admitted during the Period under Review

PROGRAMME	ACADEMIC YEAR				TOTAL
	2 nd Semester – Jan-June		1 st Semester Dec-Aug		
	PART II	PART III	PART II	PART III	
ICAG	N/A	N/A	2	N/A	2
ACCA	4	N/A	6	N/A	10
CIM	12	2	4	1	19
ICSA	3	N/A	6	N/A	9
TOTAL					40

5.2.2 Admission of Progressive Professional Path-way Programme (PPPP) Students

During the period under review a special class dubbed, Progressive Professional Pathway Programme (PPPP) was organized for past UPSA Students at a subsidized fee. Table 3 is the breakdown of subsidized students admitted for the year 2018.

Table 3: Breakdown of PPPP Students admitted during the period under review

PROGRAMME	LEVEL		TOTAL
	II	III	
ICAG	6	0	6
ACCA	3	0	3
CIM	15	2	17
TOTAL			26

5.3 Teaching and Learning

The schedule for teaching and learning for the professional programmes and date of examination is depicted in Table 4.

Table 4: Breakdown for schedule of teachings and examination

Programme	(2017/2018) 2 nd Semester		(2018/2019) 1 st Semester	
	Date for Lectures	Examination Date	Date for Lectures	Examination Date
ICAG	22/01/18-04/05/18	07/05/18 - 11/05/18	20/08/18 02/11/18	- 5/11/18 - 9/11/18
ACCA	22/01/18 to 01/06/18	05/06/18 – 09/06/18	20/08/18 30/11/18	- 03/12/18 - 07/12/18
CIM	22/01/18-03/06/18	03/07/18 - 04/07/18	20/08/18 01/12/18	- 04/12/18
ICSA	22/01/18- 15/06/18		20/08/18 07/12/18	-

6.0 COMBINED DEGREE AND PROFESSIONAL PROGRAMME

The Combined Degree and Professional Programme (CDPP), formally known as (Add-on) continued to improve significantly since its inception in 2012. This programme was crafted strategically to give meaning to the mantra, “Scholarship with professionalism.” The programme allows degree students to take a professional course of their choice while reading their main academic programme, and will be expected to graduate and charter as a professional at the end of the stipulated period of study. Table 5 depicts the enrolment statistics of students offering courses in

supplementary professional programmes.

Programme	Reg. Student This Year	Reg. Existing Students	Total
ACCA	40	18	58
ICAG	58	66	124
CIB	1	5	6
CIM	28	11	39
ICSA	1	-	1
TOTAL	128	100	228

7.0 ACCESS PROGRAMME

Access students admission for the first semester as at 27th October 2018 stood at one hundred and twenty-five (125). The details are shown in Tables 6a and 6b

Table 6a: Summary of Admissions for Fresh Students

COURSE	MALE	FEMALE	TOTAL
CIM (I)	29	43	72
ACCA (I)	12	8	20
ICAG (I)	3	3	6
TOTAL	44	54	98

Table 6b: Summary of the Status for Continuing Students

COURSE	MALE	FEMALE	TOTAL
CIM 2	8	10	18
ACCA 2	3	2	5
ICAG, 2	2	2	4
Total	13	14	27

8.0 GRADUATE SCHOOL PROFESSIONAL STUDENT

Graduate School Professional Student's admission for the year under review was fifty-nine (59).

Table 7a: Breakdown of Course Distribution by Professional Students at the Graduate School

Courses	Code	Evening Session	Weekend Session	Total
PUBLIC SECTOR ACCOUNTING & FINANCE	PSA	13	11	24
ADVANCE AUDIT & ASSURANCE	AUD	21	23	44
ADVANCE FINANCIAL MANAGEMENT	AFM	26	23	49
TAXATION & FISCAL POLICY	TAX	21	25	46
CORPORATE REPORTING	CR	26	27	53

Table 7b: Breakdown of Registered and fully paid Students of the Professional Programmes at the Graduate School

Session	Number Registered	Number Fully Paid
EVENING	31	11
WEEKEND	28	18
TOTAL	59	29

9.0 TOTAL NUMBER OF PROFESSIONAL STUDENTS

Table 8 depicts the number of professional students at the UPSA

Table 8: Breakdown of Students offering Professional Courses

Programme	Level	Regular	PPPP	CDPP	ACCESS	Grad. Sch	Total
ICAG	I	N/A	N/A	103	10	N/A	113
	II	2	6	17	N/A	-	25
	III	-	-	4	N/A	59	63
ACCA	I	N/A	N/A	N/A	25	N/A	25
	II	22	3	58		-	83
	III	-	-	-		-	-
CIB	I					-	-
CIM	I	N/A		32	90	N/A	122
	II	40	16	7		-	63
	III	18	1			-	19
ICSA	II	9					9
TOTAL		91	26	221	125	59	522

10.0 CIM COMMENDATION

The University was commended by CIM on two (2) consecutive occasions this year for maintaining a high level of performance in all examination papers, particularly the final papers. In this regard, UPSA has been ranked among the best ten (10) CIM Accredited Tuition Centre in the world. This commendation is a reflection of the hard work of the Directorate and its lecturers.

11.0 UPSA COLLABORATION WITH INSTITUTE OF CHARTERED SECRETARIES AND ADMINISTRATORS

The University reached an agreement with Institute of Chartered Secretaries and Administrators (ICSA) to provide exemptions to Graduate students offering Corporate Governance. Upon completion of their programme, ICSA shall grant them chartered status. This means that when this deal is sealed, Graduate students offering Corporate Governance Programme would only pay for the exemption cost without sitting for any examination papers. This arrangement was possible because the structure of UPSA corporate governance syllabus contains almost 90% of that of ICSA.

12.0 MEETING WITH IAN MARSHALL

The Directorate had a meeting on 30th August, 2018 with Ian Marshall, a CIM representative, who visited Ghana for the 2018 CIM graduation. During his visit, he gave a presentation which covered the following:

- CIM Collaboration with UPSA for crafting an exemption policy for mutual benefit
- The new CIM Syllabus for the next five (5) years
- A reduction in the registration fees from £100 to £60
- Affiliate Membership: This can be achieved by paying a one-off registration fee of £60. The benefits include, having access to CIM study material and annual newsletter and others. An Affiliate Member is considered a non-CIM member who is pursuing a programme in marketing or any other subjects related to marketing. An affiliate member can be someone studying a course in marketing at a higher institution of learning.

13.0 SPECIAL PERFORMANCE MANAGEMENT (F5) CLASSES

A special F5 classes was organized for Accounting students on the supplementary Programme. According to the ACCA exemption policy, Performance Management (F5) must be taken at the Skill level and five (5) courses at the Essential Level for one to attain a Chartered Status. The Five (5) final papers includes three (3) compulsory

and two (2) optional papers. In all, a total of Eight Exemption papers were granted to UPSA Accounting Students.

14.0 PROGRESSIVE PROFESSIONAL PATH-WAY PROGRAMME

The Directorate continued to use innovative ways to contribute to the Internally Generated Fund (IGF). It offered a discount to UPSA past students who wanted to pursue any of the professional programmes after exiting from the school. In this regard, the Directorate charged a reduced fee of GH¢600 and GH¢700 for any of the programmes. It must be noted that the students concerned joined the regular class and therefore no extra cost was incurred.

The total amount generated from this laudable programme is GH¢13, 200.00. Details for the breakdown of this money is in table 9.

15.0 NEW ADJUCNT LAW TUTOR

The Directorate employed the service of a new Law Lecturer, Sam Aboagye-Amoa-Esa, Esq to teach all the legal-related subjects in the various professional courses.

16.0 ICAG QUALIFICATION – COMBINED DEGREE AND PROFESSIONAL PROGRAMME

During the period under review, Mr. Nickel Derchie Asamoah graduated in BSc. Accounting and chartered in the ICAG qualification.

17.0 OTHER INCOME

The Directorate's contribution into IGF from the fees charged on the PPPP during the period under review is presented below. Table 9 provides a breakdown of programme category and their respective contribution as at the period under review.

Table 9: Breakdown of IPS Contribution into the IGF

PROGRAMME	NO. OF STUDENT	AMOUNT
ICAG	6	3,900.00
ACCA	3	2,100.00
CIM	17	7,200.00
TOTAL	26	13,200.00

18.0 COMPUTER-BASED EXAMINATION TRAINING

During the year under review, the Directorate in collaboration of ACCA organized a computer-based examination training for ACCA students. The training was aimed at increasing the pass rate in the computer-based examination. The trainees were taken through series of modalities including, speed and ways of minimizing error rate at the exams.

19.0 CIM EXAMINATION CENTRE – UPSA

The University of Professional Studies, Accra has been selected to organize the “CIM Sitting Examination Papers Examination.” The maiden edition was organized on 4th December, 2018. The examination papers taken included the following;

Examination Papers	Level
Analysis & Decision	7
Global Marketing Decisions	7
Strategic Marketing	6
Marketing	4

20.0 ACHIEVEMENTS

- I. The achievements of the Directorate for the period under review were in line with programme of work espoused in 2017 annual report as follows:
 - Develop a comprehensive framework to persuade and encourage more degree students to take up professional courses in their areas of specialty.
 - Embark on a series of outreach programmes, notably, visitation to second cycle schools and create awareness around the professional courses.
 - Intensify its other income generation activities, thereby contributing significantly into the IGF.
 - Engage in broad collaboration and consultation with stakeholders and Faculties to ensure that the DCPP Programme is carried out effectively.
 - During the period under review a framework to stimulate students' interest in the professional programme on campus was structurally deployed as follows:
 - The distribution of flyers to students during major functions on campus,
 - Occasionally visiting students at the lecture halls to talk to them about the professional programmes.

Secondly, a series of outreach activities took place during the period under review. The outcome of these outreach programmes is increased enrollment of the ICOSA students.

The Directorate also reached a deal with the Ghana Football Association (GFA) to organize a big seminar, but it was truncated due to the scandal that hit the Association.

Finally, there were collaborations and consultations with the various Faculties and other stakeholders. The ACCA exemption policy for the Accounting students of UPSA was a direct result of these collaboration. Hopefully, next year, an Exemption Policy for CIM to Marketing students will materialize.

2. THREE (3) EXECUTIVE CIM STUDENTS CHARTERED

The Directorate is proud to announce that three (3) out of the Thirteen (13) students enrolled on the Executive CIM Programme have accomplished chartered status and the remaining ten (10) are most likely to qualify by the end of, 2018. The names of those who have qualified are as follows:

- Matthew Kofi
- Anita Novi Quashie
- Amoah Larbi

21.0 CHALLENGES

- Insufficient lecture halls which often resulted in clashing of lectures between professional students and Post-graduate students, especially on Fridays.
- Delay in the processing and payment of adjunct lecturers who teach the professional programmes.

22.0 RECOMMENDATIONS

- More lecture halls should be reserved for the professional programmes
- There should be sustained awareness creation through vigorous advertising of professional programmes.
- Steps should be taken to minimize delays in processing allowances for adjunct staff on the professional programmes.

23.0 PLAN FOR 2019

- The Directorate will continue to persuade and encourage more degree students to take up professional courses in their areas of specialty.
- The Directorate will embark on a series of outreach programmes, notably, visitation to second cycle schools to inform them about the professional courses.
- IPS shall intensify its income generation activities, thereby contributing significantly into the IGF.
- The Directorate shall continue to collaborate and consult with Faculties and other stakeholders to ensure effective execution of the CDPP to absolutely distinct our products from other Universities.

24.0 CONCLUSION

The Directorate is not complacent with its achievements, but rather poised to raise the flag of the Directorate higher and work harder. The Directorate shall continue to expand its programmes by introducing new ones such as Chartered Institute of Logistic and Transport (CILT) and Chartered Institute of Purchasing and Supply (CIPS).

The ranking among ten (10) best CIM tuition providers in the World will be rigorously sustained.



STUDENT AFFAIRS

Mr. Mawuli Feglo

Dean of Student

1.0 INTRODUCTION

This report covers activities within the student front during the period under review. The year 2018 was one of the eventful and peaceful years in the history of the University. The year also witnessed continued stability in the leadership of the Students' Representative Council (SRC).

During the year under review, our students organized activities which were entertainment, educational and development-oriented. These activities were facilitated and supervised/monitored by the Office of the Dean of Students.

The report covers the major activities undertaken by students within the year.

Table I: Staff at the Office of the Dean of Students

NO.	NAME	DESIGNATION	QUALIFICATION
1	Mawuli Kwadzo Feglo	Dean of Students	MA, PGD
2	Philomena Dadzie	Vice-Dean of Students	EMBA
3	Rachael Amartey Addo	Junior Assistant Registrar	MBA
4	Roxette Lovia Fenuku	National Service Person	BSc. Accounting Level 300 student
5	Rexford Adomako	National Service Person	BSc. Accounting Level 300 student

2.0 WEEK CELEBRATIONS AND OTHER EVENTS

The following celebrations were observed by various student groups

- **NUGS Celebration (November 15-18, 2018)**
Activities organized during the celebration included: seminar, cultural display by Northern Students and fun games.
- **Three -day event by the SRC (October 15-17)**
Activities organized during the event included exhibition of products made by our students.
- **SRC Akwaaba Week Celebrations (September 24 -28, 2018)**
Notable activities to celebrate the week included: business forum, entrepreneurship workshop, health walk, debate and seminar.
- **Ladies week celebrations of the Department of Accounting Students Association (22nd-25th February, 2018).** Notable activities to celebrate the week included; leadership conference, grooming, health exercise and a worship night to crown the celebrations
- **The Information Technology and Public Relations Management Students Association Week (5th -10th March, 2018).** Activities to mark the celebrations included: field trips to STRATCOMM and Kofi Annan Institute of Technology, Seminar, Sports and Health Walk.
- **The Department of Accounting and Banking and Finance Students Association Week (12th - 18th March, 2018).** Notable activities to mark the celebrations included: Faculty Professional Day and Job Fair, Faculty Ladies Day, donation and sports.
- **The Bachelor of Science in Marketing Students' Association and the Association of Business Administration Students Week (19th-25th March, 2018):** Key activities undertaken to celebrate the week included: A business challenge, a football match, blood donation exercise and a seminar

- **Halls Week (19th -25th March, 2018):** Activities such as a seminar and games were organized to celebrate the week.
- **The SRC Week (8th- 15th April, 2018).** Notable activities to mark the celebrations included: professional day, artiste night and health screening.

3.0 OTHER ACTIVITIES OF CLUBS AND ASSOCIATIONS

Other clubs and associations organized activities within the period under review.

Table 3.1 provides a summary of the activities of these clubs and associations.

NO	CLUB/ASSOCIATION	ACTIVITY
1.	Ghana Muslim Students' Association (GMSA)	Relationship Seminar and Lecture
2	Young Professional & Youth Coalition	Leadership Conference
3.	Information Technology Students' Association	Career Fair
4.	Enactus Club	Career Program

4.0 ACTIVITIES OF THE STUDENTS' REPRESENTATIVE COUNCIL

4.1 Mentorship Conference

The Students Representative Council in collaboration with Strec Solutions organized a Mentorship Conference on Tuesday, 20th February 2018 under the theme, "Mentoring and Empowering the 21st youth, a pathway to achieving their full potential." Speakers included; Majid Michel, Jeremiah Buabeng, Achiaa Dapaa and Mariccke Kofi Gane. The programme was chaired by Mr. Agyemang Badu Collins.

4.2 Donation of Waste Bins to the University

The Students' Representative Council in its bid to improve upon the sanitation on campus donated twenty (20) specially designed waste bins to the University. Majority of the waste bins have been placed at the quadrangle

4.3 **Launch of Application**

The Students' Representative Council in its desire to improve upon information flow to students has launched a mobile application. This application will enable the executives of the SRC and the University easily communicate with/pass on information to the entire student body.

5.0 **Conference for high performing students**

A delegation of high performing students from the University participated in a conference on sustainability organized by Mzuzah Africa at Ashesi University on 8th March, 2018. The conference was under the theme: "Sustainable Innovative Growth in spite of tough terrains." Key speakers at the conference included: Dr. Joyce Aryee, Mr. Joseph Ockan, Mr. Dela Gandzanku, Hon. Patricia Appiagyei and Mr. John Awuah. The Conference exposed students on how to setup sustainable entrepreneurship ventures.

6.0 **Training for Student leaders**

A delegation from the Vice-Chancellors Ghana in partnership with International Youth Fellowship (IYF South Korea) organized a workshop for student leaders on 21st March 2018 at the University's auditorium. The training was under the theme, "Mindset and Emotional Intelligence." Speakers at the training included executives from International Youth Fellowship-Ghana. The students were given practical sessions on the need to have a positive mindset amid difficult situations.

7.0 **Sports**

7.1 **GUSA Games**

A team of sportsmen and women from UPSA participated in the GUSA games in University of Education, Winneba from 4th -20th January, 2018. The team competed in the following disciplines; volley ball, handball basketball, table tennis, badminton and athletics. The team got one bronze medal to place sixth out of eight public universities who participated in the games.

7.2 **Inter Private /Public University Games**

A contingent of sports men and women from the University participated in the inter-private/public university games held on 3rd March 2018 at the University. UPSA team participated in the following sporting disciplines: basketball and soccer. UPSA placed third out of eight universities.

7.3 GUSA Net ball Competition

The University participated in the 20th GUSA Netball competition at our University on 10th March, 2018. The UPSA team placed third out of three Universities. Other competing universities were University of Education Winneba and University of Ghana.

7.4 Pentagonal Games

A team of sportsmen and women from UPSA participated in the Pentagonal games hosted by our University on 24th March, 2018. Other competing institutions included Accra College of Education, Wisconsin International University College, University of Ghana, and Ghana Institute of Managements and Public Administration. Team UPSA placed third in the games.

7.5 GUSA Cross Country Race

A team of athletes from UPSA participated in the 23rd GUSA Cross Country race on 20th October, 2018. The event was hosted by our University. Seven (7) other public Universities participated in the race. Tables 7. 1 and 7.2 provide the results of the male and female Cross Country race.

Table 3: Results for Men

NO.	INSTITUTION	POSITION
1.	University of Cape Coast	1 st
2.	University of Ghana, Legon	2 nd
3.	University of Education, Winneba	3 rd
4.	Kwame Nkrumah University of Science & Technology, Kumasi	4 th
5.	University of Development Studies, Tamale	5 th
6.	University of Energy and Natural Resources, Sunyani	6 th
7.	University of Professional Studies, Accra	7 th
8.	University of Mines & Technology, Tarkwa	8 th

Table 4: Results for Women

NO.	INSTITUTION	POSITION
1.	University of Development Studies, Tamale	1 st
2.	University of Cape Coast	2 nd
3.	University of Education, Winneba	3 rd
4.	University of Ghana, Legon	4 th
5.	Kwame Nkrumah University of Science & Technology, Kumasi	5 th
6.	University of Professional Studies, Accra	6 th

8.0 SRC ELECTIONS FOR 2018/2019 ACADEMIC YEAR

The SRC organized elections to elect their leaders for the 2018/2019 academic year on Friday, 4th May, 2018. The Elections were conducted by the Electoral Commission of Ghana. The results of elections were generally accepted by all candidates. Table 8.1 presents the list of executives of the SRC for the 2018/2019 Academic year.

Table 5: List of Executives of the SRC for the 2018/2019 Academic year

NO	NAME	POSITION
1.	Terrick Nii Obodai Torgbor	President
2.	Theodore Godza Kwasi	Vice-President
3.	Alice Arthur	Secretary
4.	Alexander Kwame Siaw	Public Relations Officer
5.	Ansah Adwoa Gladys	Treasurer
6.	Samuel Kwesi Wills	Financial Controller
7.	Hilda Nyarkoa Bekoe	Women’s Commissioner
8.	Fuseini Abdullai	External Affairs President
9.	Williams Siaw	Auditor
10.	Daniel Nuku Kove	Electoral Commissioner

9.0 GRASAG ELECTIONS FOR 2018/2019 ACADEMIC YEAR

The Graduate Student's Association of Ghana (GRASAG) UPSA branch organized elections on 21st and 22nd April, 2018 to elect their leaders for the 2018/2019 Academic year. Table 9.1 presents the list of executives of GRASAG for the 2018/2019 Academic year.

Table 6: List of Executives of GRASAG for the 2018/2019 Academic year

NO	NAME	POSITION
1.	Twumasi Kwame Gyamfi	President
2	Nora Ogboo Gorleku	Vice-President
3	Gifty Afua Parry	General Secretary
4.	Isaac Kwadwo Afram	Financial Officer
5.	Nana Akyena Brentuo	Organizing Secretary
6.	Evelyn Amoah	Women's Commissioner

10.0 SRC AND GRASAG HANDING OVER CEREMONIES

The SRC and GRASAG organized separate handing over ceremonies to bring into office their respective leaders for the 2018/2019 academic year. These ceremonies were graced by the Pro-Vice-Chancellor, Registrar, Dean of Students, Dean of Graduate Studies and other Senior Members.

11.0 AKWAABA NIGHT

The GRASAG organised an “Akwaaba Night” on Friday 12th October, 2018 at the forecourt of the club house to welcome all fresh graduate students to the University. The event provided an opportunity for fresh and continuing students to interact.

12.0 HR BUSINESS CHALLENGE

Students of the University participated in the HR Business Challenge. The Business Challenge which was organized by HR Focus Magazine as part of the HR Conference took place at the L'AINE Events Centre (LEC) on 19th October; 2018. Students of the University competed against their counterparts from University of Ghana and Kwame Nkrumah University of Science and Technology.

The Challenge involved the contestants being presented with a case study to deliberate over for thirty (30) minutes and then present their solutions within fifteen minutes (15), 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. At the end of the competition, the team from UPSA emerged the winners.

13.0 APPROVAL OF SRC CONSTITUTION

The SRC Constitution was finally submitted to the University Council for approval. The Constitutions has been approved awaiting final corrections before handing over to the SRC.

The handing-over to the SRC will take place at the beginning of the Second Semester of 2018/2019 academic year.

14.0 BEREAVEMENT

Within the period under review, the University lost five (5) students. These students have been buried and delegations from the University attended the funerals to commiserate with the bereaved families. Table 13.1 provides the names of the deceased students.

Table 7: List of Students who passed away within the period

NO.	NAME	LEVEL	PROGRAMME
1.	Ms. Abigail Buerkie Buertey	200	Bachelor of Business Administration
2.	Mr. Emmanuel Kpiinzie	400	Bachelor of Business Administration
3.	Mr. Edmund Oduro Akpedonu	600	Master of Philosophy (Leadership)
4.	Ms. Dorcas Okwampah	300	Bachelor of Business Administration
5.	Ms. Jessica Ayorkor Asumang	100	Bachelor of Arts in Public Relations Management
6.	Rosemond Dede Lakoussan	200	Diploma in Public Relations Management

15.0 CONCLUSION

The Office of the Dean of students enjoyed tremendous co-operation from Management, colleagues, staff and students in the period under review.

12.6 Inter-Hostel League

The inter-hostel league was organized from 18th September - 11th November 2017. Eight (8) hostels including UPSA hostel competed in the following sporting disciplines: soccer, basketball, netball, handball and volleyball. UPSA hostel placed fifth.

12.7 Inter-Hall Athletics Competition

The sports unit organized an inter-hall track and field athletics competition for the four (4) halls of the University from 16th -17th November, 2017. Opoku Ampomah Hall emerged winners.

13.0 ZONAL COMPETITION (NCCE)

The Civic Education Club, UPSA, participated in a quiz competition organized by the National Commission for Civic Education on 12th October, 2017 at the Francis Kofi Drah Conference Centre, University of Ghana. The delegation from the University comprised the Assistant Registrar of the Office of the Dean of Students and fifteen (15) students (ten contestants and five supporters). The zonal competition saw the University of Professional Studies, Accra compete against Ghana Institute of Management and Public Administration (GIMPA) and Ashesi University. At the end of the competition, GIMPA came first, UPSA, second and Ashesi third.

14.0 AGILE CONFERENCE

Agile in Africa organized a conference for students of the University at the Lecture Block Complex (LBC) on 25th October, 2017. The conference was under the theme "Agile as a strategic accelerator for public & private organizations in this Digital age - Africa keeps rising like the cheetah". The conference exposed students to ways of implementing the transition to the Agile system given the peculiar context in which the system operates. Speakers at the conference included; Nana Bambara-Abban (Deputy Chairman: Agile in Africa/CEO: Akaditi.com). The participants were encouraged to have a mind-set that drives accelerated development and exponential growth.

15.0 NUGS CONGRESS

Twenty-Five (25) students including executives of the SRC attended the NUGS Congress at the Offices of the Vice-Chancellors Ghana on 22nd November, 2017. At the Congress, Mr. Emmanuel Dogbatsey, a Master of Business Administration (Corporate Governance) student of the University was elected as the Financial Controller of NUGS.

16.0 BEREAVEMENTS

Within the period under review, the University lost four (4) students. These students have been buried and delegations from the University attended the funerals to commiserate with the bereaved families. May their souls rest in perfect peace. Table 16.1 indicates the names of the deceased students.

Table 16.1: List of Students who died within the period

NO	NAME	LEVEL	PROGRAMME
1.	Mrs. Mary Ahoefe Azeglo	200	Bachelor of Science in Banking and Finance
2.	Robert Kofi Mintah	Part Two	Chartered Institute of Marketing
3.	Rudolf Bakara Neinu	600	Master of Business Administration (internal Auditing)
4.	Ms. Abigail Buerki Buertey	200	Bachelor of Business Administration
5	Kpiinzie Emmanuel	400	Bachelor of Business Administration

16.0 CONCLUSION

The Office of the Dean of students enjoyed tremendous cooperation from Management, colleagues, staff and students during the period under review.



LIBRARY

Mr. Elijah Mensah

Librarian

INTRODUCTION

The Joshua Alabi Library had a successful year as we continue to provide efficient library services. The Library served the entire student population, faculty and the general public during the year under review.

The goal set for 2018 was to provide access to information in all formats in order to support the teaching, learning, research and personal growth of students, faculty and staff. This goal was largely met with satisfaction.

STRATEGIC OBJECTIVES

The strategic objectives for the year under review include:

1. Provide access to information, knowledge, promote scholarly communication to academic community in support of learning and research;
2. Provide sources of information necessary for faculty, students and staff as well as the local community;
3. Organize information sources for easy storage and retrieval.
4. Support libraries through exchange of information and cooperation with other academic libraries;
5. Develop skills and abilities of staff in the library through courses, seminars and workshops;
6. Provide leadership in information policy, development and research.

The Library currently has the following sections /units

lending library, bindery, cataloguing, reference library, discussion area, discussion hall, UN corner, security section, professional corner, law library, syndicate rooms, learning commons, research commons, lecturers corner, graduate library, executive learning centre, offices for staff and Professors.

STAFFING POSITION:

The total number of library staff during the period under review was as follows:

Senior Members	No.	Senior Staff	No.	Junior Staff	No.
Librarian	1	Junior Assistant Registrar	1	Library Assistants.	2
Assistant Librarians	2	Senior Library Asst.	2	Library Security	6
Assistant Registrar	2	Principal Administrative Asst.	3	National Service Personnel	15
				Interns (June – August)	(10)
					34

LIBRARY FACILITIES

SERVICES	QUANTITY	AVAILABLE	ACCESSIBLE
Books Added To Stock (210)	152	152	152
Magazines Subscribed	10	10	10
Journals Subscribed	5	5	5
Online Journals Subscribed	45	45	45
Online Databases Available	46	46	46
PHOTOCOPIER	1	1	1
SCANNER	2	2	2

TOUR AND ORIENTATION FOR FRESHMEN AND UPSA STAFF

Staff of the library took new academic staff to tour the Library Complex. Freshmen and women were also taken through a library orientation exercise to inform them about how to make the most expeditious use of the library's resources.

INSTITUTIONAL REPOSITORY

The UPSA Institutional Repository (UPS AIR) has been updated with dataset of Graduates encrypted PDF format thesis. About 154 metadata have been created onto the DSpace community collections of the UPS AIR.

ELECTRONIC RESOURCES

- During the year under review, maintenance works were undertaken on some institutional databases including; Taylor & Francis, Jstor and Emerald.
- Jstor also updated UPSA login access after reporting access denial into their database.
- HeinOnline, a premier online database containing more than 140 million pages and 125,000 titles of legal history and government documents in a fully searchable, image-based format, was made available to faculty members during the year under review and also added to the institutional databases.

VANDALIZED LIBRARY PROPERTY

The incidence of hooliganism at the library has become very difficult to detect. Some users of the library are sometimes found straying to other areas of the library restricted to users. A lot of library chairs, shelves and tables have also been vandalized by users owing to inappropriate use. The deliberate tearing off of pages of books has also been detected.

CONTRACT AWARDED

- Greenwich Magazines were awarded contract to supply the following periodicals to the library - World Soccer, Harvard Business Review, Accountancy, Reader's Digest, The African Report, Management Today, Time Magazine, The Economist and Good House Keeping.
- Elohim Books and Stationery were also awarded contract to supply the following academic journals – Journal of Business to Business Marketing, Human Resources Development International, Journal of Social Entrepreneurship, Accounting and Business Research and Journal of Business and Economic Statistics.

DONATIONS

1. Prof. Nathan Austin, the Dean of Doctoral Programmes donated assorted hospitality, marketing and other books together with markers and dusters to the Library.
2. The National Development Planning Commission donated assorted National Policy documents to the Ghana Corner at the Library.
3. Dr. Anthony Sumnaya Kumasey, a staff from the Business Administration Department donated four (4) books to the Library. The books are: (1) *Public Service Ethics, Values and Spirituality in Ghana: Challenges and Opportunity* (a copy of his PhD Theses), (2) *Governance, Management and Development: making the state work*, (3) *Socio-Economic Insecurity in Emerging Economies' Building New Spaces* and (4) *Trade, Poverty, Development: Getting Beyond the WTO's Doha Deadlock*.
4. Mrs. Celestine Nudanu, Deputy Director, HR, UPSA donated two copies of her book entitled "*Whispers of Dawn*" a Book of Cherito.
5. Kantinka K. Donkor Fordjour donated two (2) copies of his autobiography entitled "*Perseverance Conquers All: the Autobiography of Kantinka Kwame Donkoh Fordjour*"
6. The Islamic University College through the Research and Consultancy Center donated a copy of their journal entitled "*Journal of Humanities and Social Sciences*" to the Library.
7. Madam Charity Afua Boateng, a staff of UPSA donated the following books she authored to the library;
 - Five (5) copies of "*Sacrificial Lambs*"
 - Seven (7) copies of "*My Mother's Sons and Who is your Mirror?*"
 - Five (5) copies of "*My First Angels and the searching Soul*"

LIBRARY ORIENTATION/VISITATION

- Staff of Accra Technical University visited the Library on 20th February, 2018 to learn about the institutional databases. There was an open forum for questions and answers to satisfy their requests.
- Fresh students were given guidance on the use of library resources and the use of institutional repository during the year under review.

CONFERENCES, WORKSHOPS & SEMINARS

Conferences/workshops/seminars attended by library staff during the period under review are as follows:

DATE	STAFF	CONFERENCE/WORKSHOP/SEMINAR ATTENDED	VENUE
25-27/07/2018	Ganiyatu Tihamiyu	Workshop on Overview of Open and Distance Learning (ODL)	UG
04/10/18	Elijah A. Mensah/ Rosemary Okai	Committee of University Librarian and their Deputies (CULD)	Ho, Volta Region
14/11/2018	Ganiyatu Tihamiyu	Training Workshop on The Essential Electronic Agricultural Library (TEEAL)	Legon, UG
1-2/11/2018	Ganiyatu Tihamiyu	Ghana Library Association 2018 AGM and Biennial Congress	Ho, Volta Region
26-27/03/2018	Sebastian Ofoe, Ben Adu-Owusu Richard Sowah Abraham Owusu	A training on “ Empowering Service Delivery Excellence by Bentil Consulting Limited	UPSA Campus

ACCREDITATIONS

During the year under review, the Library received assessors from the National Accreditation Board (NAB), to assess collections on the following programmes:

1. BA in Public Relations Management
2. MA Peace, Security and Intelligence,
3. MA in Educational Leadership and Management,
4. MPhil/MSc in Leadership
5. Global MBA in Impact Entrepreneurship
6. MBA Corporate Governance,
7. MBA Corporate Communications,
8. PhD in Marketing

ESTABLISHMENT OF BUSINESS INCUBATOR CENTRE

The Faculty of Management Studies established a business incubation centre on the fifth floor to provide business models and business solutions.

DOCTORAL PROGRAMMES

The Research Commons on the fourth floor was made available for the PhD Marketing

Students to hold their class.

ACCESS CONTROL

An access control device has been installed at the library and the tagging of books has been done. Currently the recording IDs and other Library materials are being processed.

DAMAGE CAUSED BY TORRENTIAL RAINS

The Library was hit by torrential rains on the night of June 18, 2018. The fifth floor was affected, and damages caused include ripping of the T&G, roofing frame, roofing sheets, electrical wiring, and leakages in some offices.

MAJOR ACHIEVEMENTS

Quick Response (QR Codes)

The year under review also saw the creation of new QR Codes to facilitate access to electronic information resources by patrons of the library. The QR Codes of such resources include past questions, E-learning platform, library services, and list of journals.

TRAINING FOR STAFF AND STUDENTS

The electronic support unit organized a two (2) day electronic resources training for service personnel to assist them in information retrieval. In order to assist users in searching tips, a brief manual guide was designed as a training material.

The Library during the period under review trained fresh and continuous students on the use of the Moodle. The Library also engaged some students in Information Literacy.

CHALLENGES

- **LIBRARY CCTV**

Many sensitive areas of the Library appear on the blind side of the cameras thereby making the devices appear to be quite undependable.

- **LIBRARY FUMIGATION**

Ants and wall geckos have been sighted in the library, this signals an urgent need for an intensive fumigation of the library to avoid destruction of library materials by such pests.

- **UNINTERRUPTIBLE POWER SUPPLY (UPS)**

Currently four out of the six centralized UPS on the first floor are faulty which means all sockets on the UPS go off whenever there is a power outage and this affects the computers and internet switches. These devices have been sent for repair awaiting their return.

- **EMERGENCIES**

Two students collapsed in the Library during the examination week. They were rushed to the Medical center for attention.

- **BLATANT VIOLATION OF LIBRARY RULES**

Doctoral students who use the Research Commons have refused to adhere to Library rules. They come to the Library with their bags and water in spite of several warnings to forbidden the practice. **UNCLAIMED/MISSING BAGS**

The Library has noticed with concern student's inability to submit the Library tags for their bags. The Library currently has bags that were deposited and not claimed over a year ago.

The Library also received a report from a student who deposited his bag at the enquiry desk but cannot be traced, this issue is being investigated.

RECOMMENDATIONS

- Appeal to Management/ the Medical Directorate to provide the Library with a wheel chair to handle emergencies
- To increase the CCTV cameras to cover sensitive areas

FOCUS FOR 2019

The objectives for the year which were not achieved will be the main focus for the succeeding year (2019). These include:

- **Information Literacy**

The library will continue to train users especially freshmen and women in information literacy to equip them with the critical skills – find, retrieve, analyze and use information necessary to become independent lifelong learners.

- **Library Staff Development**

The Library will continue developing skills and abilities of its staff including security through training, seminars and workshops.

- **Leadership**

The Library will continue to provide leadership in information research.

CONCLUSION

We thank Management for their timely support and co-operation which has helped to move the Library forward. Members of staff who worked hard within the year are also highly recommended.



INFORMATION SERVICES & TECHNOLOGY DIRECTORATE (ISTD)

Mr. James Ami-Narh
Ag. Director

1.0 INTRODUCTION

This 2018 report provides an overview of the various operations and activities in the Information Services and Technology Directorate (ISTD), services provided to the University of Professional Studies, Accra (UPSA), and an update of the status of assessment activity undertaken by each Unit within the Directorate.

1.1 Vision, Mission and Values

VISION

Be a trusted partner and strategic resource to the University community, aligning technology to advance solutions for teaching, learning, research and institutional administration

MISSION

To provide quality and cutting-edge information technology services and resources that ensure scholarship and professionalism to the university community, and protect university data through high ethical standards.

Values – The core values of ISTD are as follows:



1.2 Philosophy, Motivation and Strategy

The underlying philosophy of our operations is that “technology per se is not a determinant of change; it is the social context and much more the way it is implemented that determines the impact the technology would have.” So as we seek to deploy technology to facilitate teaching, learning, research and institutional administration, we are mindful of the importance of engaging stakeholders to understand their needs and requirements and to allay their fears in terms of the risks and ramifications of the technologies to be deployed. It is also important for them to understand that technology is not a panacea to all the challenges confronting the institution and its operations, it takes looking at the challenges with a socio-technical lens in order to come out with sustainable solutions.

The over-arching goal of the ISTD is to provide information services & technology to facilitate teaching, learning and research by:

- I. Enriching the research, teaching and learning environment at the University by providing faculty, researchers, staff and students with IT resources and services that are:
 - Easy to use,
 - Well-matched to their needs, and

- Contribute effectively to the achievement of the University's institutional goals.
2. Providing an enabling technology infrastructure for ubiquitous and convenient access to computing resources, facilitating teaching, learning & research, as well as institutional administration
 3. Extending the effectiveness of our distributed environment by facilitating collaboration among and between departments and ISTD;
 4. Providing enabling technologies that support delegation of authority with appropriate controls.
 5. Fostering a diverse workforce and an inclusive culture that leverages many perspectives in the creation and delivery of technology solutions and services for our campus community.
 6. Relentlessly protecting the University's information, while respecting the privacy of the members of UPSA community.

1.3 ORGANIZATIONAL STRUCTURE

The directorate consists of three (3) divisions, these are: Infrastructure (I), Enterprise Systems (ES), Policy, Strategy and Support (PSS).

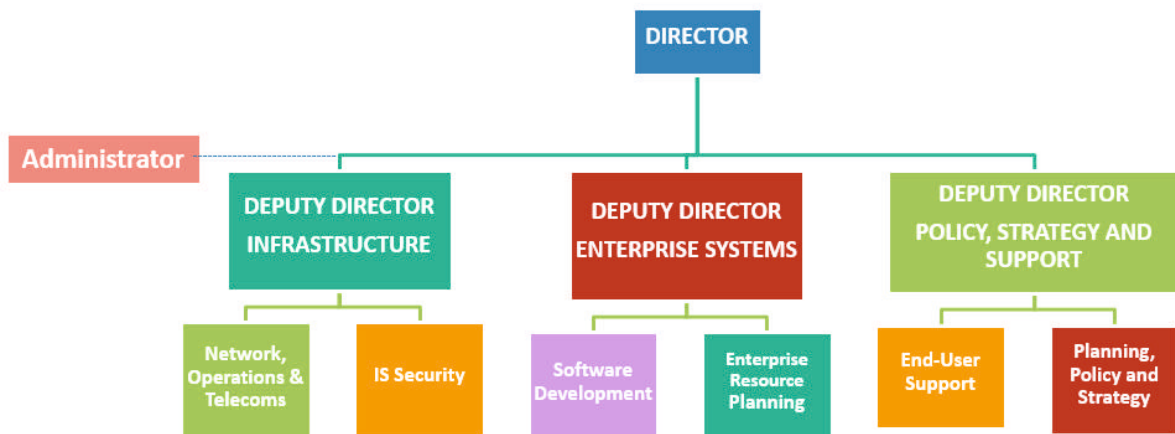


Figure 1: ISTD Organizational Structure

Infrastructure and Engineering (I & E)

The Infrastructure and Engineering division comprising the departments of 1) Telecoms and Networks and 2) Systems Engineering, is responsible for the deployment, management and maintenance of telecommunication and network infrastructure and the design and engineering of IT Services. Some of the specific responsibilities that fall

under the purview of this division include: data center operations, networks and systems operations, telecoms services and operations, directory services, and information security services.

Enterprise Systems (ES)

The Enterprise Systems division consists of the Department of Software Development (SD) and the Department of Enterprise Resource Planning (ERP). The systems that fall under the purview of this division are Application Development, Web Development, University Student Information System (USIS) as well as administrative systems such as human resource management system, financial management and accounting systems, assets and facility management, and inventory and procurement management systems etc.

Policy, Strategy and Support (PSS)

The Policy, Strategy and Support division also consists of two departments: Planning, Policy and Strategy, and End-User Support Services. The division is responsible for the provision of end-user support services such as network support services, systems support services, application support services, telecom support services, and office automation support services. The training of the user community also falls under the purview of this division. Working in collaboration with the IT Advisory Committee, and the various stakeholders in the University, PSS leads the process for the planning and development of IT policies, plans and strategies to facilitate efficient and effective deployment and use of IT for institutional administration, research, teaching and learning, and to modernize and enhance student experience.

1.4 Governance

The Director and three divisional heads (Deputy Directors) constitute the management team that oversees the day-to-day operations of the directorate. However, UPSA IT Advisory Committee (ITAC) has been constituted to advise the VC and members of the executive staff on campus technology planning and assists in monitoring and assessing implementation of technology planning. The committee rates/ranks proposals from sector working groups and from other campus constituents and advises the VC and members of the executive staff on technology plan implementation and project proposals, and in other ways as needed. In addition, and for purposes of inspection and audit of the infrastructure, systems, operations and controls put in place to safe guard, protect and ensure accountability in the deployment and use of IT resources in the

University, the governance structure has made provision for an IT Audit to be carried out periodically by an independent entity; preferably an external entity, with the support of the Internal Audit department.

1.5 Staffing

A brief summary of the staff strength is presented in the table below:

Table 1.0: ISTD Staffing

Position	Number
Director	1
Deputy Directors	3
Assistant Registrar	1
System Administrator	Nil
Software Engineer	1
Network Engineer	Nil
Security specialist	Nil
Chief I.T. Assistant	2
Principle IT Assistant	5
Senior IT Assistant	4
Audio Technician	2
Senior Administrative Assistant	1

2.0 REVIEW OF OPERATIONS AND ACTIVITIES

Infrastructure & Engineering				
Activity	Status			Comment
	Completed	In-progress	Pending	
Active Directory				AD project on last leg; network infrastructure is in place; various servers and network devices have been configured, including firewalls and monitoring servers. Staff and student's user accounts input in progress. Project is about 80% completed.
Campus Internet	√			Internet bandwidth was upgraded to 2 x STM-1s i.e. 310Mbps dedicated service from MainOne.
Library Internet	√			PhD lecture rooms and staff offices on the fourth and fifth floors in the library building have also been connected to the Internet.
JJ Martey Block Internet	√			Various floors on blocks have been connected to the internet via the LAN e.g. Library fourth and fifth floors, J.J Martey etc. These floors already had internal LANs in place
Library Access Control		√		Turnstile installation and security system completed. Personalisation and activation of 9100 students access control cards completed. Tagging of 18,000 books with RFID chips is completed.
Ghanaian Research and Academic Network		√		Public IP address set acquired from AfriNic has been deployed along with the Autonomous System Number. Configuration is also set for us to get complete connectivity to GARNET.

VoiP		√		The first phase of a campus-wide Voice over IP implementation is underway. This project is being hampered by the unavailability of managed switches in the various network junctions on campus. Efforts are being made to replace these with managed switches
LED Screen		√		Installation of LED Screen is about 70% completed.
Segmentation of Local Area Network		√		Re-cabling some sections of the LAN; logically dividing the LAN into virtual sections viz. VLANs; ensuring that the VLANs are originated from the access layer, through distribution and finally core layer as demanded by the enterprise/campus network design standards.
Establishment of the data center and backup site		√		
Network cabling at students Center		√		Contract awarded
Campus Wifi		√		Contract awarded
Establishment of the data center and backup site			√	
Policy, Strategy & Support				
Activity	Status			Comment
	Completed	In-progress	Pending	
Implementing various components of our IT policy framework		√		Implementation in progress

Workshop space for troubleshooting and repair of malfunctioning computers, laptops, printers & network devices.		√		Work in progress at proposed office location for ISTD
Cisco Networking Academy			√	
Microsoft IT Academy			√	
Projectors	√			50 Projectors installed at LBC and Graduate School.
Automated help desk Ticketing system		√		Testing and integration with google accounts completed.
Lecture Hall Audio Systems	√			Audio systems installed at LBC and SOG; 5 lecture halls at Graduate school and 11 lecture halls at LBC.
Licenses for all 3rd-party proprietary software		√		Ongoing Installation of licenced application on computers.
Quarterly Audit of various information systems			√	Audit unit is yet to start process.
Enterprise Systems				
Activity	Status			Comment
	Completed	In-progress	Pending	
Vice Chancellors Endowment Fund (VCEF) online payment			√	Development of online donation site and integration with Fidelity Bank completed.
Hostel Application			√	New Hostel Management application has been developed, tested, and successfully deployed

Hosting of UPSA Learning Management System			√	UPSA Learning Management System is now being hosted on Leased Cloud Server for Hosting of UPSA Moodle procured
E-Marketplace			√	The Media Unit has developed an e-commerce site for third-party selling and buying of products or services.
Biometric Attendance System		√		ISTD and HR in discussion to install Biometric Attendance System
Antivirus renewal		√		Eset Anti-Virus updated on computers on campus
Institutional research support systems			√	Collaborate with Research Centre to acquire software to support research in UPSA
Online Matricula	√			Online access and downloading of affirmation of matriculation oath deployed

3.0 ISSUES AND CHALLENGES

During the period under review, the directorate faced a number of challenges in the following areas:

- **Theft and poor handling of Audio-Visual Equipment**
- **Staffing**

Support staff shortage continues to be a major challenge for the directorate. The support department currently has only one support staff providing support services to the entire University community. Currently the number of computers and users of ICT services have increased and demand corresponding increase in support staff.

- **Lack of Resources**

Lack of prompt supply of resources to fulfill to the directorates mandate is a perennial problem.

4.0 FOCUS FOR 2019

For the coming year(s) ISTD has outlined the following as key projects to undertake/complete:

Goal 1: Lead IT Innovation

- Improve on students' access to information on USIS
- Upgrade Admission portal in USIS to load WASSCE results from WAEC
- Start work on software for the Clinic
- Expand coverage of the Enterprise Systems
- Implement the HR Biometric Time and Attendance System

Goal 2: Secure Assets

- Secure lecture hall audio-visual equipment
- Improve information security culture in the University.
- Augment campus car park security with CCTV Systems

Goal 3: Expand, Enhance and Maintain University IT Infrastructure

- Complete the installation of the Access Control System at the library
- Enhance IT support services
- Improve wifi access on campus
- Continue to pursue the establishment of the data center and backup site
- Complete Networking and Internet access at the Students Centre
- Setup/equip undergraduate computer laboratory for students
- Extend and consolidate the campus fiber backbone network.

Goal 4: Optimize IT Resources through Governance

- Train students on the proper handling of audio-visual equipment
- Continue improve on best practice information system compliance requirements
- Improve the computer – student ratio on campus
- Continue to re-tool and re-organize the directorate

Goal 5: Cultivate a Collaborative IT Culture

- Fulfill all technical requirements for GARNET
- Implement new collaborative tools
- Continue to upgrade the technology in the classrooms, conference rooms
- Continue the implementation of outstanding plans, policies and strategies.
- Working in collaboration with the Institute for Professional Studies, to establish professional IT training:

- o Cisco Networking Academy
- o Microsoft IT Academy

6.0 RECOMMENDATIONS

In the coming year the Directorate requires the following to enable it to perform its core mandate and related functions efficiently:

- Change of name of Information Services and Technology Directorate (ISTD) to Information Communication Technology (ICT) Directorate
- Recruitment of more staff for systems and application support services especially in the area of network and application security.
- Quarterly audit service of the university network and enterprise systems
- Creation of a help desk and workshop for:
 - Diagnosing and troubleshooting
 - Repairs and maintenance services
 - Support of inbound-outbound exams - secured environment and computing resources
- Workshop space for troubleshooting and repair of malfunctioning computers, laptops, printers & network devices – a dedicated room will facilitate support services
- Setup/equip general computer laboratory for students
- Setup a space for Cisco Networking Academy and Microsoft IT Academy



QUALITY ASSURANCE DIRECTORATE

Mr. George Quartey
Director

1.0 INTRODUCTION

The Quality Assurance Directorate as part of its contribution in helping the University realize its vision of being a world-class education provider, and with the support from the various faculties/directorates/units during the year under review; ensured that the systems and procedures which have been developed by the University to improve the standards and quality of teaching and learning, would be effective.

This Status report covers the period from January to December 2017 and it aims at giving the overview of the activities undertaken by the Directorate during the year under review.

2.0 STAFFING POSITION

The Directorate has staff strength of six (6) complemented by a national service person as follows:

- | | | |
|-----------------------------------|---|----------------------------|
| • The Director | - | Mr. George Quartey |
| • Assistant Registrar | - | Mrs. Edna Kwami |
| • Assistant Registrar | - | Mr. Augustine A. Asiedu |
| • Principal Admn. Assistant | - | Mr. Ken Puotiere Yelibo |
| • Senior Administrative Assistant | - | Mrs. Bridget Elikem Mensah |
| • National Service Person | - | Miss. Suraiya Amadu |

MAJOR ACTIVITIES UNDERTAKEN BY THE DIRECTORATE

The activities of the Directorate during the year under review can be grouped as follows:

- Meeting National Accreditation Board's (NAB) requirements
- Ensuring quality of academic procedures/ teaching and learning
- Surveys
- Monitoring

3.0 MEETING NATIONAL ACCREDITATION BOARD'S REQUIREMENTS

3.1 Re-Accreditation of Existing Programmes

Five programmes of the University expired during the year under review; the faculties concerned were prompted on time by the Directorate to initiate the process for re-accreditation of the programmes. By mid November, 2017, applications for re-accreditation for all the programmes had been completed and programme documents submitted to the National Accreditation Board to begin the re-accreditation process. So far, two of the programmes have been assessed by the NAB.

The table below shows the affected programmes and their current state:

Table 1.0

Programme	Year Accreditation Expired	State
MBA Accounting and Finance	Aug. 2017	Programme re-accreditation document submitted to NAB. The programme has since been assessed, assessor's comment received. Responses and revised document submitted to the NAB
MBA Corporate Governance	Dec. 2017	Programme re-accreditation document submitted to NAB. Programme yet to be assessed.
MSc. Leadership	July, 2017	Programme re-accreditation document submitted to NAB. Programme yet to be assessed.
MPhil. Leadership	July, 2017	Programme re-accreditation document submitted to NAB. Programme yet to be assessed.

MBA Auditing	Aug. 2017	Programme re-accreditation document submitted to NAB. The programme has since been assessed, assessor’s comment yet to be received.
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3.2 Programmes Assessed by NAB

The following existing and new programmes of the University were assessed during the year under review by the NAB assessors:

Table 2.0

Programme	Date Assessed
BSc Banking and Finance	14 th February, 2017
Diploma in Business Administration (Accounting, Management, Marketing)	15 th February, 2017
MBA Total Quality Management	14 th March, 2017
Diploma in Public Relations	12 th June, 2017
MBA Accounting and Finance	18 th September, 2017
MBA Auditing	13 th December, 2017
<i>New Programmes</i>	
BSc in Real Estate Management and Finance (New)	28 th February, 2017
MPhil Finance	8 th March, 2017
BSc in Accounting and Finance	10 th March, 2017
BSc Business Economics	23 rd March, 2017
MA Brands and Communications	8 th December, 2017

3.3 Programme assessed by NAB with certificates received/outstanding

Programme certificate was issued by the NAB for the BSc. Accounting programme which was assessed in 2016. The following are the programme certificates outstanding:

- MBA Petroleum Accounting and Finance
- MBA Internal Audit
- Bachelor of Business Administration
- Diploma IT Management
- BSc.IT Management

3.4 **New Programme Accreditation**

The National Accreditation Board granted a three-year accreditation to the University on 1st September, 2017, to run the following programmes:

- BSc Accounting and Finance
- BSc Business Economics
- MPhil Finance

3.5 **New programmes for Clearance at National Council for Tertiary Education (NCTE)**

Proposals for the following new programmes have been submitted to the National Council for Tertiary Education for clearance and they are yet to be approved:

- BSc Logistics and Transport Management
- MSc Risk Management and Insurance
- BSc Accounting and Entrepreneurship
- Global MBA in Impact Entrepreneurship
- MA in Peace Security and Intelligence

Two other proposed programmes, BSc Accounting and IT and MSc. Procurement and Finance have been submitted to the directorate. The proposals for the two programmes have been reviewed by the Academic Audit and Review Committee; the revised documents are yet to be submitted to the NCTE.

3.5.1 **PhD. In Marketing Programme**

The programme proposal which was revised and re-submitted to the National Council for Tertiary Education (NCTE) has now received clearance; the department is now working on the NAB programme document which would be submitted to the NAB after completion.

3.6 **Audit of Admission Processes and Qualifications**

The Directorate participated in a special audit conducted by a team from the National Accreditation Board on the University's admission processes and entry requirements of all new entrants. The Audit panel report had since been received and response to the panel's queries had been submitted to the NAB.

4.0 ENSURING QUALITY OF ACADEMIC PROCEDURES/ TEACHING AND LEARNING

The Directorate continued to monitor teaching and learning through the LEAS/LSM. Through the two systems, the Quality Assurance Directorate was able to monitor activities of lecturers and students in the lecture halls and respond to issues as they arise. For example during the year under review, the Quality Assurance Directorate received complaints about lack of some teaching and learning materials in the lecture halls.

The attention of the Director of Works was drawn to the problem to see to it that the problem is resolved. Management has responded promptly to some of the issues raised namely, inadequate chairs, fixing of projectors in the lecture halls among others.

5.0 SURVEYS

5.1 Evaluation of Teaching and Learning

Students at the end of every semester evaluate both the lecturers and general aspects of their courses online. Course/lecturers evaluation questionnaire was sent to students two weeks before the end of semester examination. Below were the activities related to course/lecturer evaluation during the year under review.

Course and Lecturer Evaluation for 2016/2017 Academic year

The analysis of the first semester 2017 Course/Lecturer evaluation data was completed and report submitted to Management. The directorate is collecting data for the semester one course/lecturer evaluation for the 2017/2018 academic year, questionnaires were sent to students from 20th November, 2017.

5.2 Exit Survey

2016 exit survey

During the year under review, the directorate conducted two exit surveys; one for final year level 400 students and the final year students of the School of Graduate Studies. Data collection for both categories of graduates ended in 2017.

Data collected from the 2016 graduates of the School of Graduates Studies was analyzed and report submitted to Management. The Directorate however, ended the data collection for the 2016 first degree level 400 graduates on 30th September 2017, in order to analyze the data collected. In all, the response rate for the level 400 graduates was about 19 percent of the total number (1836) of students who graduated in the 2015/2016 academic year. The response rate was low compared to the response of the

School of Graduate Studies which was about 85.5%.

Analysis of data for the first degree level 400 graduates is still on-going; the report when completed would be submitted to management.

2017 Exit Survey

The Directorate sent the 2017 exit survey questionnaires to the graduating students of both the School of Graduates Studies and the first degree graduates. The response rate has been impressive; data when completed would be analyzed in 2018.

5.0 MONITORING

During the year under review, monitoring activities of the Directorate covered the following areas:

- Thesis proposal defense
- Students' registration
- End of semester examination
- Monitoring work of administrators (Diary two)

5.1 Thesis Proposal Defense by Level 400 Students

The directorate monitored the proposal defense of level 400 students from Monday, 23rd to Saturday, 28th October, 2017. The report on the exercise would be submitted to Management.

5.2 Students' Registration

The Directorate monitored students' registration for fresh students which started on Monday, 16th August and continued to the second week in October, 2017. An initial problem encountered during the process was overcrowding at the University Clinic. Management of the clinic however was able to contain the situation by scheduling time for the students' visit to reduce the pressure on the clinic. The continuing students' registration was done on line.

5.3 Examination

The Directorate also monitored the end of semester examination for 2016/2017 second semester and 2017/2018 first semester examinations.

One remarkable thing observed during the 2017/2018 first semester examination was that students were not allowed to take bags and books to the examination block; this

decision was taken to help reduce/eliminate the reported cases of theft reported during examinations.

5.4 **Diary Two**

The year under review saw the full implementation of the two systems meant to monitor the effectiveness of administrators namely ADD.pmc and DD.sam also known as Diary 2. Diary two which was presented at the 2017 management retreat and subsequently approved by Management of the University would be implemented at all levels for administrative staff within the University.

The operation of Diary 2 requires all administrators to fill online forms. Mondays would be called Admin Monday and all administrators are supposed to enter their Planned Activities for the week (maximum of 100 words) and also provide summaries of their Actual Work done for the past week (maximum 100 words); The completed forms when submitted, will reach the portal of all Deans and Directors (DDs). Information on the forms is shared with Management, Quality Assurance Directorate (QAD), Information Systems and Technology Department (ISTD), Human Resource Directorate (HRD) and Documentation and Information Management Centre (DIMC).

On Tuesdays which is known as the DD's Tuesday, Deans and Heads of Directorates/Units evaluate their staff performance for the week by also completing an online form provided. Management, DDs, HRD and QAD can use the inputs for decision making and analysis at any time.

Data obtained from the system would help in doing the following:

- Positional Analysis of Junior/Senior Assistant Registrars
- Time Period Analysis
- Day Analysis
- DDsam. Productivity Analysis among others.

It is believed that the implementation of the system will promote:

- “Force planning” and good working relationship between administrative staff and their supervisors.
- Improvement in work output capacity and efficiency
- Help in doing both online and offline analysis
- Quality Shield: The software allows DDs to have access to performance data on all/any staff at the various departments at any time. QAD, HRD and Management can also have access to these data for analysis and decision making purposes when necessary.

Diary 2 was initially piloted within the Quality Assurance Directorate and since November, it has been extended to other units and directorates of the University.

6.0 TRAINING PROGRAMS

Training/Orientation Programmes

Prior to the introduction of Diary Two, the Quality Assurance Directorate organized an orientation for all administrative staff on the 18th January, 2017 to acquaint them with the new systems. The orientation was held in two (2) sessions; one session for senior members and another for senior staff.

Another training programme was organized by the Directorate on the 17th February, 2017 for the Deans and Directors on how the system works and their role in making the system successful.

The Quality Assurance Directorate once again organized an orientation for all administrative staff on the 26th October 2017, prior to the rolling out of Diary 2 in other units and directorates. This was to help participants at the orientation to appreciate the importance of Diary 2 and also get the opportunity to listen to real life experiences from the staff of the Quality Assurance Directorate with the Diary 2.

7.0 CONFERENCES/SEMINARS/WORKSHOPS

Below are the conferences and workshops attended during the year under review:

Name	Position	Programme	Dates of Commencement and Completion	Sponsorship	Venue
Mr. George Quartey	Director	2017 ACBSP Region 8 Fall Conference	30 th October – 5 th November, 2017	UPSA	Marrakech, Morocco
Mr. George Quartey	Director	Digital Education Show	13 th November – 16 th November, 2017	UPSA	Dubai, Middle East
Mrs. Edna Kwami	Assistant Registrar	Quality Assurance (QA) for the 21 st Century Knowledge and Skills for Higher Education (HE) Personnel	October 31 to November 03, 2017	Self	IDL Conference Centre KNUST, Kumasi, Ghana

7.0 ACTION PLAN FOR 2018

1. Conduct tracer studies
2. Undertake academic audit of Faculties
3. To improve upon the registration process, the Directorate will solicit for students' feedback on the registration process.
4. Quality Assurance Educational Programme: The aim is to create students' awareness of the role of the Quality Assurance at the University. This will involve the following:
 - The use of Quality Assurance posters and slogans
 - Using newly designed Quality Assurance brochure which would be given to students.
5. Drive Diary 2
6. Drive INTERNSHIP sia
7. Drive PROFILE s plus
8. Drive the patronage of the Moodle Platform
9. Develop Volunteer Associates of Quality Assurance Directorate



BUSINESS DEVELOPMENT CENTRE

Dr. Albert Martins
Ag. Director

1.0 INTRODUCTION

The Business Development Centre (BDC) is the commercial wing of the University of Professional Studies, Accra (UPSA), mandated to develop and effectively manage the commercial ventures of the University with the aim of generating additional streams of revenue.

This report outlines the activities undertaken by the Centre from 1st January 2018 to 17th December 2018. The report covers the following thematic areas: management team; staffing; business portfolio; business operations; new initiatives; challenges; financial performance and outlook for 2019.

2.0 MANAGEMENT TEAM

The BDC management team is responsible for the day-to-day administration of the Centre. The Director coordinates the activities of the Centre by liaising with the UPSA Management, other directorates, faculties, departments, sections of the University and external stakeholders.

Leadership of the management team changed on 1st April 2018 when Dr. Albert Martins (then Deputy Director, Research & Consultancy Centre) was transferred to BDC as the acting director to take over from Mr. B.K. Osafo who was on terminal leave prior to retirement at the end of July 2018. Mr Robert Gyeke-Darko (Snr. Assistant Registrar) was also transferred from the Student Services Unit to BDC to assist the new acting director around the same time. In August 2018, Mr. Robert Gyeke Darko was appointed as the substantive Deputy Director of BDC.

The composition of the BDC management team showing respective designations are presented in Table 1:

Table 1: Management composition at the Business Development Centre

Name	Position
Dr. Albert Martins	Acting Director
Mr. Robert Gyeke-Darko	Deputy Director
Mr. Kobina Asante	Head, Training Unit
Mr. Japheth Vitasi	Head, Programmes Unit
Mr. James Nii Armah	Head, Marketing Unit
Mrs Nana Yaa Obeng	Hostel Manager

3.0 STAFFING

3.1 Permanent Staff

The permanent staff strength of BDC in the year under review was thirteen (13) comprising eight senior members and five senior staff.

The staffing positions, qualifications and their respective roles are presented in Table 2:

Table 2: Staffing Positions at the Business Development Centre

NO.	NAME	QUALIFICATION	RANK	ROLE
1.	Dr. Albert Martins	PhD (Marketing) MBA (Marketing) MSc (Marketing) Postgraduate Dip (Marketing) Diploma (Research)	Acting Director	Business Development & Overall Management
2	Robert Gyeke-Darko	MBA Marketing, BA Sociology & Management CIAMG (part qualification)	Deputy Director	Hostel & Administration
3	Mr. Kobina A. Asante	M.Phil (Administration) B.Sc. (Administration) Diploma (Accounting)	Assistant Registrar	Short Courses & Certification Courses
4	William Kuusori	MBA Accounting & Finance Bsc Accounting DBS Accounting ICAG (part qualification)	Assistant Accountant	Accountant
5	Mr. Vitase Japheth	MBA (HRM) BA (Sociology & Political Science), ICSA Part II	Junior Assistant Registrar	Certificate & Access Courses

6	Mr. James Nii Aryee Armah	BSc. MBA (Marketing)	Junior Assistant Registrar	Sales & Marketing Management
7	Ms. Stella Owusu	BSc. (Hospital Management) MBA (Human Resource Management)	Junior Assistant Registrar	Vice-Chancellor's Endowment Fund
8	Mamud Shu-Aib	MSc. in Supply Chain Management	Junior Assistant Registrar	Store
9	Nana Yaa Obeng	Diploma(Business Management) Diploma (Estate Management)	Chief Works Superintendent	UPSA Hostel Manager
10.	Ms. Benedicta Elikem	B.Sc. Marketing Professional Diploma in Marketing (CIM-UK)	Principal Marketing Assistant	Rentals VCEF Programmes

Source: Human Resources/Administration, December 2016

3.2 Contract Staff

In the period under review, the contract staff of the Centre mainly assigned to the hostel, was thirty- six (36) with the breakdown as follows:

i.	Administrative Assistant	1
ii.	Marketing Personnel	1
iii.	Hostel Assistants	6
iv.	Security Staff	11
v.	Cleaners	10
vi.	Electrician	1
vii.	Driver	1
viii.	Gardeners	2
ix.	Plumber	1
x.	Carpenter	1
xi.	Conservancy Labourer	1
	TOTAL	36

Thus, the total number of staff at the Centre was forty-nine (49) made up of thirteen (13) permanent staff and thirty-six (36) contract staff.

4.0 BUSINESS PORTFOLIO

The commercial ventures undertaken by the Centre during the year were:

- a) Office of Doctoral Programmes
- b) Master's Programmes of the School of Graduate Studies;

- c) Undergraduate Programmes of the Weekend School;
- d) Diploma/Undergraduate Programmes of the Evening School;
- e) Certificate Programmes;
- f) Certification Programmes
- g) Short Training Courses
- h) Access Professional Programme;
- l) Consultancy Services
- j) Ground Rent:
- k) UPSA Hostel
- l) Vice Chancellor's Endowment Fund

5.0 BUSINESS OPERATIONS

5.1 Office of Doctoral Programmes

For the 2018/2019 academic year, the newly established Office of Doctoral Programmes, working in collaboration with Academic Affairs Directorate, admitted twenty-seven (27) students for the PhD in Marketing programme at a fee of GH16,000.00 (sixteen thousand cedis) per student per year. This yielded a revenue of GHC432,000.00 (four hundred and thirty-two thousand cedis). Of the students admitted, eight (8) are UPSA faculty, and four (4) are on university scholarship.

In the 2019/2020 academic year, twenty-five (25) students will be enrolled in the PhD in Marketing programme and a similar number in the proposed PhD in Accounting, should its accreditation application be successful.

5.2 Master's Programmes of the School of Graduate Studies;

In the year under review, the School of Graduate Studies mounted nine (9) master's programmes through its evening and weekend sessions. The programmes were:

- i. MBA in Accounting and Finance;
- ii. MBA in Petroleum Accounting and Finance;
- iii. MBA in Auditing;
- iv. MBA in Internal Auditing;
- v. MBA in Corporate Governance;
- vi. MBA in Marketing;
- vii. MBA in Total Quality Management;
- viii. MSc in Leadership;
- ix. MPhil in Leadership.

5.3 Undergraduate Programmes of the Weekend School

The Weekend School mounted four (4) undergraduate programmes in the year under review namely:

- i. BSc. Accounting;
- ii. BBA (Administration);
- iii. BSc. Marketing;
- iv. BSc. Banking and Finance.

5.4 Diploma/Undergraduate Programmes of the Evening School

In the period under review the School mounted five (5) diploma and eight (8) undergraduate programmes. The diploma programmes were: Diploma in Marketing; Diploma in Management; Diploma in Accounting, Diploma in Information Technology Management and Diploma in Public Relations Management.

The undergraduate programmes were: Bachelor of Business Administration (BBA), BSc. Accounting, BSc. Marketing, BSc. Banking and Finance, Bsc. Information Technology Management, BA Public Relations Management, Bachelor of Laws and BSc Actuarial Science.

5.5 Certificate Programmes;

The Certificate courses run in 2018 at BDC and total cash received are summarized below in Table 3

Table 3 Certificate courses run in 2018 at BDC and total cash received

NO.	NUMBER OF COURSES	CASH RECEIVED (GHC)
1	Practical Treasury Management	24,750.00
2.	Investigative and Forensic Psychology	62,700.00
3.	Forensic and Investigative Accounting and Auditing	68,000.00
	Total	155,450.00

Total cash received from certificate courses in 2018 amounted to two hundred and sixty-eight thousand, four hundred and fifty cedis (Ghc 268,450.00)

5.6 Certification Programmes

There were no certification programmes in 2018, owing to failure of Self Search Ghana (our main certification course provider and representatives of American Certification Institute, ACI) to issue certificates to students who had completed the first level of courses in 2017. This issue was resolved, and students received their certificates in the course they undertook during the year. ACI Certification courses will therefore resume in January 2019.

The Business Development Centre has submitted a draft MoU to Q-SHE MASTER (NEBOSH accreditation No. 975) to run Health, Safety and Environment (HSE) Certification Courses which are accredited by Institute of Occupational Safety and Health; Chartered Institute of Occupational Health and Oil and Gas Safety Council at UPSA.

The Centre also initiated discussions with PACK to run three-month certification courses in FOREX TRADING accredited in South Africa. To avoid challenges with third party programme providers, BDC has been actively seeking direct collaboration with credible and relevant awarding institutions to deliver demand-driven certification courses.

5.7 Short Training Courses

Table 4 shows a summary of short courses held by BDC in 2018 and total cash received.

Table 4: Short courses held by BDC in 2018 and total cash received.

Activity	No of Participants	Revenue (Ghc)	Expenditure (Ghc)	Variance (Ghc)
A three-day training in Practical Records Management held on the 13 th - 15 th February, 2018	16	16,000.00	10,725.75	5,274.25
A three-day training in Practical Records Management held on the 21 st - 23 rd March, 2018	17	17,000.00	11,471.75	5,528.25
A three-day training in Practical Records Management held on the 22 nd -24 th May 2018 for staff of Docupro Limited	20	11,000.00	4,670.00	6,330.00
A three-day Training in Development and Management of Fixed Assets held on the 19 th - 21st June 2018	22	22,000.00	11,558.56	10,441.44

A two-day Training in Development and Management of Fixed Assets held on the 25 th - 26 th June 2018 for staff of Ministry of Lands and Natural Resources	10	5,000.00	2,600.00	2,400.00
A three-day training In Development of Administrative Executives held on the 27 th - 29 th June 2018	5	4,500.00	5,710.00	-1210.00
A five-day training in Research Methods and Statistics held on the 16 th - 20 th July 2018	5	4800.00	5,220.00	-420
	95	80,300	51,956.06	28,343.94

5.8 Access Professional Programme;

The Centre organized two (2) streams of admission in the period under review: one in February and the second in August. In each stream CIM, ACCA and ICAG professional programmes were mounted. Details of the enrolments are stated in Table 5 below:

Table 5: Access Professional Programmes Enrolment in 2018

	Continuing Students 2017/2018	Fresh Students 2018/2019	Total
CIM	18	72	90
ACCA	5	20	25
ICAG	4	6	10
Total	27	98	125

Cash received from Access programmes in 2018 was one hundred and seventy-eight thousand, nine hundred and ten Cedis, fifty pesewas (GH¢178,910.50)

5.9 Consultancy Services

Research and Consultancy Centre

The Research & Consultancy Centre (RCC) developed a concept note for USAID on 'Enhancing Governance of Higher Education Institutions' and an expression of interest to Star-Gh-Colandef. The Centre further conducted training on Public Speaking and Proposal Writing for ZOOMLION Ghana from the 24th to 26th July, 2018. The training which was conducted at the head office of ZOOMLION yielded revenue of GH¢26,875.00.

The RCC conducted two satisfaction surveys during the year. The first was conducted for the entire students, followed by a study focusing on students at the UPSA hostel. In October, the Centre responded to a call for concept notes by the International Development Research Centre (IDRC) on "Boosting decent employment for Africa's youth."

Otumfuo Centre for Traditional Leadership

The Centre held a five-day Training Workshop for Chiefs and Staff of Traditional Councils, Regional and National House of Chiefs from April 16 to 20, 2018. The Ministry of Chieftaincy and Religious Affairs partly sponsored the programme. Forty-eight (48) participants from the Traditional Councils and Regional House of Chiefs across the country participated in the workshop for the Part I, II and Diploma of the Training Programme. At the closing ceremony, Eleven (11) participants who enrolled in August 2016 and had successfully completed the Parts I, II and III of the training programme were awarded Diploma in Chieftaincy Studies in Leadership and Management.

Hon. Kofi Dzamesi, Minister for Chieftaincy and Religious Affairs announced plans by the Government to establish a Royal College for Traditional Affairs at UPSA. The Centre organized another training workshop for Chiefs and Staff of Traditional Councils, Regional and National House of Chiefs from December 10th – 14th, 2018. Cash received from the Centre over the period amounted to forty-four thousand, seven hundred Ghana cedis. (Ghc 44,700.00).

Institute of Work, Employment and Society (IWES)

The Institute organized a total of seven (7) training programmes on Strategic Human Resource, Managing Tier 2 and 3 Pensions, Planning for Retirement and Occupational Health and Safety Issues. The training programme was organized from Monday 19th March – Wednesday 21st March, 2018 and again from Wednesday, 31st October – Friday, 2nd November, 2018. Income from the training programme which enrolled 22 participants was Ghc 13,000.00 plus Ghc 13,500.00. Expenditure was Ghc 10,304.75, yielding a net profit of Ghc 16,195.25. The Institute worked together with the UPSA Human Resource Directorate to design a tailor-made workshop on Planning for Retirement for selected Senior Members and unionised staff.

Centre for Public Accountability.

The Centre organized the inaugural version of its Thought Leadership programme - Public Accountability Lecture Series (PAL Series). The maiden edition was held at the Justice Aryeetey Auditorium on 21st February, 2018. The keynote speaker was Mr.

Justice Francis Emile Short, the first Commissioner of the Commission on Human Rights and Administrative Justice (CHRAJ). Subsequent versions of the event will take place in the month of February each year. The programme was not an income generating activity, hence it did not yield any income to the University.

Drolor Centre for Strategic Leadership

The Drolor Centre for Strategic Leadership submitted proposals for training on advocacy issues to the Business Development Unit of the University and some corporate organisations for consideration and possible collaboration.

The Language Centre

The Language Centre organized a three-day Language Clinic for 81 members of the Teachers and Educational Workers Union (TEWU) of UPSA from July 3rd – 5th 2018.

Total Cash received from Consultancy services was forty-four thousand, seven hundred cedis (Ghc 44,700).

5.10 Rentals

Students' Centre

For the space granted to BDC (Ground floor Food Court and whole of 1st floor) all allocations have been done. An interview was conducted at the Hostel on the 5th and 7th of March, 2018 to select business to provide services at the Students' Centre. Three (3) food service providers (1) Mama Lit Special Catering Service (2) Marie DCatering Services (3) Tanee's Kitchen Catering Services were selected.

Eleven (11) secretarial services providers were also selected and tenancy agreements have been issued to all tenants

Fence-wall Advertising

Three Professional examination regulatory bodies namely Chartered Institute of Management Accountants (CIMA); Institute of Chartered Accountants- Ghana (ICAG); and the Chartered Institute of Taxation-Ghana (CITG) advertised on the University's fence-wall.

National Identification Authority

During the second half of the year, the National Identification Authority (NIA) was a key

client, renting our students' hostel, auditorium and graduate school spaces for training of their staff for the Ghana Card Registration. Currently, the NIA is using UPSA premises as a Centre for the Ghana Card registration exercise from 3rd to 22nd December 2018.

In all, total ground rent received during the year amounted to ninety-five thousand, seven hundred and seventy-nine thousand Ghana Cedis and forty pesewas (Ghc 95,779.40)

6.0 THE UPSA HOSTEL

6.1 Composition of the New Hostel Management Team

Name	Designation
Dr. Albert Martins	Ag. Director, Business Dev. Centre
Mr. Robert Gyeke-Darko	Deputy Director, Business Dev. Centre
Mrs Nana Yaa Obeng	Hostel Manager
Dr. Frederick Doe	Liberty Hall Tutor
Mrs Philomina Dadzie	Yaa Asantewaa Hall Tutor
Mr Theodore Tetteh	Mandela Hall Tutor
Dr Kwaku Mensah Mawutor	Opoku Ampomah Hall Tutor

6.2 Hostel Staff Resignation/Engagement 2018

The following Table shows a list of contract staff who resigned/were engaged in 2018

No	Staff who Resigned	Position
1.	Moses Awuni	Hostel Assistant
2.	Romeo Oduro	Plumber
3.	Paul Nso	Conservancy Labourer
	Staff Engaged	Position
1.	Bismark Ayisi	Hostel Assistant
2.	Gabriel Clottey	Plumber
3.	Awuanah Abinam	Conservancy Labourer
4.	Abigail Arthur	Administrative Assistant
5.	Felix Addokwei Addo	Marketing Personnel

6.3 Major Activities Undertaken during Second Semester of 2017/2018 Academic Year

Pre- occupation inspection at the Hostel

The Hostel management undertook a pre-occupation inspection in the Hostel for the second semester between 19th February - 19th March 2018. All the 315 rooms were

inspected. Observations made included, burnt-out bulbs; dysfunctional ceiling fans; spoilt door locks and dirty rooms.

Registration of students

Registration of students into the Hostel for the second semester started from Monday 5th February through to the end of March 2018 at the Porters' Lodge. One thousand two hundred and seventeen (1,217) students registered into their respective Halls at the Hostel.

JCR Hall Week Celebration

The above activity took place at the Hostel between Monday 19th to Sunday 24th March, 2018. Series of activities aimed at educating, empowering and giving residents a platform to explore their talents took place.

Dismissal and Blacklisting of some Resident Students from the Hostel.

The Hostel Management Committee met on 21st March 2018 to investigate various offences committed by some resident students. At the end of the investigation the following decisions were taken.

- Two (2) students of the opposite sex were dismissed from the hostel for sleeping together overnight in room 622, whilst a third was dismissed for harboring a 'percher' (unregistered occupant).
- Six (6) students were blacklisted (barred) for one academic year from the Hostel for not disclosing the presence of unregistered occupants in their respective rooms.
- One level 100 student from Mandela Hall has been temporally removed from the Hostel for smoking and strange behaviour.

6.4 Major Activities undertaken during First Semester of 2018/2019 academic year Vacation Accommodation

During the period 17th June 2018 to 17th August, the UPSA hostel provided accommodation to various groups and individuals. Proceeds from vacation accommodation over the period amounted to Ghc 197,282.00.

Hostel Registration

Hostel registration for the 2018/2019 academic year successfully occurred from 20th August to 11th September 2018. This was made possible by an improved hostel software developed by ISTD. Altogether, 1312 students successfully registered. This is

analysed below.

Hostel Registration by Student Levels

Levels	Number	%
Level 100	508	40.3
Level 200	287	22.8
Level 300	230	18.3
Level 400	231	18.3
Others	56	0.2
Total	1312	100

Source: ISTD

Pre-occupation Inspection

A pre-occupation inspection at the Hostel was conducted from 10th September to 11th October 2018. The full report was submitted to Management. Maintenance work resulting from the inspection is ongoing.

6.5 New Initiatives at the Hostel

Towards Increasing Hostel Capacity

The UPSA hostel facility provides accommodation for only 1,330 students out of our nearly 12,000 students. To increase current hostel capacity, UPSA Management has been working closely with the UPSA Alumni to identify a strategic investor to construct a second UPSA hostel.

New Hostel On-line Management System

Following the termination of our contract with Easy Hostel Search, a new hostel management system was designed by ISTD with input from BDC. The user-friendly system was piloted and eventually used for hostel registration which commenced on 20th August 2018.

Academic Registration to precede Application into the University's Hostel

The ISTD advised that in order to make the new hostel software function well, would-be residents will first have to successfully register as students of the University before being eligible to register at the hostel. Consequently, from the 2018/2019 academic year, only students who completed academic registration were eligible to register at the hostel

New Hostel Fee

Based on recommendations from BDC, Management revised UPSA hostel fee upwards for the 2018/2019 as follows:

FEES FOR 4-IN-ONE OCCUPANCY

UPSA hostel facility user fee/student/academic year.	:GH¢ 1,950.00
UPSA hostel refundable deposit for damages	: GH¢ 100.00
Hall dues	:GH¢ 30.00
UPSA hostel initial electricity credit	: GH¢ 20.00
TOTAL	GH¢ 2,100.00

FEE FOR 2-IN-ONE OCCUPANCY

UPSA hostel facility user fee/student/academic year.	:GH¢ 4,030.00
UPSA hostel refundable deposit for damages	:GH¢ 100.00
Hall dues	:GH¢ 30.00
UPSA hostel initial electricity credit	:GH¢ 40.00
TOTAL	GH¢ 4,200.00

To accommodate more students, two- in-one occupancy has been reduced by 60% and converted into four-in-ones.

Annual Hostel Satisfaction Survey

The BDC in conjunction with RCC recently conducted a survey at the hostel to assess student satisfaction levels with respect to Access; Facility; Staff Attitude & Support; Services and other hostel parameters. The report has been submitted by RCC to BDC and is being studied prior to submission to management. This satisfaction survey will be conducted every year to ensure consistent service improvement at the hostel.

Monthly Meetings

To ensure good rapport with students at the hostel, the Hostel Management has instituted monthly meetings with the JCR executives during the second week of each month.

Additionally, two open fora with the entire residents are held each semester (mid-semester and close of Semester). The first meeting for this semester was held 10th October 2018 at the hostel. Key complaints from students were about absence of wifi and refund of students' deposits.

Feedback System

A feedback system where hostel residents report defects in their rooms daily at the porters' lodge has been put in place. A BDC member of staff has been assigned to ensure all complaints are resolved within 24 hours. Additionally, a suggestion box to elicit suggestions and information was put in place.

Improving Security

The BDC commenced the enforcement of Management's directive barring taxis from entering the hostel. Furthermore, BDC is seeking management's approval to administer a car sticker regime which ensures that only approved vehicles are allowed to enter the hostel.

Students Gym Facility

The University signed a two-year contract with BOND to operate a gym at the hostel for the exclusive use of students on a fee-paying basis.

The total income from the UPSA hostel for the year under review totalled two million, nine-hundred and ninety-four thousand nine-hundred and forty-five Cedis (Gh¢ 2,994,945.00).

7.0 VICE-CHANCELLORS ENDOWMENT FUND

Purpose of the Fund

Launched in October 2017, the goal of the Vice-Chancellor's Endowment Fund (VCEF) is to improve access to university education in Ghana by enabling bright and needy students receive free undergraduate education at UPSA. The fund is targeting one hundred million Ghana Cedis (GHS 100 million) as its seed capital within four years. The VCEF secretariat has been established at the Business Development Centre where the VCEF fundraising committee meet monthly.

Fidelity Security were selected by the VCEF Board to manage the funds after competitive interviews involving two other short-listed banks namely, First Bank and Data Bank Asset Management Services Limited. ACCESS Bank was also appointed as the custodian of the fund.

Fundraising

A total amount of three hundred and eighty thousand Cedis (Gh¢ 380,000.00) has so far been raised by the fundraising committee.

Scholarship Awards

The VCEF day was held on 3rd October 2017. Highlight of the programme was the award of part and full scholarships to 20 brilliant and needy fresh and continuing students of UPSA. The VCEF awards event was published full-page in the Daily Graphic of Friday 19th October. At the function, pledges totalling Ghc 189,000.00 were realized.

8.0 NEW INITIATIVES/ACHIEVEMENTS BY BDC IN 2018

Towards increased Productivity

The new BDC management has initiated the following aimed at enhancing productivity:

- a) Establishment of a Marketing Unit within the Centre to coordinate and promote the Centre's businesses within UPSA and externally The Unit also coordinates the Vice- Chancellors' Endowment Fund (VCEF).
- b) Institution of monthly staff meetings with BDC senior staff and junior/contract staff on the first Thursdays and first Fridays of each month respectively.

Credit Union

The BDC has been very instrumental in the implementation of the UPSA Credit Union scheme which was launched in August 2018. The Union is located at the premises of BDC and manned by an administrative officer employed by the Union and two National Service personnel.

As of now, the Union's membership is restricted to only UPSA staff and students. Later it will be opened to the public. Arrangements are being finalized with the Controller and Accountant General's office for direct staff deductions. Current total membership of the Credit Union is 279.

Introduction of UPSA Branded Water

The UPSA branded water project was launched in September 2018. The purpose is to generate income for the University to support its projects, which includes the Vice-Chancellor's Endowment Fund. At the more competitive price of Ghc 15.20 per box of UPSA branded water compared to the previous price of Ghc 25.00 per box, the project earns UPSA a saving of Ghc 9.80 per box or Ghc 2,450 per month (considering stores average monthly purchase of 250 boxes). Additionally, the supplier will donate Ghc 0.30 for every box of bottled water supplied to UPSA towards the Vice-Chancellor's Endowment Fund.

Memorandum of Understanding with Ghana National Chamber of Commerce and Industry

The BDC working closely with the Research and Consultancy Centre, finalised discussions with the Ghana National Chamber of Commerce and Industry (GNCCI) to provide training and consultancy services for the chamber's membership, Additionally, GNCCI will offer internship opportunities for UPSA students. An MoU to this effect will soon be signed.

Memorandum of Understanding between UPSA and Enterprise Life Assurance

The BDC recently facilitated collaboration between the Faculty of Management Studies and Enterprise Life Assurance Ltd. Under the MoU being currently signed by both parties, Enterprise Life will provide paid internship opportunities to UPSA level 300 students for work experience in the financial services sector. This agreement will afford UPSA students an opportunity to earn income while pursuing their degree courses, employment opportunities after completion of their course and career opportunities in the insurance industry.

Introduction of Data Collection Services

The Centre in collaboration with the Research & Consultancy Centre (RCC) commissioned the Data Collection Service on Tuesday 13th November, 2018. This was advertised in the Daily Graphic the same day. The focus of the Service is data collection, targeting large Research Institutions such as e.g. Statistical Service, Electoral Commission, Council for Scientific and Industrial Research (CSIR), and the Institute for Statistical, Social and Economic Research (ISSER). Others are individual local and international researchers, public and private institutions, and local and International NGOs. The range of services include data collection only; data collection and data analysis only and full-scale research from start to finish. Ten selected national service personnel are being trained for data collection.

9.0 CHALLENGES

The main challenges encountered by the Centre in executing its mandate in the year under review may be enumerated as follows:

- 1) Delay in processing of imprest payment to the Centre
- 2) Delay in the payment of fees of resource persons after training
- 3) High tax rate of 25% imposed on the fees of internal resource persons;

- 4) Delay in supply of maintenance materials for the hostel after inspection
- 5) Delay in payment of student refunds
- 6) Low motivation of contract staff
- 7) Dysfunctional security cameras at the hostel
- 8) Security concerns about the balconies of the rooms on the ground floor and the fence wall at back of hostel

10.0 FINANCIAL PERFORMANCE

INCOME RECEIVED IN 2018 COMPARED WITH 2017 Source: Finance Directorate,
 The performance of the commercial ventures of the Business Development Centre has been evaluated based on the comparative analysis of the revenue inflow for the year 2017 and 2018. During the year 2017, total cash revenue of twenty-three million, one hundred and forty-one thousand, seven hundred and ninety two Ghana Cedis (Ghc 23,141,792.00) was received. On the other hand, in the year 2018, the total cash received was Twenty-six million, eight hundred and thirty-three thousand, six hundred and seventy nine Ghana Cedis, fifty one Pesewas (Ghc 26,833,679.51). Comparing 2018 to 2017 cash revenue, there is an overall increase by sixteen percent (16%) over the 2017 revenue inflow. This was due to the positive cash inflow from all of the ventures except for that of Certificate & Short Courses and Consultancy Services which recorded negative cash inflows.

BUDGETED AND ACTUAL INCOMES AS AT 17/12/2018

NO	INCOME SOURCES	CASH RECEIVED IN 2017	CASH RECEIVED IN 2018	% CHANGE IN CASH RECEIVED
1	School of Graduate Studies	9,878,384.35	10,836,686.62	10
2	Weekend School (Undergraduate)	3,758,353.49	3,910,522.68	4
3	Evening School (Undergraduate)	6,658,850.72	8,472,137.73	27

4	Access Programme	109,810.00	178,910.50	63
4	Access Programme	109,810.00	178,910.50	63
5	Certificate & Short Courses	390,190	299,997.58	-23
6	Consultancy Services	78,742.10	44,700.00	-43
7	Ground Rent	11,860.00	95,779.40	708
8	Income From Students Hostel	2,255,602.00	2,994,945.00	33
	TOTAL	23,141,792.00	26,833,679.51	16

Source: Finance Directorate, December 2018

NO	INCOME SOURCES	2018 BUDGET	ACTUAL AS AT 17/12/2018	% CHANGE IN CASH RECEIVED
1	School of Graduate Studies	11,224,089.00	10,836,686.62	-3
2	Weekend School (Undergraduate)	3,162,389.00	3,910,522.68	24
3	Evening School (Undergraduate)	7,633,682.00	8,472,137.73	11
4	Access Programme	210,720.00	178,910.50	-15
5	Certificate & Short Courses	585,831.00	299,997.58	-49
6	Consultancy Services	348,073.00	44,700.00	87
7	Ground Rent	96,752.00	95,779.40	-1
8	Income from Students Hostel	3,751,909.00	2,994,945.00	-20
	TOTAL	27,013,445.00	26,833,679.51	-1

Source: Finance Directorate, December 2018

The performance of the commercial ventures of the Business Development Centre was evaluated based on comparative analysis of the budgeted cash revenue and actual cash revenue for the year 2018.

For the year 2018, the budgeted revenue was twenty-seven million, thirteen thousand, four hundred and forty- five Ghana Cedis (Ghc 27,013,445.00). For the same period however, the actual cash revenue received was twenty-six million, eight hundred and thirty three thousand, six hundred and seventy nine Ghana cedis fifty one pesewas (Ghc 26,833,679.51) representing overall reduction by negative one (-1%) compared to budgeted revenue. With the exception of Weekend and Evening School that recorded positive growth, the remaining units recorded negative growth.

11.0 RECOMMENDATIONS

11.1 Security at Hostel

Razor-wire security fencing and LED security lights should be provided to improve security at the hostel. Also, the balconies at ground floor should be protected.

11.2 Expedited Action

All efforts should be made to ensure that the maintenance schedules for the hostel are complied with through prompt release of materials. Also, a mechanism should be put in place to enhance the quick processing of imprest and resource persons/lecturers' fees.

11.3 Coordination of Commercial Opportunities on UPSA Campus

All revenue activities by Faculty, Directorate or Units should be routed through BDC for coordination and record keeping purposes.

11.4 Revenue Generation

To provide furniture for the conference room at the hostel so that it can serve as an additional venue for the Centre's training programmes and for rental.

11.5 Institution of Annual Business Development Week

The Centre is proposing the institution of an annual Business Week Celebration, where the Centre will engage in a series of activities to create awareness among corporate institutions and the general public about its services and business opportunities at UPSA.

11.6 Appointment of Faculty/Directorate Business Officers

It is proposed that every Faculty, Directorate or Unit should have a business desk or appoint a key contact person with responsibility for business development and revenue

generation. This person will liaise with the Centre for revenue-generation opportunities

11.7 Decision on Guest House

The University's tenancy at the guest house expires in September 2019. Management takes a firm decision on its status.

12.0 OUTLOOK FOR 2019

12.1 Development of a Four-year Business Plan

The Centre will develop a four-year business plan in tandem with UPSA's strategic plan, to provide direction for the Centre.

12.2 Standard Operation Procedures

The Centre will document Standard Operation Procedures (SOPs) for the hostel.

12.3 Training of Hostel and BDC Staff

The Centre will liaise with the Department of Marketing for training towards the improvement of the customer care skills of hostel staff based on feedback from hostel survey.

12.4 Active Alumni Engagement

The Centre will identify and exploit training, research and consultancy opportunities through intensified engagement with IPS/UPSA alumni.

12.5 Implementation of Collaboration with Kyiren Farms Foundation

Subject to Management's approval, the Kyiren Farms Foundation project will be implemented in 2019. Kyiren Farms will provide 100 acres of farmland to produce vegetables for the local grocery market and for processing using the greenhouse technology. The University on its part will assist Kyiren to secure financial support by way of writing grant proposals (eg. One District; One Factory scheme) and providing management support. Financial proceeds from the sales of the produce (processed or unprocessed) will be shared at a ratio 50:50 between UPSA and Kyiren Farms.

12.6 Implementation of UPSA branded Water Phase 2

After successfully piloting the UPSA branded water project, the Centre will implement the phase two. This involves production of UPSA branded water by the Centre and

promotion of same to staff, vendors and students.

12.7 General Insurance Business Collaboration with Enterprise Insurance

As a second stage of collaboration, the Centre will work with Enterprise Insurance to train UPSA weekend and evening students as sales agents to sell general insurance for income to support their education. This would set the stage for the establishment of UPSA Insurance Agency in future.

12.8 Initiation of a UPSA Printing Press

Whilst going paperless is the emerging trend in organizations, the Centre will initiate steps towards the establishment of a UPSA printing press to save annual printing costs specified at Ghc 622,514.20 in 2015 and 533,539.00 in 2017.

12.9 Revenue Growth

The Centre will implement productive and profitable policies and strategies that will translate into revenue growth by at least 10%.

13.0 APPRECIATION

The 2018 annual report of the Centre has been presented focusing on the performance of key commercial ventures. The Management and staff of the Centre are grateful to the Vice-Chancellor and Management, oversight committee members, Directorates and Faculties and the entire University Community for the support and cooperation accorded to the Centre during the year under review.



MEDICAL SERVICES DIRECTORATE

Dr. Bernard Dornoo

Director

1.0 INTRODUCTION

The annual report of the Medical Directorate for the year 2018 is outlined in the following areas:

- Clinical care services
- Medical diagnostic services
- Pharmacy and dispensary Services
- Non-clinical activities
- Technical support services rendered to other departments of the University
- Human Resources and capacity development
- Finances.

As a service Directorate, our primary objective is to augment the effort of Management to achieve the overall goal of the University through the provision of curative, preventive and promotive health services as well as the provision of technical support services to other directorates, departments, offices, units and the studentship. The Directorate believes that healthy manpower yields productivity, creates a congenial work environment, and an enhanced human and finances resource management. On the whole, the year 2018 was a success as the Directorate successfully executed its mandate all year round.

The Directorate saw an increase in the number of medical staff. The University employed two full-time Medical Officers and a Physician Assistant. This has improved healthcare delivery tremendously. The Directorate maintained its service relationship

with the University of Ghana Hospital, Save the Nation's Sight Eye Clinic and the Diagnostic Centre.

Under our continued collaboration with the La-Nkwantanang-Madina Municipal Health Directorate in service delivery, public health interventions, capacity building and training, there have been several joint activities with the support of the office of the Registrar.

The Directorate has received assurances for the the assignment of a midwife by the Municipal Health Directorate, towards the establishment of an Antenatal Care Clinic at the UPSA Hospital in the coming year. The necessary equipment and consumables as well other logistics are being procured for early initiation in the year 2019.

2.0 CLINICAL SERVICES

2.1 Out-Patient Care

As per our mandate, the Directorate provided clinical care services to students, members of staff, dependants of members of staff, non-dependent relations of members of staff and private clients (paying clients) during the period under review

Within the year under review, a total of **14,392** attendances were recorded. There was **3,427** attendances by members of staff, **7,789** by students, **2,309** by staff dependants, **540** by private clients, **166** by national service persons and **111** contract staff. Table I below shows the details of OPD attendances.

Table I: OPD Attendance and Consultations, 2018

MONTH	SEX	STAFF	DEPENDANTS	NSP	CONTRACT	PRIVATE	STUDENTS	TOTAL
JANUARY	M	117	79	4	3	23	43	269
	F	75	99	4	9	18	43	250
FEBRUARY	M	132	90	7	4	15	225	472
	F	88	113	6	6	17	266	499
MARCH	M	130	76	9	2	23	387	631
	F	95	117	3	4	20	489	739
APRIL	M	161	69	14	4	21	444	704
	F	98	80	5	11	21	604	820
MAY	M	194	56	6	5	19	327	603
	F	92	113	2	5	22	539	779
JUNE	M	169	63	8	2	19	169	423
	F	126	121	1	5	28	164	454
JULY	M	163	83	10	5	19	43	322
	F	121	116	9	5	38	46	336
AUGUST	M	175	81	10	4	12	98	375
	F	96	129	5	4	18	125	383

SEPTEMBER	M	133	66	11	1	15	326	543
	F	96	106	2	1	25	492	729
OCTOBER	M	194	90	9	4	41	520	857
	F	133	163	3	6	33	701	1049
NOVEMBER	M	379	106	13	4	28	461	985
	F	221	120	7	8	23	627	1018
DECEMBER	M	137	61	13	2	21	281	508
	F	102	106	22	7	21	360	602
TOTAL		3427	2309	166	111	540	7789	14,392

2.2 First Time Attendants

A total of 3,575 clients accessed services at the out-patient department as first time attendants in 2018. This is made up of 99 members of staff, 116 staff dependants, 3,081 students and 201 private clients. Details are shown in Table 2 below:

Table 2: First Time Clinic Attendants, 2018

MONTH	SEX	STAFF	DEPENDANTS	NSP	CONTRACT	PRIVATE	STUDENTS	TOTAL
JANUARY	M	0	2	2	0	10	12	26
	F	0	7	2	0	5	7	21
FEBRUARY	M	0	4	5	0	6	68	83
	F	1	13	4	0	7	84	109
MARCH	M	3	3	1	0	8	110	125
	F	1	10	1	0	8	113	133
APRIL	M	3	4	3	0	5	135	150
	F	1	7	0	0	13	133	154
MAY	M	24	3	1	0	6	90	124
	F	1	4	1	0	8	116	130
JUNE	M	11	2	1	0	5	38	57
	F	2	1	4	0	16	24	47
JULY	M	3	3	5	0	5	8	24
	F	3	11	1	1	3	15	34
AUGUST	M	2	0	2	0	8	72	84
	F	4	3	2	0	3	89	101
SEPTEMBER	M	10	1	0	0	5	275	291
	F	2	4	10	0	10	350	376
OCTOBER	M	4	6	7	0	26	311	356
	F	1	12	5	1	16	342	377
NOVEMBER	M	10	2	1	4	8	220	245
	F	4	5	1	5	10	236	261
DECEMBER	M	2	4	3	0	2	120	131
	F	7	7	2	0	8	113	137
TOTAL		99	116	66	11	201	3081	3,575

2.3 Common Conditions

A varied number of clinical conditions ranging from communicable to non-communicable diseases were diagnosed and managed. These included Malaria, Upper Respiratory Tract Infections (including Pharyngitis, Rhinitis, Common flu and Sinusitis), Urinary Tract Infections, Sexually Transmitted Infections (particularly amongst students); as well as Hypertension, Diabetes and other Life-style related conditions like hypercholesterolemia (high cholesterol) and overweight/obesity (mostly amongst members of staff and their dependents).

Seasonal and periodic conditions such as Asthma, allergies, allergic rhinitis, dysmenorrhea, as well as other gynecological conditions were diagnosed and managed or all categories of clients.

Table 3 shows the Top 10 Clinical conditions diagnosed and managed at the clinic during the year under review.

Table 3: Top 10 clinical conditions accounting for hospital attendance

POSITION	Diagnoses	Number of Attendance
1	URTI	2216
2	PEPTIC ULCER DISEASE/GERD	765
3	HYPERTENSION (MOSTLY REVIEWS)	718
4	PHARYNGITIS/TONSILITIS	506
5	UTI	463
6	ENTERITIS	423
7	VAGINA DISCHARGE SYNDROME	360
8	MUSCULOSKELETAL CONDITIONS	301
9	HEADACHES	234
10	MALARIA	192

2.4 Procedures

Procedures such as Nebulization, Suturing, Ear Syringing, Wound Suturing and Dressing, as well as Hepatitis B vaccinations were undertaken during the period. A total of 70 cases were managed as detailed below in Table 4 .

Table 4: Procedures 2018

ACTIVITY	STAFF	STUDENTS	DEPENDANTS	NUCM	TOTAL
Ear syringing	1	3	1	3	8
Nebulization	4	3	1	0	8
Wound Suturing and Dressing	2	43	7	2	54
TOTAL	7	49	7	5	70

2.5 Detentions and Referrals

Referrals for specialist care, surgical interventions, antenatal and maternity care, and admission continued to be undertaken to the University Ghana Hospital, the 37 Military Hospital, the Korle-Bu Teaching Hospital and other centres.

During the year under review a total of 161 clients were detained at the UPSA Clinic and managed for various conditions, while twenty (20) cases were referred to Legon Hospital and other referral centers such as 37 Military Hospital, Ridge Regional Hospital and Korle-Bu Teaching Hospital for specialist care. See Table 5 below for details.

Table 5: Detentions and Referrals

ACTIVITY	STAFF	STUDENTS	DEPENDANTS	NUCM	TOTAL
Referrals	6	8	13	3	20
Detention	35	66	46	14	161

3.0 MEDICAL DIAGNOSTIC SERVICES

3.1 Laboratory Services

The Laboratory continued to provide efficient diagnostic services for clients.

In all 4,963 patients had one or more laboratory tests conducted on them. These included 1,438 staff, 2,010 students, 1,157 staff dependents and 353 private clients. Table 6 below shows the breakdown.

Table 6: Patients Who Received Laboratory Diagnostic Services, 2018

MONTH	STAFF			DEPEND.			STUDENTS			PRIVATE			TOTAL
	M	F	T	M	F	T	M	F	T	M	F	T	
JANUARY	45	42	87	38	41	79	7	4	11	15	14	29	206
FEBRUARY	46	38	84	34	56	90	50	84	134	12	7	19	327
MARCH	72	53	125	44	42	86	72	93	165	12	9	21	397
APRIL	67	46	113	30	75	105	82	142	224	6	14	20	462
MAY	45	52	95	48	37	85	117	144	261	18	12	30	471
JUNE	63	43	106	32	49	81	39	44	83	7	12	19	289
JULY	47	58	105	52	33	85	11	12	23	11	21	32	245
AUGUST	72	68	140	43	28	71	29	58	87	10	12	22	320
SEPTEMBER	49	36	85	85	120	205	84	150	234	10	7	17	541
OCTOBER	151	63	214	52	61	113	132	241	373	18	53	71	771
NOVEMBER	152	79	231	47	56	103	63	162	225	16	45	61	620
DECEMBER	26	27	53	20	33	53	69	121	190	8	9	17	377
TOTAL	833	605	1438	525	632	1157	755	1255	2010	141	212	353	4963

3.2 Ultra-sound scan

The Directorate continued to provide ultra-sound scan services during the year under review. A total of 158 ultrasound scans were conducted in the year 2018.

4.0 PHARMACY AND DISPENSARY SERVICES

The Pharmacy provides services for clients of the UPSA Clinic as well as for staff and staff dependents attending clinic at authorized health facilities whose prescriptions are endorsed by UPSA doctors. The monthly representation of prescriptions served and prescription costs are detailed respectively in Tables 7 below.

Table 7: Number of Prescriptions served, 2018

MONTH	Prescriptions served
JANUARY	385
FEBRUARY	823
MARCH	1086
APRIL	1214
MAY	1041
JUNE	662
JULY	537
AUGUST	560
SEPTEMBER	979
OCTOBER	1585
NOVEMBER	1493
DECEMBER	561
TOTAL	10,926

5.0 NON-CLINICAL SERVICES

5.1 HEALTH SCREENING, EDUCATION AND MEDICAL EXAMINATIONS

5.1.1 Pre-Employment Medical Examination

The Directorate continued to provide medical examination services for all persons being engaged in the employment of the University. In all, the Directorate screened 65 new staff.

5.1.2 Staff Health Screening

The annual medical screening for UPSA staff was conducted from 12th to 30th November, 2018. The exercise included eye screening, laboratory investigation and physical examination. In all, three hundred and twenty one (321) staff were screened.

5.1.3 Sports Team Medical Screening and Support

The Directorate in collaboration with the Sports Directorate undertook sports medical screening exercise for all the various disciplines of sports for the University's teams during preparations towards all sporting activities, including the 2018 GUSA games and for the up-coming games in January 2019.

5.1.4 Students Medical Screening

The Directorate undertook medical screening for all fresh students. In all four thousand, four hundred and thirty one (4,431) students were screened.

5.2 NHIS Registration

The Directorate continued with its collaboration with NHIS Adenta office to offer opportunity to staff and dependants to renew and register unto NHIS scheme.

5.3 Clinical Meetings

The Directorate held three (3) clinical meetings during the year for the purpose of continuous professional development and capacity building of staff members in 2018.

6.0 TECHNICAL AND SUPPORT SERVICES

The Medical Directorate continued with the provision of technical and support services to other directorates, faculties and units of the University. These included the Office of the Registrar, Academic Affairs Directorate, Sports Directorate, Human Resource Unit, and various faculties.

7.0 HUMAN RESOURCE AND CAPACITY DEVELOPMENT

7.1 Staffing

Two medical officers and one physician assistants were employed during the period under review.

Table 9 below gives a summary of current staff strength and recommended complements.

Table 9: Current and Required numbers of various categories of staff at the Directorate

No.	Staff	Current	Required	Variance
1	Medical Officers	5	5	0
2	Physician Assistant	1	2	1
2	Nurses	10	14	4
3	Administrator	2	2	0
5	Laboratory Technicians	2	5	3
5	Pharmacist	1	2	1
6	Pharmacy Assistant	2	4	2
7	Medical Record Officer	2	5	3
8	Orderlies Officer	3	3	0
Total		25	42	17

7.2 Training and Capacity Building

A number of staff of the Directorate attended workshop and CPD programmes during the year under review. This is indicated in the table.

S/No	Workshop/CPD	Attendees	Unit
1.	Planning for proper pension	1. David Ansah 2. Dr. Rudolf Pobee	Administration Medical
2	Quality Management in Healthcare	1. Mary Musah 2. Ernest Adutwum 3. Jocaster Amo-Koiba	Pharmacy Laboratory Nursing
3	Work Place Conflict Management	1. Jonathan Otoo 2. Benedicta A. Annobil 3. Rose Therra Nortey 4. Joana Mensah-Ankrah 5. Hannah Osei Owusu	Laboratory Administration Nursing Records Nursing

8.0 INFRASTRUCTURE

8.1 X- Ray Unit

We began the year with the hope of acquiring our own X-ray machine, but this could not be achieved. However, the Directorate got a temporal accreditation by the Nuclear Regulatory Authority for the use of X-ray at the facility for the purposes of students' medical screening.

9.0 FINANCES

9.1 Expenditure

9.1.1 Medical Refunds

The Directorate processed Medical refund claims for staff

9.1.2 Payment of Medical Bills of Staff and dependants

Due to our service relationship with the University of Ghana Hospital and Save the Nations Sight Hospital, the University paid bills of staff, dependants and students who were referred to these facilities. Again, the University supported some staff who were referred to other hospitals such as Korle-Bu Teaching Hospital and 37 Military Hospital.

9.1.3 Cost of Medical Screening

During the year under review, the University fully financed cost of medical screening for staff and students as well as pre-employment medical examination.

9.1.4 Cost of Medical Care for Students

Since students pay towards medical care under the medical levy component of fees, the University financed medical care for students during the year under review. It should be noted that, the cost of students' medical care is rising up and therefore steps must be taken to review the medical care levy.

9.1.5 Cost of Medical Care for Staff and Dependants

The University also financed medical care for staff and dependants who qualify under the free medical care policy.

9.2 Income**9.2.1 Income Generation from the Clinic**

The activities of the Medical Directorate and provision of medical care by the Clinic continue to be funded by the University. The Medical Directorate generated various amounts from services rendered to private clients. These included consultation fees, clinical services, laboratory service charges and pharmaceutical services to private clients. The Directorate realized a total amount of two hundred and forty seven thousand, six hundred and eighty one Ghana Cedis and fifty pesewas (GHC247, 681.50).

9.2.2 Medical Screening fees for fresh students

Payment by fresh students towards medical screening serves as one of the income generating avenues for the Directorate. Currently, each fresh student pays one hundred Ghana Cedis (100 GHC) for the exercise. The University saves huge sums of money in the process since every aspect of the screening is done in-house.

9.2.3 Medical care levy for all students

One other income generating venture for the Directorate is the medical care levy paid by every student. Students currently pay forty Ghana Cedis (40GHC) a semester towards medical care. This charge has been in force for the past three years and looking at the current rising cost of medical care, it would need an upwards review.

10.0 CHALLENGES

The Directorate faces two major challenges as enumerated below.

10.1 Ambulance

The absence of an ambulance continues to pose problems for the Directorate thereby compromising patient safety during emergencies. Staff of the Directorate continue to use their personal cars to transport patients to other hospitals.

10.2 Human Resource

The human resource capacity of the Directorate is still below the required minimum as three out of six units that make up the Directorate are under resourced to effectively run the current two-way shift. Those units include, Laboratory, Records and Pharmacy. To run an effective shift system, the minimum required number of staff for each unit is five (5), but the current number is three (3) for each unit.

10.3 Infrastructure

Long term expansion of the overall facility towards running a full 24-hour hospital is critical as the current infrastructure possess a limitation.

11.0 Recommendations

The Directorate wishes to appeal to Management to employ one additional pharmacist, three laboratory technologists, two accounts officers and one record officer. This will enable the Directorate operate more effectively and enable us cover more service delivery time including Sundays. There is also the urgent need to fast-track the purchase of an Ambulance for the University.

12.0 Conclusion

The Directorate will strive to provide quality medical care and services for students, staff and their dependants, as well offer efficient technical support for the various directorates and units, in spite of the challenges. Hopefully, our collaborations with the Municipal Health Directorate in the coming year will result in the provision of Antenatal Care (ANC) Services at the Clinic.



PHYSICAL DEVELOPMENT

Mr. Edward Odjidja

Director of Works

INTRODUCTION

This report outlines the various activities carried out by the Physical Development Directorate in the course of the year 2018.

During the year under review ongoing projects within the University were continued.

Major constructional projects, carried out in the course of the year were:

- The Academic Wing Complex
- Creation of a carpark in front of the academic wing complex
- Auditorium and Students Centre

Other minor works were also undertaken.

The report also covers areas of maintenance, general sanitation, landscaping, power, water supply and sewerage works on the University Campus.

1.0 CONSTRUCTION WORKS

THE ACADEMIC WING COMPLEX (Rev. Fr J. J. M. Martey Building)–

Major work was carried out on the last and ground floors offices for lecturer's block and some minor works on the NB Block of the Complex.

Work progress has been as follows:

1.1 **The NB Block**

Offices for the Information Services & Technology Directorate (ISTD). Work would be on this floor. Work is on going as follows:

Cutting and chiselling for data and voice points – 100% done

Cabling works for data and voice points – 100% done

- Electrical first fixes – 99%
- Electrical second fixes – 80%
- Floor screeding and tiling- 100%
- Air condition chiselling for condensate pipes – 100%
- Installation of hardwood partition -93%
- Installation of tongue and groove ceiling -95%
- Ceiling installations – 95%

Also complete are the following:

Installation of window frames, burglar proof, internal and external plastering, plumbing first fixes.

Works are ongoing steadily with a completion date of end of December.

1.2 **Offices for lecturers – Ground and third floor**

Third floor

- The works are completed and the some offices have been occupied.

The Ground floor:

The work here has been completed and the offices have been put to use.

The building incorporates a lift which is yet to be installed.

2.0 **Installation of burglarproof to the interior windows and external openings of the Lecture Block Complex**

Works have been completed and handed over.

2.1 **Paving to car park in front of Academic Wing Complex**

Works have been completed and handed over.

2.2 Painting to Lecture and Library Block Complex

Works have been completed and handed over.

2.3 Speed ramps

The vehicular speed ramps have been completed and opened to traffic.

2.4 Erection of an Electronic Bill Board

Work is going on earnestly on the mounting of the above. The skeletal frame, display screens and part of its encasement have been fitted. Excavation and conducting for the provision of power has been completed. The Directorate is awaiting the supply of cables and the AVR (automatic voltage regulator) to complete the provision of power. The supervision and coordination of the works are being done in collaboration with the Information System and Technology Directorate and the contractor. Temporary power has been provided to enable the completion of installation and test running of the board.

3.0 Provision and Maintenance to solar street lighting

In the course of the year the Directorate intended servicing and replacement of the solar lights could not be undertaken. Currently some of the lights don't work efficiently. In the course of the coming year the necessary maintenance and replacements would be undertaken.

Additional lights would also be added on at various points on campus to enhance illumination at night.

4.0 Fencing and rehabilitation of the football field

The football field has been partially fenced. With the completion of the students centre the rehabilitation of the turf on the field would be considered. Measures would be put in place to have the rest the field fenced off and gated.

5.0 Landscaping works on the Campus

Maintenance is being consistently done to the lawns and shrubs on Campus with intermittent trees being planted.

6.0 Auditorium and Students Centre

Construction of the above facilities began in July 2016 and work on the project has been progressing steadily.

6.1 The Auditorium

Construction of the auditorium is on-going with work at the various levels of completion. Work progress is as follows:

- 100% completion of Installation of panel doors and jalousie doors and ironmongery.

Painting:

- Total Skimming works on the walls, beams, columns are 95% complete.
- Painting works are 56% complete
- 100% completion of markings on basement parking

Balustrading:

- Installation of indoor stainless steel balustrading – 100%
- Installation of galvanized steel balustrades to terraces - 100%

Glazing:

- Installation of structural framework for curtain wall: 60%
- 100% completion of Installation of aluminum glazed windows.

Granite floor tiling is ongoing as follows:

- 100% granite and porcelain floor tiling to areas at the back stage and adjoining meeting rooms on the second floor.
- 75% complete for all staircases.
- 50% completion of main auditorium floor.

Ceilings:

- 70% completion of acoustics ceiling installation on all floors.

Air conditioning:

- 100% installation of roof top air-conditioning units.
- Installation of refrigerant pipes for indoor central air conditioning is 100% complete
- Extractor fans 100% installation
- Electrical cabling is ongoing and is overall - 90% complete
- Installation of switches and sockets - 65%
- Installation of lights - 50%
- Installation of boards and panels - 72%
- Installation of smoke detectors - 50% complete.

- System installations -85%
- CCTV Camera systems, audio visual cabling works are 100% complete.
- Electrical wiring for stage lighting signal control dmx for stage lighting is 100% complete
- Cabling from Solar Panel bay on roof to battery bank power room - 100% complete.
- Laying of cables to the power room – 90%

Transformer has been positioned and high tension cable laid; no terminations have been done yet.

Washrooms:

- Cold water installations is 100 % complete
- Sanitary installations are 98% complete.
- Worktop installations – 100% complete

External works are ongoing with excavation and ground preparation at 85% of completion.

Kerb laying -65% and laying of pavers – 35% complete

Work is progressing steadily and overall work completed is about 80%. Completion of the project is scheduled for March 2019.

6.2 The Students Centre

The facility has been completed handed over and is in use. The services of a cleaning company and 24/7 security have been procured.

7.0 Acquisition of land for the future extension of the campus.

7.1 Land Offer for a Campus by Nana Opoku Ampomah.

During the last Honorary Doctorate award ceremony the founder of Institute of Professional Studies, (IPS) Nana Opoku Ampomah indicated that he was prepared to offer land to the University for a campus in Bekwai. In view of that a delegation from the University (made up of the Chairman of Council, the Vice-Chancellor, a member of Council, the Director of Works and a staff member) took a trip Bekwai to meet Nana Opoku Ampomah and to see the possible sites.

Three sites were shown to the delegation; the site that looked the most promising was along the Kumasi Cape Coast/Obuasi road. The delegation expressed its interest in that piece.

Nana Opoku Ampomah and his elders indicated that they were prepared to release that parcel of land and would work towards that.

7.2 Land at Ogbojo

In furtherance to future development and expansion of the University, Management approached the Chief of Ogbojo about the possibility of securing land close to the present location of the University.

The Chief is prepared to offer land and the proposed location is in the area beyond the JFamCo abattoir. The cost of the land is in the region of GHS 250,000.00 (two hundred and fifty Thousand Ghana Cedis) per plot.

The University intends acquiring about 8 (eight) plots. The parcel when acquired will be used for the construction of a hostel and a lecture block complex.

7.3 PROPOSED PROJECTS

The University intends to have some new projects undertaken in the near future. These are:

- Multipurpose facility

The proposed multipurpose project would integrate the land space being occupied by the J.B Buamah building and the E.A.K Arkorful building. The facility would accommodate offices, lecture rooms, spaces for commercial facilities and ancillary support facilities.

- Proposed expansion to the clinic

During the commissioning of the Mosque, the University put across a request to the financiers of the Mosque project for the consideration of the expansion of the University Clinic and the proposal was accepted in principle by the financiers. The University has prepared proposals and is putting together a provisional cost for onward forwarding to the financiers.

8.0 Power issues

During the course of the year various maintenance and some installation works were carried out on power supply. Most of the works carried out were on:

- Servicing and maintenance of the 1250kva, and 330kva generators that provide alternate power to the Campus
- Laying of new underground cables to resolve issues with compound lighting around the Administration block and the Library.

- Rectification and repairs were done on the overhead lines supplying power to the Ewuntoma Medical Centre, J B Buamah Building, Arkorful Building and the Gate House.
- Replacement of the faulty HRC fuse in the feeder pillar near the 500kva transformer was done by the electricians
- Replacement of faulty Automatic Transfer Switch (ATS) that provide alternate power to the Administration block.
- Replacement of faulty old AC power lines in some offices in the Central Administration Block.
- Connection of power supply to some water pumps on campus
- Installation of streetlights around the generator sets, in front of the clinic and on the J.A. Arkorful Building
- Installation of capacitor bank done by Ghana Energy Commission.
- General replacement of electrical fixtures and fittings on campus: electrical fittings such as fluorescent tubes, sockets, AC switches and lighting switches that are faulty were replaced on various blocks of the University campus. Fluorescent tubes, energy saver bulbs that get faulty are systematically being replaced with light-emitting diode (LED) ones that are more energy efficient.
- Servicing of the 800KVA transformer: the 800kva transformer serving the Library section of campus and the administration block has to be serviced in the course of the year to enable it performs efficiently.

8.1 Challenges faced with power supply

Upgrading of the 500KVA transformer: the 500kva transformer serving the western section of campus and the administration block needs to be upgraded to enable it perform efficiently. This is due to the additional load that is anticipated to be placed on the existing transformer when the following facilities are completed:

- The ongoing work sections of the Rev. Fr J.J.M. Martey Building (offices for Lecturers, NB and the lecture auditorium block)
- The third wing of the Administration Block

9.0 WATER SUPPLY AND SEWERAGE

Water Sources, Water Treatment & Water Storage on campus

Water sources: The main sources of water on campus consist of treated water from the Ghana Water Company Limited, (GWCL) and ground water from 3 (three) mechanized boreholes located on campus. Water from these sources are stored in 3 (three) main

concrete underground tanks (total capacity = 427m³) and several ground and overhead tanks (capacities range from 1,800 liters to 25,000 liters) mainly located behind and on the rooftops the various buildings on campus.

In the event of water shortage on campus water is purchased and delivered by water trucks.

9.1 Water Treatment: Ground water is treated by reverse osmosis process and stored together with the treated water from the GWCL.

Water for lawn maintenance is taken from the final effluent waste water tank of the anaerobic sewage treatment plant installed on campus. At the Student Centre, rainwater is channeled and stored in the old empty septic tank for the public washrooms. Water from the tank is intended to be used for the maintenance of the grass on the football pitch and other grassed areas nearby.

9.2 Water for firefighting: There are extra ground storage tanks located at specific buildings to make water available for firefighting. There are two fire hydrant points connected to the GWCL mains by a 4" HDPE pipeline. These are located in front of the Student center and the new auditorium.

Water availability, storage and treatment:

- Water obtained from the GWCL and the boreholes met the water demand in the various buildings on campus.
- Water supply from the GWCL was mostly continuous. Any observed interruption to the flow of water did not exceed 2 days. On some days the flow of water was rather low and water had to be supported with water pumped from the reservoirs on campus
- Water for lawn maintenance sufficed as this year there were a lot of rainy days.
- The RO plant functioned smoothly, producing treated water to support that stored from the GWCL. The filter membranes in the pre-filtration containers which form a part of the system were periodically changed to ensure effective water treatment.
- A new pump room (partly underground) has been constructed (and is nearing completion) to house the RO plant and the old pump room (which is on top of the raw water underground tank) will be demolished as it is aesthetically unfit in its current position in front of the new auditorium.
- There was no increase in the overall number of water reservoirs on Campus. However, a number of the tanks were replaced with new ones as they developed leakages.
- Faulty ball valves in the various overhead tanks were replaced.

9.3 Water Transport & Distribution on Campus

Water from the GWCL is delivered onto campus through a 2” HDPE pipeline near the western boundary wall and also from the southern boundary wall on Campus.

The following repairs and maintenance works were done in the course of the year:

- The section of the pump line from behind the AB block of the Academic wing complex to the storage tanks near the club house (Theresa Andah Block) was worked on and reorganised to ensure storage tanks could store water from GWCL or from the main underground tank and be easily distributed without air entrapment problems to the surrounding buildings (the AB Block (a part of the Academic Wing Complex), GH (Idris Egala Building), the Business Development block (J.B Buamah Building) and the E.K.A Akorful Building.
- Pipes around the vicinity of the underground storage tank were reorganised and a problematic inlet supply line to the Library also rectified
- New hose taps were installed close to the front of the Idris Egala Block for the maintenance of the plants within the newly paved car park

9.3 Sewer Collection, Treatment & Disposal

This is handled in two ways on campus

- a. Anaerobic treatment at the Justice Aryeetey Building and the Library are channeled to the anaerobic plant near the Library. Sewage from the New Auditorium will also be directed into this plant on completion.
- b. All other buildings on campus are channeled into the central underground sewer line which has its final outfall point at waste stabilization ponds at the University of Ghana Campus.

All surface runoff and waste from hand wash basins (in the various buildings on Campus) on campus is channeled into open drains that have their out fall point along the main road public drain.

In the course of the year major blockages at the Gatehouse, the AB Block of the Academic Wing Complex and Finance office at the Access Bank were all successfully resolved.

9.4 Water Pumps & Pump Control Devices

The University relies heavily on pumps for water transport since most of the buildings are more than one (3) storey and water from GWCL is unable to enter into the overhead tanks of all these buildings efficiently. Currently twenty-eight (28) water pumps of

capacities between 1.1 hp to 5hp have been installed undertakes distribution and supply of water. These are fitted with electrical protection and pump control devices (float switches, pressure switches, and Smart presses to enable automatic operation.

In the course of the year;

- All three borehole submersible pumps were uninstalled, disassembled, cleaned and reinstalled as part of scheduled periodic maintenance works.
- One (1) 1.5 hp Predrollo submersible pump was purchased and installed in replacement of the pump in the borehole behind the central administration that had become faulty.
- The two DAB pumps that are connected to run the fountain developed faults; they were assessed and repaired by service providers.
- The two (2) Saer 2hp pumps installed at the library since construction became faulty and had to be replaced altogether after being repaired a number of times.
- Two (2) old submersible pumps and an old surface pump at the anaerobic effluent tank that were faulty were successively replaced to enable the transportation of water from the tank for maintenance of the lawns.
- Four (4) DAB Pumps have been purchased and will be installed in predestinated places of need

9.5 Site Specific Maintenance Works

Justice Aryeetey Block – Within the first half of this year, only the most critical plumbing repairs were handled as only one university plumber was available for all works. However in the course of the year needed materials & additional labour (plumbing services providers) were made available and major works were carried out.

The most common plumbing repairs carried out included were;

- Replacement of faulty push taps & flexible tubes, faulty concealed Water Closet WC cisterns with external cisterns and the necessary readjustment of the position of WC bowls. Replacement of stop cocks on the water supply lines to the WC cisterns, WC seat covers, cistern float valves and siphons.
- Resolution of leakage problems at WC cistern to flush pipe/ WC bowl to drain pipe connections. Repair of leakages on the overhead tank body and adjoining pipe connections
- Replacement of stolen items i.e., about 20 taps, 12 quarter-turn valves, 1 no. 2” non-return valve.

9.6 Water Fountain at the Quadrangle

Maintenance works here included;

- Frequent addition of Chlorine tablets
 - Removal of solids from the fountain basin.
 - Complete dewatering, cleaning and infilling of fountain and pumps
 - Replacement of faulty circuit breakers and electricity guards installed with the pumps.
- Reverse Osmosis Water Treatment Plant
- The filter membranes for pre-filtration were changed. This is necessary to prevent them from getting clogged. Clogged filter membranes render the purification process ineffective and inefficient.

Supervision of the New Student Center and Auditorium

The Directorate undertook supervisory roles on the two buildings. This was to ensure that the new buildings are connected to the existing infrastructure in terms of the sewer lines, rainwater runoff drains and water supply in the proper manner.

9.7 CHALLENGES FACED IN WATER SUPPLY AND SEWERAGE WORKS

a. Duration between the request and supply of materials needed for works:

There were times where delays in receiving supplies stalled works.

There were faulty plumbing works at the Justice Aryeetey Building where faulty cisterns caused constant flow of water into pots leading to waste of water.

b. Theft: the table below indicates plumbing materials that were stolen in the course of the year.

Stolen Item	Quantity	Location
Water Pump (Saer, 2hp, single phase)	1	Near the Club House (staff tennis court area)
Push taps	20	LBC washrooms 516, 122, 120 & 119
1" quarter-turn valves	12	LBC, overhead tank outlets into washrooms
Hose tap	1	LBC Janitors washroom close to 122
Smartpress (DAB) pump control) and Easy press (Optimal, 1 no.)	3	Graduate School, Clinic, Club House & Mosque.
Sollatek A/C guard, 20amps	1	Graduate School

c. **Attitude of Users**

- A number of floor drains in the washrooms of the LBC got blocked a result of users stuffing the inlets of these floor drains with sachet water rubber or other insoluble debris. Some individuals on the cleaning team also had the habit of sweep off sand particles into the drains instead of collecting them and disposing them of in properly in the waste bins.
- At the LBC, users were in the habit of uncovering of new cisterns seeking to flush after use. This caused damage to the float valves resulting in cisterns becoming faulty and causing water to run constantly into the WC bowls leading to huge water losses.
- Flushing insoluble materials into the sewers. This was observed to have happened particularly at the Access bank building and at the Students Centre.

Instruction signs on how to use the sanitary fixtures have been requested for and shall be installed upon delivery.

In the interim, short instructions have been hand written and put directly on the cisterns; Cleaners have also been educated on how to use the fixtures. As a result of the above actions damages to the cisterns and water losses have reduced drastically.

10. Environment and Sanitation

10.1 WASTE MANAGEMENT

The Unit ensured the collection and temporary storage of garbage for onward haulage by Alliance Waste Limited (a private waste management company). The service provider has a one year renewable contract with the University subject to satisfactory performance. Plans for the relocation of the temporary dumping site to a permanent shed are on hold due the ongoing construction works.

There was also collaboration with the Medical Directorate to undertake medical screening for all the food and snack vendors on campus as well as routine inspections at the various vending points and kitchens to promote food safety.

10.2 JANITORIAL EQUIPMENT

The unit took delivery of four (4) brand new manual Jacto Knapsack Spraying machines, two (2) Stihl Mist Blower machines for the implementation of pest control. However, there is the need to procure other janitorial equipment to enhance productivity such as

straight shaft brush cutters (which are out of service and beyond repairs). The University procured fifty (50) wheel litter bins for the Unit to facilitate waste collection on campus. The University of Ghana Credit Union also donated four (4) customized wheel litter bins to the Unit as part of their Corporate Social Responsibility.

10.3 SUPPLY OF CLEANING MATERIALS

The quality and quantity of cleaning supplied in the course of the year has been highly commendable. However, some delay in the supply though requests are made ahead on time is problematic. It is our hope that our requests will receive urgent attention to avoid inconveniences.

10.4 INTEGRATED PEST CONTROL

Weed and Pest Control

Pest control was done using internal labour at the ground, first and second floors of the students centre. Termite treatment has also been undertaken at various points on campus. Adhoc/intermittent pest control exercises would also be undertaken as and when complaints are received.

The Directorate intends to undertake a mass integrated Pest control exercise on the main campus and hostel during a vacation period using external exterminators. A request put in to Procurement is still being worked on.

10.5 SERVICE PROVIDERS

A total of four service providers are providing various janitorial services to the University. They are Emjek Cleaning Services responsible for the Justice Aryeetey Building, UCS is responsible for GH, AB and Rev. Fr. Martey Building, Unik Cleaning the Prof. Joshua Alabi Library and O'La Kleen the Students Centre.

11.0 RECOMMENDATIONS

The year under review though successful was not without its challenges. In spite of reliable supply of water that was essential for quality and effective sanitation delivery, stealing and vandalizing of plumbing fixtures challenges made this very difficult to achieve. The University security would have to be more vigilant in order to safeguard University property.

12.0 CONCLUSION

The Directorate wishes to express its appreciation to Management, staff and students of the University for the support and collaboration it received during the year under review. The Directorate will continue to deliver on its mandate in spite of various challenges faced.



**PUBLIC
AFFAIRS
DIRECTORATE**

Mr. Geoffrey Gle
Ag. Director

1.0 INTRODUCTION

The Public Affairs Directorate (PAD) continued to pursue aggressive integrated marketing communications strategies aimed at enhancing UPSA's visibility as an emerging world-class University and to positively affect and influence all stakeholders. The following report represents PAD's activities from January to December, 2018.

2.0 OBJECTIVES

The goals of the Directorate are to:

- Develop strategic partnerships with key stakeholders of the University for Institutional Advancement.
- Enhance & protect the image of the University in order to strengthen the corporate brand.
- Create mass appeal for the University among stakeholders and the general public.
- Provide excellent customer service to all internal and external stakeholders that interface with the Directorate and the UPSA brand.
- Position UPSA as the University of choice for students and employees.
- Organise/coordinate all events and protocol activities of the University.
- Manage adverse publicity (crisis management) for the University at all times.

3.0 STAFF

The current full time staff of the Directorate stands at seven (7) in addition to a number of national service personnel. A list of staff and their designations is provided below:

Name	Position	Remarks
Geoffrey Gle	Acting Director	
Vera Akumiah	Deputy Director	
Emma Pimpong	Assistant Registrar	
Mark Aryeetey	Jnr. Asst Registrar	
Ruth Badu Nartey	Senior Staff	Front Desk
Victoria Lovi	Junior Staff	Front Desk
National service staff		

4.0 MAJOR ACTIVITIES UNDERTAKEN

4.1 MEDIA RELATIONS

PAD continues to nurture cordial relationships with key media organisations in covering major events. Our follow-on press releases have also received widespread publication. Daily media monitoring reports, covering news/events on tertiary education have continued throughout the reporting period. These are delivered electronically to the Vice-Chancellor every morning.

4.2 Press Releases & News Creation:

The following news releases were published on the UPSA website, some of which were also compiled and circulated to all media houses during the period. These received publications in the print and online media:

- Access Bank Hands Over Student's Centre- January
- UPSA Mosque Commissioned - January
- Auditor-General Bares Teeth Again (FAF Professional Week celebration) - Daily Graphic March 13th, 2018
- UPSA Schools SMES on Bookkeeping (FAF Professional Week celebration) Daily Graphic March 2018
- UPSA-GRASAG Makes Easter Donation to Christ Faith Foster Home Citionline 3rd April, 2018
- Set up Special Court for Corruption Cases - Daily Graphic April 05, 2018
- UPSA Hosts Summit On Transformational Leadership - Daily Graphic March 23, 2018, Ghanaian Times April 06, 2018

- UPSA Arms Students With Employable Skills. graphic.com.gh
- UPSA To Construct 1,500 Capacity Hostels - graphic.com.gh
- UPSA- GRASAG make Easter donation to Christ Faith Foster home – citifmonline.com
- Electorate Force Leaders to be Corrupt with Demands- Prof Alabi www.ghanaweb.com
- UPSA to Honour Nana Opoku Ampomah & Ahmad Ahmad Daily Graphic April 16, 2018
- Electorates Force Leaders to be Corrupt with Demands' – Prof. Alabi, www.graphic.com.gh
- UPSA Alumni to Build Hostel - GNA
- Be Professional – Alabi to Public Workers www.ghanaweb.com

4.3 PUBLICATIONS

The following publications were completed during the period under review:

1. UPSA Admissions Brochure
2. UPSA 2017 Annual Report
3. Special Congregation Brochure
4. Guidelines for Fresh Students for 2018/2019 Academic Year
5. UPSA Strategic Plan
6. UPSA Newsletter (#4)
7. 10th Congregation Brochure
8. Staff Profiles for website
9. Brochure for Annual Leadership Lecture
10. SOGS Handbook for Thesis and Project work guidelines
11. Supplementary information for PhD students
12. Brochure for 2nd UPSA Annual Leadership Lecture
13. 2019 UPSA Calendar
14. Handbook for the School of Graduate Studies (in progress)

4.4 UPSA NEWS UPDATE & SCHEDULE

As part of measures to strengthen internal communications, PAD continues to send out the monthly UPSA News Update & Schedule. This is a compilation of relevant news bulletin and upcoming events. The News Update is disseminated to the University

community electronically. Regrettably, many senior members particularly the academic staff do not use their official UPSA email addresses and so miss out on important information. We intend to work with ISTD, deans and faculty officers to reverse this trend.

4.5 EVENT MANAGEMENT

Staff of the Directorate assisted in organising the following events during the period under review:

	EVENT	DATE
1.	Institute of Works Employment & Society (IWES) Public Lecture & Launch	April 30, 2018
2.	Special Congregation	April 25, 2018
3.	4 th International Conference on Business Management & Entrepreneurship Dev. (ICBMED)	April 19 – 20, 2018
4.	Otumfuo Centre for Traditional Leadership Workshop	April 16 – 20, 2018
5.	Management Professional Day	April 20, 2018
6.	Faculty of Accounting & Finance Professional Week Celebration	March 12-18, 2018
7.	Centre for Public Accountability Lecture Series	February 21, 2018
8	10th UPSA Congregation	18th August
9.	Orientation Programme for New Staff	23 rd August
10.	Seminar on Crypto Currencies and block chain technology organised by the Faculty of Accounting and Finance	11 th September
11.	IPS – Alumni Cocktail	13 th September
12.	Signing of MoU between UPSA and Ghana Christian College	27 th September
13.	VCEF Scholarship Award Ceremony	3 rd October
14.	VCs Sports Day	4 th October
15.	2018 Matriculation ceremony	5 th October
16.	One-day mentorship Programme organised by the Drolor Centre for Strategic Leadership.	11 th October
17.	Summit on Career opportunities in advertising during the 2018 advertising week celebration	16 th October
18.	Sports Directorate organised health Seminar	26 th October
19.	Time with the practitioners organised by the Public Relations Management Students' Association	31 st October
20.	World Quality Day commemorated by SOGS	8 th November
21.	Faculty of Accounting and Finance organized seminar for SMEs	17 th November

4.6 PUBLICITY/ADVERT

The Directorate provided editorial support for the designing and publishing of many adverts in the newspapers including:

- Request for Expression of Interest for provision of security services on campus
- Undergraduate Admission for 2018/2019 Academic Year
- Postgraduate Admission for 2018/2019 Academic Year
- Faculty of Law Admission Advert for 2018/2019 Academic Year
- Invitation to Tender Advert
- Congregation Adverts
- Registration and Review of Suppliers, Contractors and Service Providers.
- UPSA Annual Leadership Lecture
- Short Courses organized by the Business Development Centre:
 - Practical Records Management
 - Contract and Project Management to achieve value for money
 - Psychology of Branding
 - Practical Sales Leadership
 - Practical Treasury Management
 - Forensic and Investigative Accounting and Auditing
 - Forensic and Investigative Psychology
- Short Courses organized by the Institute of Work, Employment and Society
 - Cross-Cultural Management
 - Planning for Retirement & Pension
 - Occupational Health and Safety Practices in organizations
 - Labour & Employee Relations in Ghana
 - Strategic Human Resource & Succession Planning
 - Disaster Management

5.0 ORIENTATION FOR FRESH STUDENTS

PAD also participated in the orientation for fresh students and educated them on the importance of internships as an academic requirement of the University.

6.0 ORIENTATION FOR NEWLY RECRUITED STAFF

The Directorate also organized two orientation programmes for about 70 newly recruited staff, mostly senior members -- in both faculty and administration. The main purpose of the orientation programme was to impart into our new employees, the vision and ethos of UPSA.

7.0 CHALLENGES

PAD is currently understaffed, given the enormous and multifaceted tasks it performs. The Directorate currently has one Deputy Director and two Assistant Registrars, one of whom is our Brands/Graphics Designer. Two junior staff oversee the front desk/ main reception area. We will engage the VC on a proper alignment with the Media and Website Unit for effective and efficient reorganisation.

8.0 MAJOR PLANS FOR 2018

The Public Affairs Directorate plans to carry out the following major activities in the year 2019:

1. Strengthen stakeholder engagements
2. Pursue Institutional Advancement strategies
3. Assist the VCEC Fundraising Committee
4. Liaise with IPS/ UPSA Alumni Leadership
5. Implement Brand policy as contained in the UPSA Brand Guide
6. Support Academic Affairs Directorate's Admissions Outreach programmes
7. Produce UPSA Video Documentary
8. Reorganize the Public Affairs Directorate

9.0 CONCLUSION

The Public Affairs team is grateful to Management and all stakeholders for the support in executing our mandate throughout the year under review. We look forward to another fruitful year ahead of us.



DOCUMENTS AND INFORMATION MANAGEMENT CENTRE

Dr. Edwin Tetteh Ayernor

Director

1.0 INTRODUCTION

The DIMC is mandated to organise and manage all information resources in the University to support planning and decision-making processes of the University. During the year under review, the DIMC focused on improving students' information management through collaboration with key stakeholders and digitisation, conducted surveys and file audits to ascertain the state of documents and records in the various divisions and units of the university. The DIMC also deployed improved information management systems to enhance documentation procedures, the capturing, storage, retrieval and usage of information in the University. Despite some critical challenges, the DIMC was able to perform its regular functions and operations successfully. However, some outlined activities for the year under review were either partially completed or incomplete due to specific resource constraints.

This report, therefore, presents the key information management activities undertaken and other critical issues of the DIMC during the year under review. The report also presents some proposed solutions and recommendation for approval by Management in order to enhance the functions and operations of the DIMC for the provision of strategic information services to support planning, decision-making and strategic management in the University.

1.1 RECAP OF ACTION PLANS FOR 2018

The following actions plans were outlined to be undertaken and also to guide the activities of the year under review:

1. Implementation of the functional records and information classification scheme in all divisions/units/sections of the University
2. Conduct bi-annual documents/records survey
3. Interactions with various administrative officers to raise awareness on records management best practices
4. Organisation of documentation and records management training of selected staff
5. Assist various units to commence electronic filing in accordance with the classification and filing schemes
6. Implementation of strategies to enhance the procedures for registration of freshmen for 2018/19 academic year
7. Continuation of the documents/records digitisation project
8. Develop a strategy to implement electronic filing of students records – (Supported by the Electronic Transaction Act / Data Protection Act)
9. Develop a strategy to enhance the paperless office and paperless meeting framework

2.0 ACTIVITIES

During the year under review, the DIMC undertook various activities within its mandate to improve documentation, records practices, and general information management to support institutional intelligence and decision-making processes. Beyond its core functions, members of the DIMC also provided critical services to support functions and operations of various units and committees. The following subsections provide the details of activities undertaken during the year under review.

2.1 Students Registration

The key stakeholders for student registration exercise are the ISTD and the Academic Affairs Directorate. However, the DMIC was central in the registration of fresh and top up students of the 2018/2019 academic year. The exercise registered and created files for about 4600 students. Verification of entry qualification, which formed a key component of the registration exercise, found at least 50 persons who presented false entry qualification documents (fake results) to gain admission. Upon detection of such falsified documents, the admission documents were ceased and the registration was aborted for the perpetrators.

The DIMC with its stakeholders were overwhelmed with the number of students who presented themselves each day for registration particularly in the first week of registration. This resulted in long queues and long hours of registration during the period. There were also occasions where anxious parents of the freshers and even staff members interrupted the exercise by trouping in at the offices of the DIMC to make enquiries about the processes or mainly to seek advantage positions for their wards or interest.

The key factors leading to the rush and long queues for the registration exercise were as follows;

1. No prior scheduling of students;
2. The vetting and verification processes of entry qualifications and required documents
3. Making the completion of student registration a requirement for application for hostel accommodation
4. Data transfer and communication hitches with USIS

Although the stakeholders implemented immediate measures to address the challenges with the 2018/2019 registration exercise for fresh and top up students, some cogent strategies have been outlined to substantially improve the registration exercise for the future registration of freshers. These include

1. Online submission of required documents
2. Online completion of registration forms
3. Re-assigning same Index Numbers to returning students

In addition to the above, the ISTD and Academic affairs have also put specific plans in place to improve future registration exercise for fresh and top up students.

2.1.1 Students Volunteers

The use of student volunteers during the registration of fresher as queue marshals and also as assistance for minor administrative activities proved to be very resourceful. Although there were few challenges with the activities of the volunteers at the initial stages, these challenges were resolved quickly in due course to complete the registration exercise. In view of this the orientation programme for student volunteers prior to subsequent registration exercise shall be intensified. Therefore, given that student volunteers are given adequate training and prescribed roles to play, it

is highly recommended that they are continuously involved in future registration exercises.

2.2 New Filing Method for Students Records

A new filing mechanism for records was introduced to enhance students' records management. This method groups students files into batches of hundreds (100) and additional unique codes are assigned to each batch and filed respectively. The mechanism makes it easier to create new files during registration and assigns files in their appropriate locations. The benefits of the new filling method as compared to the old system are as follows:

1. Avoidance of misfiling and missing files
2. Faster to retrieve a file and refile (detailed information about a file can be decoded at a glance)
3. Utilises physical storage space
4. Easier to create and update findings aids for files

2.3 Digitisation of Students Records

A lot of planning and preparatory activities were undertaken to commence the digitisation of students records. Eventually, in the last quarter of the year, the process commenced to digitise the first batch of students records starting with the newly admitted students of the 2018/2019 academic year. The functions and features of the digitised records are:

1. Create a virtual copy of a student record
2. Access students' file through Infomina (UPSA e-records management platform) by authorised persons
3. Reduce access to physical records
4. Synchronise student examination records (answer booklet, transcript, etc.) with students file
5. Link up students' files with platforms such as USIS, Accounting Software, UPSA Virtual, Hostel Systems, clearing system, etc.)

2.4 Disposition of Records

The DIMC followed the national and institutional laid down procedure to dispose of ephemerals documents/records by destruction (pulping) at a paper recycling plant in Tema. These documents/records included:

1. Admission application documents of unsuccessful candidates

2. HR documents of unsuccessful employment applicants
3. Duplicated admission records
4. Assorted documents created during the processing of admission applications and registration of fresh students

At least, two metric tons of paper were disposed of in the exercise. However, the use of a public auctioneer to attract a buyer for the documents did not yield a good value for the tonnage of papers disposed of. Therefore, it is recommended that arrangement for subsequent disposals should be done by dealing or negotiating directly with the paper cycling companies to exchange obsolete papers for produced items.

2.5 Documents/Records Survey

The DIMC conducted surveys to ascertain the levels of records management practices, the conditions and volumes of documents and records in the various faculties/schools, directorates, secretariats, units and sections of the University. As a result, a file audit was conducted on more than Three Thousand Four Hundred (3400) files from the various units of the University to ascertain the application of basic records management practise and principles. The following were observed during the surveys:

1. Storage of Records

- a. Most records are stored in metal cabinets (Arc files and flat files) which is appropriate for active and semi-active records
- b. Insufficient storage spaces in most units
- c. Closed and active files are kept in the same file locations (or places)

2. Nature & Environment of Records

- a. Mainly paper-based records are maintained with appropriate records management practices
- b. Electronic records are not maintained with the same principles as paper-based records
- c. The environment in terms of temperature and lighting is minimally acceptable
- d. The records are generally safe from rodents and pest attacks

3. Management of Records

- a. Few available finding aids
- b. Records are arranged according to subjects
- c. No direct records scheduling procedures are applied

- d. Few log book available for recording folder/file movement

4. Handling of Records

- a. Few cases of mishandling of records leading to multiple duplicates of documents.
- b. No permanent and reliable officers for the handling of records since several national service persons are involved in the movement of records.

Apart from the general observations above, the survey focused on particularly faculty records management and the activities of the Registry Records Unit. These observations are summarised in the following sections.

2.5.1 Faculty Records

Currently, the faculty records repositories are full to capacity. This has led to a situation where faculty examination scripts from recent academic years are kept in the offices of deans, faculty or departmental officers. A similar situation also pertains at the Academic Affairs Directorate. Periodic tour at the departmental and faculty offices revealed the following:

1. Certain departmental officers employed prudent file keeping principles to manage records at the departments. For instance, the records management standards at the Department of Accounting appeared to be the most exemplary in this venture and deserve to be commended so that it can be emulated by other departmental officers. In this department, files were properly labelled, appropriately shelved, and deployed mechanisms to track retrieval and folder movements.
2. The departmental offices were constrained with records storage spaces in file cabinets and shelving spaces.
3. There were some poor records management practices in certain offices. They include:
 - a. Poor file titling and referencing
 - b. Exposure of records to harmful conditions such as water, theft, misfiling, and unauthorised access due to constraints with appropriate storage spaces.

2.5.2 Registry Records

The Registry Records Unit functions as the central internal and external correspondence management unit of the University. The Unit also undertakes various records management activities at the behest of central administration involving the offices of Vice-Chancellor, Pro-Vice-Chancellor, Registrar and the Director of Finance which include:

1. Creation, storage and retrieval of official records
2. Receiving, delivery, and circulation of internal and external official correspondence
3. Tracking the movement of folders/files

The functions of the unit are critical to the success of smooth administrative functions and procedures, and decision-making processes by the management of the University. During the survey exercise, the following were observed as key challenges of the Unit:

1. Non-functional computers
2. About two hundred (200) Temporary Jackets (TJs) files which are indications that files in circulation stay outside the unit for far too long or file in circulation are not traceable.
3. More than 500 closed files to be transferred to the DIMC are still with the unit.

To address the above, the following were put in place as mechanisms to enhance the efficiency of the unit.

1. Except for the offices of the Vice-Chancellor, Pro-Vice-Chancellor, Registrar, Director of Finance relating to financial and procurement records, files of original records should not be kept with any other officer for more than 24 hours.
2. All administrators are to keep logbooks of files and records that are brought in or sent out of the offices of heads of divisions/sections/units of the University just as it is done in the offices of the senior officers named in point one above.
3. In a case where files or record may have to be kept more than 24 hours with an officer, a copy (either in soft or hard where applicable) of the records on which action must be taken must be given to that officer.
4. The DIMC shall continuously engage the staff of the Registry Records Unit to improve on correspondence and records management activities of the University.

2.6 Delegated Searches

During the year under review, the DIMC conducted a number of delegated searches to retrieve required information for various officers of the university. These include:

1. Policy and SOP documents
2. Accreditation records
3. Bespoke students information
4. Committee records and reports

However, there were few documents/records that could be tracked due to inappropriate generation and filing procedures applied to those documents or records. Subsequently, the DIMC has put in place mechanisms including the actions under 2.5.2 to ensure that all university records and documents are generated, distributed, stored and can be retrieved to support decision making processes where necessary.

2.7 Extra Activities of the Members

Apart from the core functions and operations, senior members at the DIMC undertook various extra activities to support other critical functions and operations of the University. They are as follows:

1. Mrs. Iris Oppong
 - a. Served as secretary to the Examinations Committee
 - b. Prepared training materials and coordinated the records management training with BDD
2. Mr. Felix Mawuli Zanu
 - a. Served as secretary to the Graduate Studies Committee
 - b. Served as secretary to the panel for dissertation and proposal presentation
 - c. Facilitator to Practical Records Management Training organised by the BDD
3. Mr. Augustine Ofori
 - a. Served as secretary to the panel for dissertation and proposal presentation
 - b. Served as a facilitator to Practical Records Management Training organised by the BDD
 - c. Digitised examination attendance sheet for the faculties and Academic Affairs

4. Dr. Edwin Tetteh Ayernor
 - a. Supported the functions and operations of the Distance Learning School to set up UPSA-Virtual, accreditation process for Distance Learning programmes, and training of faculty on the authoring of Study Manuals, Infographics and UPSA-Virtual.
 - b. Facilitated “Electronic Presentations and Infographic sessions” during the orientation for graduate students.

3.0 STAFF STRENGTH

Staff /Function	Rank/Position	Unit
Director	Deputy Registrar	All
1 General Records Officer (Coordinator)	Assistant Registrar	All
2 Assistance Registrars	Assistant Registrars	Faculties and Graduate School
1 Administrative Assistants	Senior Administrative Assistants	Registry/DIMC Records
4 National Service		Digitisation General Records Administrative Assistance

3.1 Retirement

Mr. Asare Danquah Retired from the services of the University after attaining the statutory retirement age. The DIMC is yet to receive a replacement for the vacant position. The DIMC was able to organise an internal send-off party for him and also presented him with some gift items in appreciation of his contribution and hard work to the University and particularly to the DIMC. The Director of Academic Affairs was the guest of honour during the send-off party.

4.0 CHALLENGES

- I. The DIMC was not able to undertake all the action plans earmarked for the year under review due to some critical constraints. But for the arrival of national persons between August and October, the Centre would have achieved very

little based on the action plans for the year under review. The challenges are as follows:

1 Staffing

- a. Only one female administrative assistant to undertake most of the critical operational activities which in some cases require some physical strength and muscles to undertake.
- b. The three assistance registrars resulted in undertaken mostly operational activities to the neglect of more managerial and strategic functions as a result of the issues raised on point (a) above

2. Storage Space Records

- a. The two records storage rooms for students and general institutional records have utilised about 90 percent of the storage capacity
- b. The storage spaces in the faculty records repositories have utilised more than 90 percent in each faculty

5.0 PLAN FOR 2019

For the year 2019, the DIMC seeks to be proactive in the response to the information needs of faculty, administrative and academic processes, and to enhance the general institutional information management for effective decision-making processes. As a result, the following are outlined as the major activities to be undertaken in 2019:

1. Expansion of the scope of digitation to cover examination scripts (answer booklets) and other academic records on students' electronic files as a strategy to improve storage space and also to enhance retrieval of students records
2. Training of administrative staff on records management practices
3. Support the Electronic Support Unit of the library to implement an e-thesis database as a strategy to improve storage space for physical records
4. Implement a strategy to enhance the paperless office and paperless meeting framework
5. Conduct quarterly records surveys to ascertain the application of appropriate records management practices and principles
6. Collaborate with ISTD to obtain raw data on students course registration and assessment

Table 1: Plan of Actions and Timelines for 2019 Plan Timelines

Plan	Timelines
1. Expansion of the Scope of Digitisation to cover examination scripts (answer booklets) and other academic records of student	As soon as approval is given
2. Training of administrative staff on records management practices	In March 2019
3. Implementation of e-thesis database	By May 2019
4. Implementation of paperless office and paperless meeting framework	By June 2019
5. Quarterly records surveys	In February, June, September, November
6. Collaboration with ISTD to obtain raw data on students course registration and assessment	By April 2019

5.1 Restructuring of the DIMC

In order to be more effective a new structure of the DIMC is proposed for the approval of Management. This structure has been explored during the year under review. With the structure, the core functions and operations are placed under three Units namely, Institutional records and documentation, faculty records and digitisation units. The functions of the units are as follows:

- I. Institutional Records and Documentation Unit
 - a. Management of institutional records based on the functional classification scheme
 - b. Organisation and management of policies and SOP documents as stated in the UPSA Quality Manual
 - c. Implementation of retention and disposition schedules
 - d. Implementation of institutional information management policies and SOPs

2. Faculty Records Units

This unit is to coordinate all records management functions and activities in the faculties, schools and institutes regarding academic records such as examination scripts, students' assessment records, faculty and department committee reports. The key functions include:

- a. Assist faculty and departmental offices to implement the functional information classification scheme, file plans, and appropriate information management systems and practices.

- b. Monitor the records repositories and information management activities in the faculties/schools/institutes
 - c. Ensure security and safety and controlled access to academic records in the faculties, schools and institutes
 - d. Manage the creation, storage and retrieval of students files
 - e. Maintain finding aids on faculty/school/institute information
3. Digitisation Unit is to ensure that the appropriate technologies and standards are deployed to capture, maintain and access required institutional and students' information in electronic formats. The key functions include:
- a. Creation and maintenance of electronic folders or files for all institutional records/documents and students' records
 - b. Ensure the application of ISO 19005-3:2012 and ISO 32000-1:2008 in the creation of electronic documents, records or archives by scanning or converting from native formats into digitised formats.
 - c. Maintained a database of the metadata of all digitised information
 - d. Monitor and supervise the use of INFOMINA by various category of users
 - e. Maintain a database for data mining and institutional intelligence

The coordinators or heads of the above units shall produce monthly reports accounting for the information systems and resources, and the functions and activities of the units.

6.0 SEEKING APPROVAL

In order to more effective as a centre and achieve the outlined actions plans for the coming years the DIMC seek the approval of Management in the following areas:

1. Expand the digitisation project to cover students' examination scripts and other relevant academic records in order to improve storage and retrieval and compressive access to students' information
2. Amendment of the retention period of examination scripts (answer booklets) in the Functional Records and Information Classification Scheme (FRICS) to two years.

Currently, there are conflicting retention periods in various regulations and policy documents. For example, the Quality Manual prescribes 10 years whiles the FRICS prescribes 5 years. Previous students' handbooks have given different retention periods to this sub-class of records. In line with the plans to digitized the examination scripts, it will save cost and space to dispose of after two years from the date of publication of examination results.

3. The implementation of Decision, Directives and Instructions (DDI) register by the DIMC, secretaries to Academic Board, Executive Committee and Central Administrative Committee. The listed outfit and officers shall code and maintain a register of all DDIs and communicate as such to the relevant stakeholders.
4. The restructuring of the DIMC to reflect its core functions as given under 5.1 for efficiency and to enhance the delivery of information services

7.0 RECOMMENDATIONS

To enhance the functions and operations of the DIMC in the coming year the following are recommended to management for consideration;

1. At least six national service persons, four of whom must have studied information science, information technology or related fields should be posted to the DIMC. These persons must have completed their bachelors programmes or HND and with no intention to pursue further studies (top up) whilst serving.
2. Employment of at two physically able persons as (messengers or office assistance) with at least SSCE/WASSCE or equivalent certification to be engaged as assistants in the filing, retrieval, carrying and transportation of files.
3. Transfer of records to the national records centre of PRAAD as an interim measure to physical storage facilities for examination scripts which is cheaper and secure than acquiring shipping containers as an interim storage facility for the said records.

8.0 CONCLUSION

The good Lord has been gracious to all the members of the DIMC to able to complete another working year successfully. The members of the DIMC cooperated with the Director to undertake the various operations and activities during the year under review. Despite the critical challenge of human and material resources, the DIMC managed to fairly undertake many of the activities outlined for the year under review although there was room for improvement. It is the hope of the members of the DIMC that Management will consider the recommendations in this report so that the DIMC can focus on more strategic operations to provide data and information useful for Management decisions and strategic planning of the University.



RESEARCH & CONSULTANCY CENTRE

Dr. Ibrahim Mohammed
Director

STATEMENT FROM THE DIRECTOR

It is with great pleasure and sense of accomplishment that I present to you a report on the activities of the Research and Consultancy Centre (RCC) during 2018. The report highlights many of the activities that the Centre undertook to further its mandate of promoting, administering and overseeing all research, scholarly and consultancy activities of the University. On the whole, 2018 was yet another successful year marked by some accomplishments that we can collectively be proud of. Some of these achievements are:

Publication of the Maiden Annual Research Report for the University: Within the first half of the year, the maiden edition of the University's Annual Research Report was published by the RCC. The report provided a detail account of the various policy initiatives for research and research activities conducted by Faculties, Schools and Centres within the University, thus, serving as reference material for all research-related activities in the University.

Consultancy Training: Out of the number of proposals and expressions of interest submitted to funding agencies and corporate institutions for research and consultancy services, the RCC secured a contract to train staff of Zoomlion Company Limited in the areas of proposal writing and public speaking. The three-day training was held at the headquarters of Zoomlion and attended by Area Business Development managers across the country.

Institutional Research: The third edition of UPSA students' satisfaction survey was conducted during the year, with over one thousand seven hundred students participating in the survey. Respondents evaluated their satisfaction with regard to the admission and registration processes,

quality of academic programmes, teaching and learning resources and environment among others. At the request of the Business Development Centre, the RCC also conducted students' satisfaction at the University's hostel.

Development of Research-related Policy Documents: During the year, a number of research-related policy documents were completed and submitted to Management for consideration and approval. These documents included a Research Management and Administration Handbook, Plagiarism Policy, Intellectual Property Policy and Best Researcher Award policy.

Organization of Academic Conference and Journal Publication: In April 2018, the 4th edition of the International Conference on Business Management and Entrepreneurial Development (ICBMED) was organised on the theme “*SMEs Growth and Sustainable Development: The Role of Strategic Partnerships.*” The conference, which was supported by the University, Enterprise Life and Daasco Group of Companies attracted more than 100 submissions, a significant increase over the previous editions. Manuscripts submitted to the University's journal for publication consideration were also processed.

Award of Vice-Chancellor's Endowment Fund Scholarship: Following the successful launch of the Vice -Chancellor's Endowment Fund in 2017 and subsequent mobilization of some funds, 20 scholarships were awarded to deserving fresh and continuing students. The scholarship awards ceremony was also used to mark the one-year anniversary of the Fund and to mobilize additional funds for its growth.

In conclusion, the aforementioned achievements were made possible through the hard work of the dedicated staff at the RCC and support of Management of the University. Therefore, I am immensely grateful to all of them. As you read through this report for more information, I hope you will find it exciting and informative. It is my hope and prayer that in 2019, we will be able to achieve more successes and greater heights to celebrate.

I thank you for your attention and look forward to an amazing year.

Ibrahim Mohammed (PhD)

ABOUT THE CENTRE

The Research and Consultancy Centre (RCC) is mandated to promote, administer and oversee all research, scholarly and consultancy activities of the University. In exercising this mandate, the RCC carries out its functions under the following six core units:

- Institutional Research and Decision Support Unit
- Research Projects Unit
- Consultancy Unit
- Academic Publications Unit
- Research Compliance Unit
- Marketing Unit

Vision

To develop and maintain an enabling environment that encourages and supports the research goals of the University.

Mission

To engage the University community, industry, society, and governments in research uptake that inures to the benefit of mankind.

Values

In addition to the core values of the University which are Integrity, Respect and Service, the Centre's activities are guided by five core values. These core values form the mnemonic PEOPLE to reinforce the Centre's brand promise that people (and for that matter mankind) are at the heart/centre of its mission. Where: P = Professionalism, E = Ethicality, O = Objectivity, P =



OUR STRATEGIC OBJECTIVES

Consistent with our Strategic Plan 2016-2020, the Centre's work in 2018 was guided by the following key objectives:

1. Develop and respond to opportunities for research in our areas of interest and expertise
2. Offer professional consultancy services that meet the needs of clients (individuals, businesses, communities and states);
3. Seek research collaborations and partnerships with other institutions, where such partnerships and collaborations will synergistically lead to high quality outputs;
4. Provide research-related support to Faculties, Departments, Centres and Students in the University;
5. Strengthen institutional policies and processes to maintain high academic rigour, professionalism and ethical standards in the conduct and dissemination of research and other services.
6. Promote the visibility of the Research and Consultancy Centre and the University at large through dissemination of research and other scholarly activities.

STAFFING

Staff Position

During the year, the staff strength of the RCC was (10) regular staff and five (5) national service personnel. The breakdown of staff positions is as follows:

- Director (1)
- Deputy Director (1)
- Assistant Registrars (2)
- Research Fellows (6)
- National Service Personnel (5)

Reassignment

During the year under review, Dr. Joseph Kwadwo Tuffour, who was the Vice-Dean of the School of Graduate Studies was reassigned to the RCC as the Deputy Director.

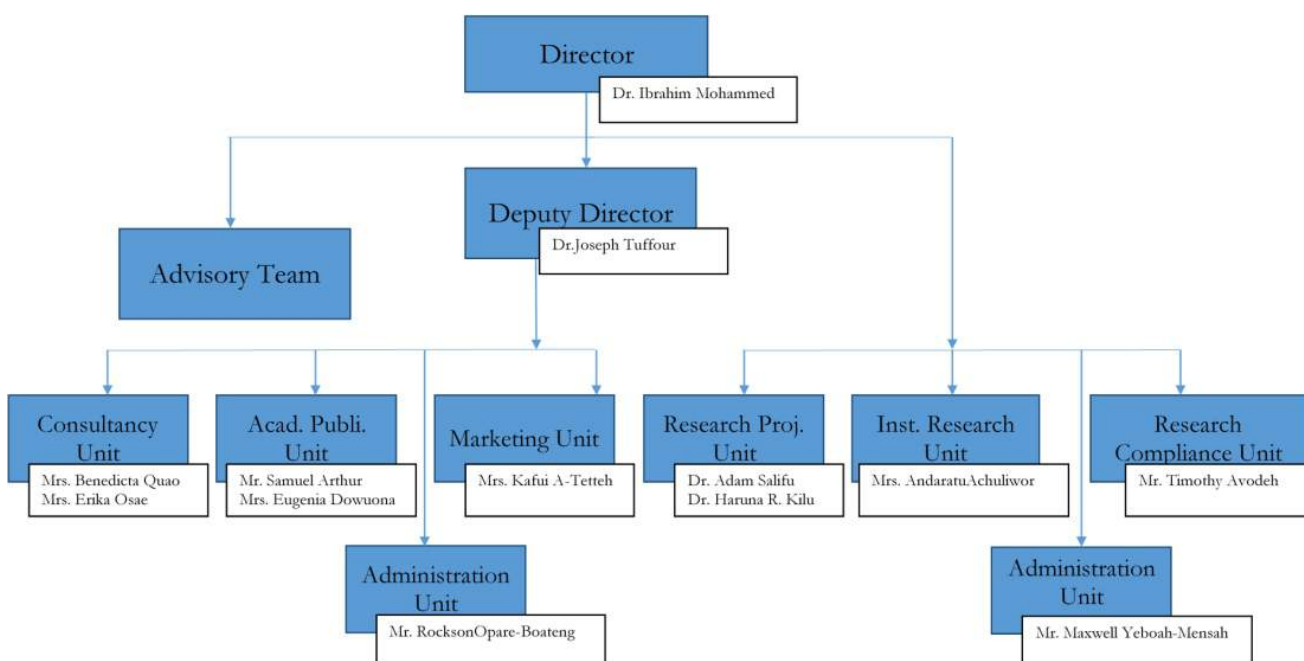
Transfer

The year under review also witnessed the transfer of Dr. Albert Martins to the Business Development Centre as the Acting Director, while Mrs. Eugenia Dowuona was transferred to the Department of Banking and Finance as a Lecturer.

Staff List

Name	Rank/Position
Dr. Ibrahim Mohammed	Senior Research Fellow/Director
Dr. Joseph KwadwoTuffour	Senior Lecturer/Deputy Director
Dr. Haruna Rufai Kilu	Research Fellow/Lecturer
Dr.Salifu Adam	Research Fellow/Lecturer / Head Projects Unit
Mr. Timothy King Avordeh	Research Fellow/Lecturer / Head Research Compliance Unit
Mrs. Benedicta Quao	Research Fellow/Lecturer /Head Consultancy Unit
Kafui Agormeda-Tetteh (Mrs)	Research Fellow/Lecturer/ Head Marketing Unit
Mr. Samuel Arthur	Research Fellow/Lecturer / Head Publication Unit
Mrs. Andaratu Achuliwor Khalid	Research Fellow/Lecturer/Head Institutional Research and Decision Support Unit
Erika Mamley Osae (Mrs.)	Research Fellow/Lecturer
Mr. Rockson Opare-Boateng	Assistant. Registrar
Mr. Maxwell Yeboah -Mensah	Assistant Registrar

Organogram



Further Studies

Within the year under review, three of our staff enrolled into various PhD programmes. The details are as follows:

- Mrs. Erika Mamley Osaе, Lecturer and Research Fellow –PhD Development Studies, University of Cape Coast
- Mr. Rockson Opare-Boateng, Assistant Registrar - PhD Marketing, UPSA
- Mrs. Benedicta Quao, Lecturer - PhD Marketing, UPSA

We wish them well in their pursuit of academic laurels.

Staff Development and Conferences Attended

Name	Programme	Duration	Sponsor	Venue
Dr. Ibrahim Mohammed				
	4 th ICBMED International Conference on Business Management and Entrepreneurial Development	19 th - 20 th April, 2018	UPSA	UPSA, Accra
	Final Reporting Workshop & Senior Policy Dialogue	23 rd April, 2018	Ministry of Finance – Ghana, Ministry of Strategy and Finance – South Korea, Korea Development Institute	Ministry of Finance, Accra, Ghana
	2 nd International Conference: Financing Social Policy in the 21 st Century	8 th – 9 th May, 2018	Centre for Social Policy Studies (CSPS)	Department of Economics, University of Ghana
	Workshop on Data Ethics and Skills for Reproduction of Research Findings Using Stata	7 th – 10 th August, 2018	UPSA	Association of African Universities Secretariat, Accra - Ghana
	2018 State Owned Enterprises Governance	26th – 27th September, 2018	Self	Movenpick Ambassador Hotel, Accra

	Management Development Workshop on Lean Theory	8 th – 10 th October, 2018	UPSA	UPSA
	National Workshop on Institutional Intellectual Property Policy (IPP)	16 th -18 th October, 2018	World Intellectual Property Organisation	Ange Hill Hotel, Accra, Ghana
Dr. Joseph Tuffour	2018 State Owned Enterprises Governance	26th – 27th September, 2018	Self	Movenpick Ambassador Hotel, Accra
	2018 Annual Fellows Confab (AFeC), Institute of Chartered Economist-Ghana	26th September, 2018	Self	British Council Hall, Accra
	Experts Panel Member: Workshop for Setting Comprehensive Examination questions for PhD	5 th – 7 th February, 2018;	AERC	Dar es Salaam, Tanzania.
	Management Development Workshop on Lean Theory	8 th – 10 th October, 2018	UPSA	UPSA
	National Workshop on Institutional Intellectual Property Policy (IPP)	16 th -18 th October, 2018	World Intellectual Property Organisation	Ange Hill Hotel, Accra, Ghana
Dr. Joseph Tuffour	2018 State Owned Enterprises Governance	26th – 27th September, 2018	Self	Movenpick Ambassador Hotel, Accra
	2018 Annual Fellows Confab (AFeC), Institute of Chartered Economist-Ghana	26th September, 2018	Self	British Council Hall, Accra
	Experts Panel Member: Workshop for Setting Comprehensive Examination questions for PhD	5 th – 7 th February, 2018;	AERC	Dar es Salaam, Tanzania.
Dr. Rufai Haruna Kilu	The Nordic African Days conference	3 days	Swedish International Development Agency (SIDA)	Uppsala Sweden
	The 10 th African Youth & Governance Conference	7 Days	Youth Bridge Foundation	La-Palm Royal Beach Hotel, Accra

	The 4 th ICBMED International Conference on Business Management and Entrepreneurial Development	2 Days	UPSA	UPSA, Accra
	National Workshop on Institutional Intellectual Property Policy (IPP)	5 Days	WIPO, Registrar General's Department, Ministry of Justice & Ministry of Trade	Ange Hill Hotel
	Management Development Workshop on Lean Theory	2 Days	UPSA	UPSA
	Management Development Seminar on Case Study Research Writing & Supervision	1 Day	UPSA	UPSA
Erika Mamley Osae	T-TEL Curriculum Development & Technical Curriculum support for GoG Inclusive Education Policy	29 th April – 20 th July, 2018	Self	Ghana
	IWES Collaborative Meeting with PARCC Director & Maxwell School Assistant Director, Executive Education & Director, Humphrey Fellowship Program	18 th July, 2018	Self	USA
Mrs. Benedicta Quao	The Nordic African Days conference	3 days	Swedish International Development Agency (SIDA)	Uppsala Sweden
Mr. Maxwell Yeboah - Mensah	Delivering of High Quality Service Across UPSA	3 rd – 4 th April, 2018	UPSA	UPSA
Mr. Rockson Opare - Boateng	Delivering of High Quality Service Across UPSA	3 rd – 4 th April, 2018	UPSA	UPSA

MAJOR ACTIVITIES UNDERTAKEN BY THE VARIOUS UNITS IN THE CENTRE

Research Project Unit

The Unit during the year under review developed and responded to opportunities for research from both solicited and unsolicited sources. One of the solicited sources was a call for concept note and budget by the Centre for Development and Research under the auspices of the Global Development Lab - a USAID funding agency which launched new funding mechanism aimed at higher institution. The RCC submitted a concept note and budget on the topic, “Enhancing Governance of Higher Institutions of Learning: Issues of Gender Equality and Multi-stakeholder Participation.” Another proposal was submitted to Community Land Development Foundation (COLANDEF) to conductan Assessment of Gender Equality and Social Inclusion Dimension of the Impact of Large-Scale Land Acquisition in Ghana.

Aside these solicited proposals, the RCC through the Research Project Unit also submitted a number of unsolicited research proposal to various governmental and non-governmental organizations, including the Ministry of Inner-city and Zongo Development. Consequently, the RCC is in discussions with La-Nkwatanang Municipal Assembly and Compassion International a non-governmental organization for a collaboration in the areas of evaluation, baseline studies among others.

Institutional Research and Decision Support Unit

The Institutional Research and Decision Support Unit (IRDSU) undertook the third edition of UPSA students' satisfaction survey. In all, about one thousand seven hundred students drawn from the diploma, undergraduate and graduate levels voluntarily participated in the survey. The survey assessed students' satisfaction with regard to the following:

- Admission and Registration Processes;
- Quality of Academic Programmes;
- Teaching and Learning;
- Learning Resource and Environment;
- Teaching and Non-Teaching Staff;
- Hostel and Catering Facilities; and
- General Impression about UPSA

The final report has been submitted to Management for consideration.

Consultancy Unit

During the year under review, the RCC followed up on proposals it had submitted to corporate bodies to undertake consultancy services. One of such proposals submitted to Zoomlion Ghana received a favourable response. The RCC secured a contract to train staff of Zoomlion Company Limited here in Accra. The training was for three days and started from 6th to 8th August, 2018 and was held at the premises of Zoomlion at Mmai Dzor, Ashaley Botwe. Staff of the RCC and Department of Public Relations did the facilitation and some of the areas covered were the art of public speaking; undertaking basic research and report writing. The training was very successful and the company assured the Centre of future possible engagements.

In the areas of visibility, the RCC has continued to circulate its capability profile to several companies and organizations informing them of the expertise at the RCC in the areas of consultancy, research, report writing, monitoring and evaluation among others. It is our hope that these companies and organizations will respond favourably.

Academic Publications Unit

JBR Volume 10

Following the successful organization of the 4th ICBMED conference, the JBR received eight (8) full-length articles/papers for publication under the Special Edition for the conference. These papers are currently under revision. Papers submitted for consideration in the regular edition are also being worked on for timely publication. The JBR during the year under review received an email notification from the trademark counsel for Elsevier requesting the University to change the name of the journal since the name, Journal of Business Research, was registered to Elsevier since 1973. The RCC is working on a name change and a possible rebranding to reposition the journal to be competitive.

ICBMED Conference

The 4th International Conference on Business Management and Entrepreneurial Development (ICBMED) was organised on the theme “SMEs Growth and Sustainable Development: The Role of Strategic Partnerships” was held from the 19th to 20th April 2018. The keynote speech was delivered by a Mr. Dasmon Alex Akpabli, founder and Director of Daasco Group of Companies. The Conference attracted more than 100 submissions which were scheduled for presentation and published in the Conference Proceedings.

Maiden Annual Research Report for the University

The year under review witnessed the publication of the first edition of the Annual Research Report for the University. The purpose for this publication is to enable the University to have a

compendium of research related activities that happened in the University. Last year the draft was completed and the final printing was published during the year under review. This report being the first edition covers the period of 2015-2017 and the RCC is in the process of compile the second Edition scheduled to be published within the first quarter of 2019.

Research Compliance Unit

Research Administration and Management Handbook

During the period under consideration, the Research Compliance Unit (RCU) completed the technical work on the proposed Research Administration and Management Handbook. This book when approved will serve as a reference point for all research related activities in the University. This cuts across diploma, undergraduate and graduate studies. The book deals with areas such as supervision, ethical clearance, project financial administration among others.

Marking and Verification of MBA Project Work 2017/18

Through the School of Graduate Studies, the RCU arranged for the marking and verification of the final-year MBA project work for the 2017/2018 academic year. The exercise involved an orientation for the assessors, assessment and vetting of the project works, distribution of student's work with written comments for revisions and verification to ensure that comments have been addressed by candidates.

Policy Documents

In the year under review, the Centre continued to develop institutional policies and processes to strengthen and maintain high academic standards. Three of such policies that were drafted for Management's consideration include Plagiarism Policy, Intellectual Property Policy and Best Researcher Award policy. Presently, these documents have undergone expert reviews and are currently awaiting management's approval.

Marketing Unit

The Marketing Unit in collaboration with the Business Development Centre organized the one-year anniversary of the establishment of the Vice-Chancellor's Endowment Fund. At this ceremony 20 deserving students were awarded various scholarships.

CAPACITY DEVELOPMENT INITIATIVES

Seminar for Graduate Students

The RCC also organized a seminar for the Research Masters students (MPhil/MSc) during the period under review. The purpose was to equip the students with skills and tools to enable them complete their dissertations and project works. The Seminar, which was facilitated by Prof. Nana

Owusu Frimpong, a professor of Marketing addressed a number of topics including topic selection, literature review and supervisor -relationship management.

Seminar for Graduate Students' Supervisor

During the year under review, the RCC organized a seminar on case study writing and supervision for faculty members who supervise MBA project work. The seminar was facilitated by Prof. Nathan Austin, Dean of the Doctoral Programmes. In the coming year there are plans to organise another training.

CHALLENGES

In the year under review, the RCC faced some challenges in carrying out its functions. The major ones included:

1. Low submission of manuscripts to the JBR. Steps have been initiated to fully investigate the causes of this problem. In the meantime, information gathered from some contributing authors who have withdrawn their submission has to do partly with the name JBR which coincides with a well-established journal by the Elsevier publishers.
2. Inability of the Centre to win research grants and/or consultancy services.
3. Low response rate to request for information
4. Inadequate logistics and office equipment such as desktop computers/laptops/ colour printers/ furniture.

ACHIEVEMENTS

The RCC, although faced with myriad of problems still achieved some success during the year under review. Prominent among them were:

1. Completion of the third phase of the Student satisfaction survey
2. Completion of the maiden staff satisfaction survey instrument
3. Completion and printing of the maiden Annual Research Report
4. Initiation of partnerships and collaboration with various organizations
5. Successful completion of the training for Zoomlion Company Limited

PLAN FOR 2019

In the coming year, the Centre plans, among other things, to undertake the following activities:

- Rebranding of the JBR
- Students' Satisfaction Survey
- Staff Satisfaction Survey
- Capacity Development Training and Workshops, especially in grants proposal writing

- Collaborations and partnerships for Research and Consultancy
- Organisation of the 5th ICBMED Conference and other conferences
- Publication of the 2018 Annual Research Report for the University
- Publication of the Research Management and Administration Handbook
- Publication of an annual flagship report on customer satisfaction with key service sector(s)
- Media engagement of the activities of the RCC

CONCLUSION

2018 has been yet another eventful year for the Centre in terms of undertaking a lot of activities to promote research enterprise in the University. As we look forward to 2019 with hope and optimism, we believe that our aspirations as outlined, if successfully executed, will propel the Centre into greater heights beyond the confines of this University. On this note, we want to thank all the staff at the RCC for their immense contributions. We also want to thank Management for their continuous support in making 2018 a successful year. As we go into 2019, we will continue to count on your contribution and enduring support.



CENTRE FOR INTERNATIONAL EDUCATION & COLLABORATION

Dr. Kwaku Rockson

Dean

1.0 INTRODUCTION

The Centre for International Education and Collaboration (CIEC) is mandated to implement the UPSA internalisation and collaboration strategy to enable the university compete in a global economy. Specifically, the Centre is responsible for initiating, encouraging, promoting, facilitating and coordinating: international programmes and linkages, faculty and student exchange and mobility, and collaborative research projects across academic disciplines and global networks. The Centre is also responsible for supporting the development of education abroad opportunities for UPSA students as well as enhance the reputation of the university at the international level.

This is the annual report of the CIEC for the period covering January to December 2018. The Report is structured into two thematic areas, the administrative report and the programme report.

2.0 ADMINISTRATIVE REPORT

2.1 Introduction

This report covers the administrative aspect of the Centre, the vision and mission, staffing, transfers, and leave as well as staff recruitment during the year under review.

2.2 Vision

To be a world-class Centre for International Education, Exchange, Mobility and Collaborations.

2.3 Mission Statement

To support and position the University as a world-class University. To achieve this, the Centre seeks to provide relevant global experiences to the international community through international education, staff and students exchanges, research and collaborative projects. Our responsibility is towards the international operations of the university particularly international students and staff as well as project and research partners. The Centre leverages on diversity, professionalism and scholarships to champion the course of the University's internationalisation.

2.4 Credo/Core Values

The Centre's credo is “Superior International Experience” and has its core values as GODIS:

Global Citizen- embracing behaviours that contribute to global community values and practices while dealing with our international partners.

Open-mindedness-willing to learn and adapt to new opportunities presented by internationalization.

Diversity-embracing cultural differences among our international stakeholders
 Integrity- upholding trust and confidentiality in dealing with our International stakeholders community

Service- dedicated commitment to the expectations of the international community with respect and dignity

2.5. Staffing

The Centre was headed by a Dean with six (6) staff including a temporary support staff who assist with airport pickups. Table I below shows the names and designations of the staff at the Centre.

Name	Designation
Dr. Kweku Rockson	Ag. Dean
Mr. Munkailai Abdulai	Coordinator, Projects and Collaborations
Mrs. Gifty Ketemepi	Coordinator, International Students
Mr. Michael Kubi	Coordinator, Operations and Affiliations
Mr. Alfred Amartei - Kwei	Coordinator, Airport Pick-ups
Mrs. Aisha Attipoe	Administrator

I. New Appointments

- Dr. Kweku Rockson, was appointed on July 19, 2018 as the Acting Dean of the Centre. He replaced Prof. Goski Alabi who is on sabbatical leave for two years.
- Ms. Joana Tsaku was appointed on 1st September 2018 as Senior Administrative Assistant of the Centre.
- Dr. Koryoe Anim- Wright was appointed on 3rd December 2018 as the Acting Vice-Dean of the Centre.
- Mrs. Eunice Ahiabor was appointed on 3rd December 2018 as Assistant Registrar of the Centre.

II. Leave

Mrs. Aisha Attipoe was granted a three month maternity leave from September 19, 2018 to December 19, 2018.

III. Reassignment/Resignation/Termination

The following staff from the Centre were reassigned to other departments: Mr. Munkailai Abdulai, Coordinator: Projects and Collaborations, Mrs. Gifty Ketemepi: Coordinator, International Students, Mr. Michael Kubi: Coordinator, Operations and Affiliations, Mr. Alfred Amartei- Kwei: Coordinator, Airport Pick-ups.

IV. Promotion

No staff at the Centre was promoted during the reporting period.

3.0 PROGRAMME REPORT

3.1 Introduction

The programme report covers all activities that were undertaken in the year and is grouped under five thematic areas namely:

- International Collaborations and Projects
- International Operations-Affiliations
- International Students
- Strategic Plan
- Corporate Brand Enhancement at the International Level

3.2 International Collaboration and Projects.

A. Entrepreneurship, Resources, Management, Innovation et Technologies (ERMIT) Project

The Entrepreneurship, Resources, Management, Innovation et Technologies (ERMIT) project started in 2015 and ended in 2018. The project was a cooperation and mobility programme in the area of Higher Education, and was implemented by the Education, Audiovisual and Culture Executive Agency (EACEA) of the European Union (EU) in collaboration with nine African Universities including UPSA.

The ERMIT project was designed to offer scholarships with the view of facilitating the movement of Masters Students, PhD students and staff between selected partner universities in Africa as a means of building capacity and encouraging socioeconomic development in each region. These mobility activities were aimed at increasing the competitiveness and attractiveness of the participating Higher Education Institutions towards the ultimate aim of encouraging 'brain gain' rather than 'brain drain' within each region.

Through the ERMIT Project UPSA received over one hundred and seventy thousand euro (EURO 170,000) as tuition and accommodation cost of the beneficiary students. The staff exchange also enhanced divergence of opinion and knowledge from the visiting lecturers and the foreign students which helped our students to analyse issues with a global view. The project also helped in the building of networks for future collaborations between UPSA faculty and the visiting lecturers. Some students from the Africa Sub-Region who benefited from the project pursued their masters' degrees in the University.

B. Collaboration Meetings with Chicago State University.

The following meetings were held with Higher Education Institutions during the reporting period.

A meeting led by Prof. Charles Barnor was held with a team from Chicago State University. This was a follow-up meeting to the Meeting that was held in 2017 with the purpose of exploring opportunities for collaboration between the two institutions.

C. Collaboration between University of Professional Studies, Accra (UPSA) and the African Institute for Mathematical Sciences (AIMS Ghana)

A draft MoU was written for a collaboration between the UPSA and the AIMS to Implement joint programmes in the areas of academic visits, teaching programmes, research activities and publications and participation in seminars and academic meeting. The two institutions are yet to sign the MoU.

D. Collaboration in a Joint Hosting of MBA Entrepreneurship Programme

Documents for a collaboration between UPSA, Ghana and Catholica University, Millan to jointly host an MBA Entrepreneurship Programme was finalised and submitted to the National Council for Tertiary Education (NCTE) and the National Accreditation Board (NAB) for approval and accreditation.

E. Collaboration with Class Media Group

The University signed a Memorandum of Understanding (MoU) with Class Media Group (CMG) to undertake the Class Dialogue Series. This is a monthly leadership series that is expected to be held at the University's auditorium. Two dialogues were held in the reporting period and was aired on Class 91.3FM. This agreement provides a monthly air-time worth 1,500 Cedis on Class 91.3FM for the UPSA at any time the University wants to make use of the air-time.

F. Collaboration between the Department of Communication, University of South African (UNISA) and the Department of Public Relation, Faculty of Information Technology and Communication Studies, UPSA.

The Centre received a collaboration request from the Department of Communication, UNISA following earlier communication between Dr. Adwoa Amankwa from the Department of Public Relations and Prof. B.T. Mbatha of UNISA. In the request, UNISA is seeking collaboration with UPSA in the areas of ICT in Education, Decolonization, Africanization, E- Governance, E-society, Information Society E-learning, and Open Distance Education. Other areas are ICT in Governance, Workshop on writing of publications, Supervision workshop, Supervision Workshops Exchange Programmes and Joint annual conferences. The Centre is yet to reply to the request to initiate further discussions.

G. Ghana Export Promotion Authority Initiative for Select Tertiary Institutions (GEPA).

The Ghana Export Promotion Authority (GEPA) initiated a programme for select Tertiary Institutions for the promotion of foreign students' recruitment to Ghanaian Higher Education Institutions with the aim of making education a major foreign exchange earner in the country. UPSA is one of the Institutions that was selected to be part of the programme and our staff were invited to a number of meetings organised by GEPA to

No	Name	Sex	Country	Programme	Level
1	Geraldine Kamara Biagne	F	Cameroon	MPhil Leadership	Graduated
2	Gautier Bohissou	M	Benin	MBA Marketing	Graduated
3	Jeanne d'arc Kajuru Kamure	F	DR Congo	MBA Marketing	Graduated
4	Jebel Cessay	M	The Gambia	MBA Marketing	Graduated
5	Akinleye Dayo Babatunde	M	Nigeria	MPhil Leadership	Graduated
6	Kpelehoungue Mahoukpego Ambroise	M	Benin	MBA Marketing	Finished his mobility
7	Ritta Wempa Giyoh	F	Cameroon	MBA Accounting and Finance	Finished his mobility
8	Nshimirimama Yvan - Darcy	M	Burundi	MBA Marketing	Graduated
9	Marilyne Agueh	F	Benin	BSc. Business Administration	300
10	Gammeh Bernard-Jones	F	Serbia	BSc Marketing	300
11	Fabrice Kanlindogbe	M	Bermuda	MBA Accounting and Finance	700
12	Ousman Cham	M	Gambia	MBA Accounting and Finance	700
13	Isata Fatorma	F	Serbia	MBA Accounting and Finance	700
14	God'slove Asuquo	F	Nigeria	Dip in Public Relations	100
15	Cassiel Awuno	F	Togo	BSc in Accounting	100
16	Salisu Abdullahi	M	Nigeria	BSc. Accounting	100

17	Gbenoukpo Dansou	M	Benin	BSc. Business Administration	100
18	Andrea Kotcha	F	Ivory Coast	MBA Marketing	600
19	Okaru Echeta	M	Nigeria	MBA Accounting and Finance	600
20	Milly Caroll Boumssong	F	Cameroon	MBA Accounting and Finance	700
21	Dallington Odigie	M	Nigeria	Dip. In Marketing	100
22	Bobby Osim	M	Nigeria	BSc in Accounting	100

3.4 Corporate Brand Enhancement at the International Level

During the period under review, various faculty members and administrators including the Vice-Chancellor, Pro-Vice-Chancellor, Registrar and Director of Finance participated in International conferences, workshop and training programmes.

The Centre processed the ticketing and made travel arrangements for twenty- five (25) staff to attend the above conferences, workshops and training programmes.

3.5 CIEC Strategic Plan for 2018-2023

A strategic plan was written and approved my management to guide the activities of the Centre for the period 2018 to 2023. Major components of the strategic plan are; the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, Strategic Considerations, Financial Considerations and Implementation, Monitoring and Evaluation.

3.6 Challenges

1. The foreign student population in the University is very low and not encouraging.
2. The ERMIT Project came to an end during the year and there is currently no International Student and Staff Exchange project at the University.
3. The number of institutions currently affiliated to UPSA for mentoring is low.

3.7 Recommendations

- a. There is the need to intensify efforts such as participating in educational fairs to advertise UPSA to prospective International Students
- b. Identify more institutions for collaboration and exchanges locally and internationally.
- c. Facilitate efforts at encouraging more tertiary institutions at the national and international level to affiliate with UPSA for mentoring purposes.
- d. Also there is the need to ensure that all affiliations institutions to the university meet their obligations according to the agreement.

3.8 Plans for 2019

- Improve on students and faculty linkages
- Facilitate collaborations, partnerships and mentorships with local educational institutions
- Encourage collaboration with foreign universities and educational related agencies.
- Liaise with designated centres, directorates, departments and faculties in the university to assist in enhancing the university's image
- Facilitate student and faculty exchange and increase the intake of foreign students
Facilitate collaboration activities with local and international students
- Coordinate ticket purchases for all members of the university community traveling on official university business



OTUMFUO CENTRE FOR TRADITIONAL LEADERSHIP

Lepowura M.N.D. Jawula
Consulting Director

I. Introduction

Otumfuo Centre for Traditional Leadership (OCTL) equips traditional leaders and staff of the Traditional Councils, Regional and National House of Chiefs to aid effective leadership and management of their resources towards sustainable development of their communities.

The Centre was established in 2014 to provide the platform for an institutionalized training programme to be made available for traditional leaders that would enhance their capacity to lead and manage their resources effectively and sustainably.

The centre organises diploma and certificate courses annually in leadership skills, land administration, conflict management, negotiation skills, records and documentation, strategic leadership and planning, laws on chieftaincy, theories of traditional leadership, gender, financial management and administration.

The Ministry of Chieftaincy and Religious Affairs partly sponsored the April 2018 programme.

The following report covers the activities of the training workshop held on 16th to 20th April, 2018.

1.1 Opening Ceremony

In his welcome address, the Vice Chancellor, Professor Abednego F.O. Amartey, appealed to the traditional rulers to be effective change agents in the fight against poverty, hunger, disease, illiteracy, injustice, and environmental degradation.

He mentioned that the OCTL, is one of the four Centres of Excellence, which was established to spearhead the development and modernisation of the chieftaincy institution.

The first batch of participants to be trained by OCTL graduated in May, 2015.

The Vice-Chancellor said the Centre since its establishment a couple of years ago; continue to equip traditional leaders and staff of the Traditional Councils, Regional and National House of Chiefs with effective leadership and management skills towards the sustainable development of their communities.

He said this mission was being pursued primarily by convening workshops and conferences for participants.

“From its humble beginning, the Centre now organises diploma and certificate courses annually covering cutting-edge topics such as land administration, conflict management, negotiation skills, records and documentation, strategic leadership and planning, laws on chieftaincy, gender, financial management and administration,” he said.

Lepowura M. N. D. Jawula, the Director, OCTL, said the Centre since its establishment some few years ago had trained over 120 traditional rulers throughout the country, with most of them in good standing.

He said the Ministry of Chieftaincy and Traditional Affairs and the Ministry of Local Government and Rural Development, had both shown interest in the Centre's activities; declaring that both ministries had promised to sponsor the activities of the Centre from time to time.

He urged his fellow chiefs to promote education in their traditional areas, as part of efforts to accelerate the nation's socioeconomic development.

Some participants at the workshop testified of how attending previous editions had enhanced their performance as traditional rulers, especially in conflict management and

dispute resolution.

Togbe Gabusu, the Paramount Chief of Gbi Traditional Area, said the participation in previous workshops had enabled him to resolve the Hohoe-Zongo conflict amicably. He suggested that getting traditional rulers from conflict areas such as Alavanyo and Nkonya in the Volta Region to participate in the OCTL workshop would go a long way to help them resolve the conflict between them amicably.

Mamaga Otubea, the Queen mother of Nkonya Traditional Area, said participating in the programme had empowered her in the resolution of disputes among her subjects.

2.0 OBJECTIVES OF THE TRAINING PROGRAMME

- Equip traditional leaders with leadership skills that would enhance their ability to manage their communities and all the resources under their care.
- Afford traditional leaders the opportunity to network with fellow traditional leaders for collaboration and partnership for community development
- Support the traditional leaders to prepare strategic plans for their community development.
- Equip traditional leaders with marketable skills to prepare marketing plans to showcase their communities for investors and as tourist attractions.
- Support traditional leaders to develop and implement proper records and documentation management systems for effective land administration.
- Equip traditional leaders with conflict management skills to enable them handle all forms of disputes that are likely to arise.
- Provide leaders with negotiable and lobbying skills for effective cost- benefit analysis and sustainability of their community resources.
- Support the implementation of financial management plans to generate revenue for community developmental projects.
- Provide the platform for traditional leaders to share their experiences which can be used as lessons learnt and benchmarks for other traditional areas.
- Provide a facility for the study of the role of chieftaincy as an instrument of social cohesion, development and stability in a turbulent period.

3.0 TRAINING

The course involved three groups: Part I, Part II and Diploma. The courses are presented below.

3.1 Part I

A summary of the courses and their content is presented below.

Strategic Leadership

The freshmen were taken through how to create and deliver value that creates a difference in a way that goes beyond their time and geographical space. They were introduced to the essence of developing a comprehensive action plan that identifies long-term direction for an organization and guides resource utilization to accomplish organizational goals with sustainable competitive advantage. The course shared the importance of focusing all organizational energies at unifying and compelling goal.

The presentation also thought them how to identify and define what they wanted to do and how to do it in a cost effective and sustainable way.

Land Administration

This course treated the concept and definition of land tenure, land administration and management, good governance in land administration and management, and the benefits of good land administration and management. It also included the Evolution of Different types of Land Tenure and Land Administration Systems in Ghana, types of landownership in Ghana, land administration and management in situations in Ghana, Ghana national land policy and the contemporary developments in the land sector-the Ghana land sector.

Gender and Chieftaincy

This course sought to raise awareness of participants' point of view on gender, engender understanding of the gender context and background as well as its terms/ concepts. It also touched on the role of chiefs in promoting Human Rights and Gender Equality.

Chieftaincy in Ghana: Historical and Comparative Perspectives

Participants at this course virtually travelled the historical development of the history of Chieftaincy from pre-colonial to present day. The topics treated included Chiefs before colonial Ghana, Chiefs in Colonial Ghana, Transformation of Chieftaincy institution, Alienation of chiefs, Chiefs at the dawn of independence, Chiefs at Independence, Chiefs

in Immediate post independence Ghana, Chiefs after 1966 and Chiefs in the present day. The presented affirmed that Chieftaincy will continue to exist, the contests over vacant chieftaincy positions cannot be brought to an immediate closure, there will be a tendency towards filling future vacant chieftaincy positions with more educated people and those who are likely to bring about development to the people; that national politicians and traditional political leaders such as chiefs will continue to play meddle in politics despite constitutional provisions against it.

Basic Book-Keeping and Accounts

This accounting course treated the general understanding of the major transactions required for book keeping. It identified and explained the various forms of financial statements, the basic objectives of financial reporting and the relevance of book keeping to traditional leaders.

It was impressed that the relevance of Book-keeping to traditional leadership was to have financial records of the royal family, clans, individual parties, business environment and the general public.

3.2 Part II

The Part II participants were taken through the following courses

Participants were treated nine courses including Network and Lobbying; Change Management; Laws of Chieftaincy (Customary Laws) as Tools of Reforms and National Integration; Financial Management; Chieftaincy and Democracy; Theories of Traditional Leadership; Women in Traditional Leadership; Philosophical Understanding of the Chieftaincy Institution and Sources of Authority and Jurisdiction.

Network and Lobbying

Networking and lobbying considered steps in lobbying, how to organise a lobbying meeting and how to build a lobby strategy.

It was impressed on the chiefs that lobbying plays an important role in educating the general public about issues and concerns affecting our lives. It further explained that politicians can use networking to mobilise a strong grassroots network of constituents to generate votes for a good candidate for which chiefs cannot afford to ignore.

Laws of Chieftaincy (*Customary Laws*) as Tools of Reforms and National Integration

In this session, participants were taken through the various rules of procedure in proceedings before judicial committees of the houses of chiefs and traditional councils; customary arbitration within the laid down principles, differences between the various types of Alternative Dispute Resolution Mechanisms; what the supervisory jurisdiction of a superior courts is about and the definition of the power and authority of a superior court to ensure that lower courts including judicial committees dispense justice in accordance with the law. The rest include ways in which decisions of the Judicial Committees of the Houses of Chiefs and awards in customary arbitration may be enforced, writing judgment and restorative justice i.e. damages for assault (assault or injuries in fighting), damages for conversion (stealing), damages to destruction of property and damages for defamation (slander).

Sources of Authority and Jurisdiction

In this presentation, traditional authorities learnt about sources of authority of chiefs generally and also the sources and extent of the jurisdiction of chiefs in the judicial committees of the traditional councils and the houses of chiefs. They also studied about the nature of the jurisdiction in customary arbitration. The training enabled participants to be able to explain who a chief is, what the powers of the judicial committees of the traditional councils and the Houses of Chiefs are, and how they are properly constituted.

3.3 Diploma

The Diploma programme is a comprehensive package to strengthen the adjudicative, governance and leadership capacity of Chiefs. It is designed to appraise and provide chiefs with skills on the legislative framework for Traditional Authorities, Adjudicatory roles, Organisation and Leadership skills to assist them in management in general.

3.4 WORKSHOP PARTICIPATION

A total of forty-three (43) traditional authorities from 24 Traditional Councils and 2 Regional Houses of Chiefs attended the workshop.

The list of traditional councils represented for the latest workshop of April 2018 is indicated below:

No	Traditional Area	Region	Total
4	Nungua	Greater Accra	4
1	Western Regional House of Chiefs	Western	3
1	Prestea		
1	Sekondi		
2	Central Regional House of Chiefs	Central	11
3	Breman Asikuma		
1	Gomoa Ajumako		
4	Gomoa Akyempim		
1	Ekumfi		
1	Damango	Northern	12
1	Kong		
1	Buipe		
9	Gonja		
1	Anlo	Volta	5
1	Ziavi		
1	Nkonya		
1	Kpando		
1	Gbi		
1	Kpasenkpe	Upper West	4
1	Paga		
2	Ullo		
1	New Juaben	Eastern	2
1	Akuapem		
1	Berekum	Brong Ahafo	1
43			43

4.0 Closing Ceremony

A formal session was organised to award participants with certificates and diplomas. Seventeen (17) participants of Part I were awarded Certificates of Participation, while Nineteen (19) participants of Part II received Certificate in Chieftaincy Management and Administration.

Eleven (11) participants who enrolled in August 2016 and had successfully completed the Parts I, II and III of the training programme were awarded Diploma in Chieftaincy Studies in Leadership and Management.

The Minister for Chieftaincy and Religious Affairs, Hon. Kofi Dzamesi, announced plans by the Government to establish a Royal College for Traditional Affairs at UPSA.

He said the College would enhance the knowledge of traditional rulers of the laws that guide the chieftaincy profession, while giving them the leadership training they need to perform better in their communities.

He assured that the Chieftaincy Ministry would collaborate with UPSA in this enterprise to build stronger chieftaincy institutions.

Nana Kobina Nketsia V, The Paramount Chief of Essikado Traditional Area, who chaired the function, said: “No nation in this world grows except on its traditions. It's traditions that power the development of any nation. Traditions are the values that the society holds dear.”

EVALUATION REPORT

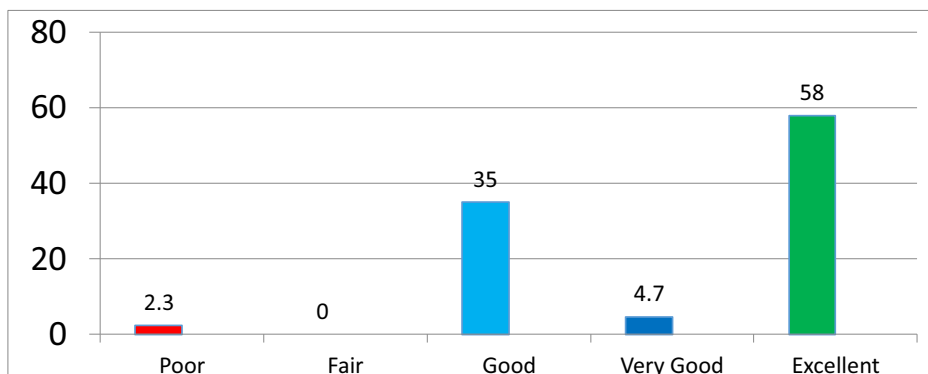
SUMMARY OF EVALUATION

The evaluation summary provides an account of participants' view of various aspects of the Training Workshop. All the forty-three (43) participants responded to the evaluation questionnaire.

Table I Expectation of the Training Programme

	Frequency	Cumulative Frequency	Percentage %
Poor	1	1	2.3
Fair	0	1	0
Good	15	16	35
Very Good	2	18	4.7
Excellent	25	43	58
Total	43		100

Figure 1 Expectation of the Training Programme



Respondents were asked to rate the relevance of the training workshop in terms of it meeting their expectation on a scale ranging from excellent, very good, good, fair and poor response. With the expectation of only 1 participant representing 2.3% said the programme did not meet his/her expectation, none of the participants responded that their expectation was met fairly and 15 participants representing 35% response was good.

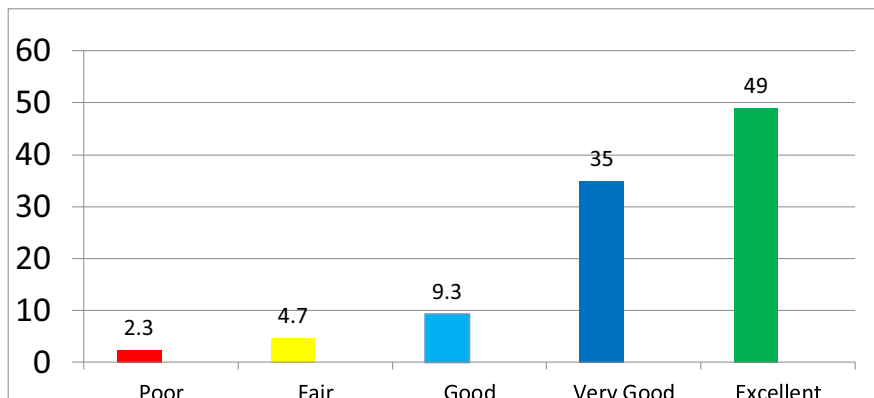
However, the majority of the participants 26 representing 45.61% responded very good and 17 representing 29.82% said the training had met their expectations excellently.

The result is very encouraging as almost 90% of the participants indicated that their expectation of the training had been met.

Table 2 Usefulness of the Training Programme

	Frequency	Cumulative Frequency	Percentage %
Poor	1	1	2.3
Fair	2	3	4.7
Good	4	22	9.3
Very Good	15	18	35
Excellent	21	43	49
Total	43		100

Figure 2 Usefulness of Programme



Respondents were asked to rate the usefulness and applicability of the knowledge gained on a scale ranging from excellent, very good, good, fair and poor response.

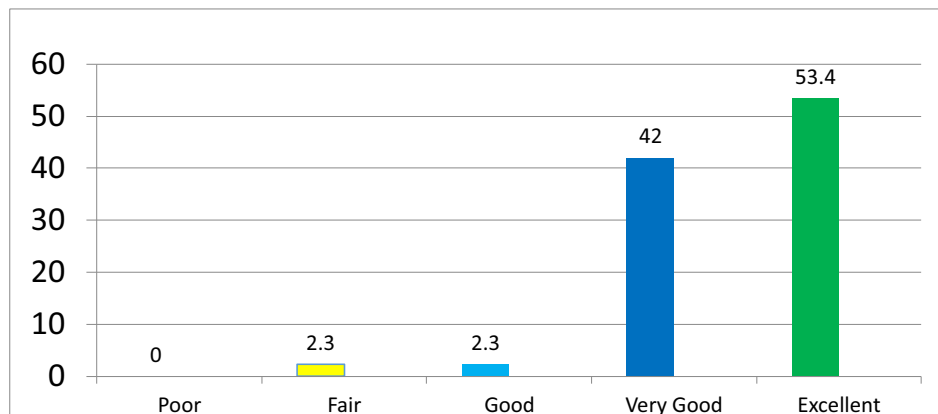
One participant representing 2.3% said the programme was not useful and would not apply to his/her work, 2 participants representing 4.7% responded that the knowledge gained would be useful and applicable to their work fairly. 4 participants representing 9.3% response was good in terms of the usefulness and applicability of knowledge gained to their work.

However 15 of the participants representing 35% responded very good and majority of the participants 21 representing 49% felt that the knowledge gained was useful and its applicability to their work was excellent.

Table 3 Overall Impact of the Training Programme

	Frequency	Cumulative Frequency	Percentage %
Poor	0	0	0
Fair	1	1	2.3
Good	1	2	2.3
Very Good	18	20	42
Excellent	23	43	53.4
Total	43		100

Figure 3 Overall Impact of the Training Programme



With regards to the overall impact of the training workshop, majority of the participants 23 participants representing 53.4% said the impact was excellent, 18 representing 42% said that it was very good. While 1 participant representing 2.3% response was good, 1 participant representing 2.3% responded fairly and none of the participants responded that the overall impact was poor.

In summary the training was very successful.

SUGGESTIONS/RECOMMENDATIONS FROM PARTICIPANTS

Participants were asked to indicate how the workshop could have been made more effective. Some of the recommendations were as follows:

- The Training should be publicized so that chiefs who have not heard about the training could attend and learn to develop their communities.
- The organization of the workshop was very good
- The traditional councils should be tasked to convince their members to attend the workshop
- The training workshop should be extended to one month
- The workshop should be advertised in the newspapers
- Effective publicity country-wide so as to enhance more patronage because of the importance of the workshop
- The workshop is very effective and useful

Participants also made suggestions on topics/courses that they would like the Centre to cover in the future:

- Land laws
- Entrepreneurship
- Management
- Small scale Business
- Ethics of Chieftaincy

CHALLENGES

The fees charged are to supplement the programme and this remains a challenge. Even though we continue to get support from the Inter-Ministerial Coordinating Committee on Decentralisation, Local Government, the fees are not adequate to support payment of lecturer allowances. We need to work to get more support in tandem with University Management.

COMMENDATIONS

It is recommended that University Management get connections with external institutions in Africa, Europe and America so that we can have exchange programmes that would expand the scope of the programme.

FOCUS FOR 2019

We plan to involve the academic faculty from within and outside of the University, to deliver lectures and symposia at least on a quarterly basis, to boost the image of the Centre and to introduce intellectual exchanges in the activities of the Centre.

APPENDICES

Appendix A – List of Diploma Participants

No.	Name	Traditional Area
1	Borowasiwura Seidu A. Fatawu	Gonja Traditional Area
2	Nana Bondzie Essuman I	Gomoa Ajumako Traditional Area
3	Abutu Kaporì	Gonja Traditional Area
4	Kansawurche Azara. V. Bukari (Hajia)	Gonja Traditional Area
5	Nii Borlabi Kukubi Okanshan VI	Nungua Traditional Area

6	Nana Odum Kweku Essilfie III	Breman Asikuma Traditional Area
7	Nana Kwaw Fosu III	Breman Asikuma Traditional Area
8	Nana Otubea II	Nkonya Traditional Area
9	Ogyedom Ama Tsetsewa I	Gomoa Akyempim Traditional Area
10	Queen Boresah Fantevie	Bole Traditional Area
11	Mary Quaicoe	Western Regional House Of Chiefs

Appendix B – List of Participants for Part II - Chieftaincy Management and Administration

No	Name	Traditional Area
1	Togbe Kwaku Ayim IV	Ziavi Traditional Area
2	Dasebre Dr. Amankona Diawuo II	Berekum Traditional Area
3	Togbeg a Gabusu VI	Gbi Traditional Area
4	Togbe Nakakpo Dugbaza VII	Te fle Traditional Area
5	Mama Komla-Teng II	Kpando Aloyi Traditional Area
6	Nana Esi Nisin VII	Ekumfi Traditional Area
7	Mr. Elijah Kwesi Asare	Central Regional House Of Chiefs
8	Mr. Kosky Oduro Debrah	Central Regional House Of Chiefs
9	Nana Gyimah V	Breman Asikuma Traditional Area
10	Nana Bobie Fokuo III	New Juaben Traditional Area
11	Naa Alhaji Baburonone Amadu Hassan	Ullo Traditional Area
12	Naa Bortelely Atseafo II	Nungua Traditional Area
13	Nii Borteyfio Bortekwei Afadi-Nsro I	Nungua Traditional Area
14	Nii Bortey Kofi Frankwa II	Oyibi (Nungua Traditional Area)
15	Pe Parekuri Thomas A. Aluah	Paga Traditional Area

Appendix C – List of Participants for Part I

No	Name	Traditional Area
1	Togbe Tay Agbozo IV	Anlo Traditional Area
2	Nana Ntebua Prah IV	Prestea Traditional Area
3	Osabarima Bondam Adu-Antsenyi II	Gomoa Akyempim Traditional Area
4	Nana Kweikua Akonoa II	Gomoa Akyempim Traditional Area
5	Nana Kwamena Ansah Eyison	Gomoa Hwida Traditional Area
6	Nana Yadae Kojo I	Mpintsin Traditional Area
7	Iddrisu Adam Afuli	Gonja Tradition Area
8	Nana Agyei Obrempong I	Akuapem Traditional Area
9	Kongwura Jinkurige I	Kong Traditional Area
10	Yakubu Tahiru	Damango Traditional Area
11	Bridgewurche Barichisu Mankir	Buipe Traditional Area
12	Jawula Tahiru Hardi	Kpembe Traditional Area
13	Jawula Musah	Kpembe Traditional Area
14	Francis Z. Bilbo	Ullo Traditional Area
15	Gbong-Dana Daniel Manmariyam Munyala	Kpasem-kpe Traditional Area
16	Tahiru Misbawu Jawula	Kpembe Traditional Area
17	Dari Bismark	Kpembe Traditional Area

Appendix D- Resource Persons & Course Allocation

Part I

No.	Course	Resource Person
1	Strategic Leadership	Prof. Goski Alabi
2	Land Administration	Mr. Kwesi Duatey
3	Conflict Management	Lepowura M.N.D Jawula
4	Chiefs as Partners of Development	Nana Kobina Nketsia
5	Chieftaincy and Social Cohesion and Solidarity	Naa Prof. Nabila
6	Gender and Chieftaincy	Dr. Mavis Dako-Gyeke
7	Chieftaincy in Ghana: Historical and Comparative Perspectives	Dr. Alhassan Sulemana Anamzoya

8	Records and Documentation	Dr. Adams Musah
9	Basic Book-Keeping and Accounts	Dr. Kwaku Mensah Mawutor
10	The Administration of the Chieftaincy Institution in the Modern Ghanaian State	Mr. Denkyira

Part II

No.	Course	Resource Person
1	Networking and Lobbying	Doliwura Malik Zakariah
2	Change Management	Prof. Goski Alabi
3	The Laws of Chieftaincy (<i>Customary Laws</i>) as Tools of Reforms and National Integration	Justice S. A Brobbey
4	Financial Management	Dr. Kwaku Mensah Mawutor
5	Chieftaincy and Democracy	Lepowura M.N.D Jawula
6	Theories of Traditional Leadership	Dr. Alhassan Sulemana Anamzoya
7	Women in Traditional Leadership	Dr. Mavis Dako-Gyeke
8	A Philosophical Understanding of the Chieftaincy Institution	Prof. Kobina Nketia
9	Sources of Authority and Jurisdiction	Dr. Kwesi Appiah
10	Sources of Authority and Jurisdiction	Dr. Kwesi Appiah

Part III

No.	Course	Resource Person
1	Leadership In The Ghanaian Context, Traits and Leadership <ul style="list-style-type: none"> • Communication 	Dr. Kwesi Appiah
2	Strategic Leadership <ul style="list-style-type: none"> • Introduction to Strategic Planning • Vision Formulation 	Dr. Kwesi Appiah
3	Judicial Ethics	Dr. Kwesi Appiah

4	<p>Introduction to Mission Statement and Formulation</p> <ul style="list-style-type: none"> • Introduction to Values and Formulation of Individual Values • Stakeholder Analysis 	Prof. Goski Alabi
5	Introduction to Environmental Scanning	Prof. Goski Alabi
6	Introduction and Development of Implementation Plans and Evaluation, and Monitoring in the Strategic Planning Process	Prof. Goski Alabi
7	The Legal Dispute Settlement by Customary Arbitration and Alternative Dispute Resolution	Justice S. A Brobbey
8	Issues of Judicial Reviews and Appeals	Justice S. A Brobbey
9	Conflict Resolution and Peace Building	Lepowura M.N.D Jawula
10	Governance	Prof. Albert Puni



HUMAN RESOURCE DIRECTORATE

Mr. Mark Otibo

Director

1.0 INTRODUCTION

The Human Resource Directorate is responsible for staff welfare as well as the development of the capacity of staff and faculty to deliver on their mandate. The current focus is to ensure that robust human resource programmes and systems are developed to support the development of institutional culture.

2.0 STAFFING SITUATION

During the period under review, the staffing position of the Human Resource Directorate was as follows:

- | | | |
|-------------------------|---|--------------------------------|
| • Mark Otibo | - | Director |
| • Mrs. Celestine Nudanu | - | Deputy Director |
| • Abdul-Samad Siddique | - | Senior Assistant Registrar |
| • Ivy Dede Sabah | - | Assistant Registrar |
| • Mrs. Saphira Ahmed | - | Chief Administrative Assistant |

3.0 STAFF STRENGTH

The staff strength of the University as at December 2018 was five hundred and seventy

one (571) with the breakdown as follows:

Table 1: Staff Strength of the UPSA

Gender	Senior Members		Senior Staff	Junior Staff	Total
	Teaching	Non-Teaching			
Male	194	79	48	59	380
Female	78	48	45	20	191
Total	272	127	93	79	571

4.0 CLEARANCE FOR 2018

In the year under review, the University got clearance to recruit 73 staff at the beginning of the year. The 2018 clearance allocations were as follows:

Table 2: 2018 Clearance Allocation

No	Entity	Allocation
1	Faculty of Accounting and Finance	11
2	Faculty of Law	9
3	Faculty of Management Studies	9
4	Faculty of IT and Communication Studies	12
5	Senior Members (Registry)	15
6	Senior Staff	5
7	Staff who were moved from IGF to Controller	12
	Total	73

5.0 STAFF DEVELOPMENT

During the period under review, the Human Resource Directorate organized a two-day training programme for Senior Members and Senior/Junior staff respectively. The programme was held at the Graduate school, UPSA from 3rd to 4th 2018.

The programme focused on upgrading the knowledge and skills of members of staff who deal directly with students, parents, alumni and other stakeholders to improve the brand, corporate image of the University. Fifty two Senior Members and Thirty Seven Senior/Junior staff participated in the programme.

Staff of the Transport Unit also went through a one day training programme in Occupational Health and Safety and Emotional Intelligence during the year under review.

6.0 ORIENTATION PROGRAMME

The HR Directorate in collaboration with the Public Affairs Directorate, organised orientation programmes for all newly recruited staff during the year under review.

The programme was used to introduce the newly recruited staff to the university's vision, mission, culture and ethics. The staff were also taken through the senior members conditions of service, research and publication guidelines.

7.0 APPOINTMENTS

7.1 Academic Appointments

During the year under review, the following appointments were made to various academic positions in the University:

- Prof. Nathan Austin - Dean, Doctoral Programmes
- Dr. John Bosco Damnyag - Vice-Dean, Faculty of IT and Comm. Stud.
- Dr. Kweku Rockson - Ag. Dean, CIEC
- Dr. Koryoe Anim-Wright - Ag. Vice Dean, CIEC

The following were appointed as Coordinators:

- Dr. Augustine Awuah-Pepurah - Research & Conferences
- Mohammed Sadat - Language Centre
- Ernest Abraham - Departmental Research Officer

7.2 Administrative Appointments

The following administrative appointments were also made in the period under review:

- Dr. Albert Martins - Ag. Director, Business Development Center
- Dr. Mary Essiaw - Director, Institute of Works, Employment and Society

7.3 Registry Appointments

The following appointments were made by the university as indicated below:

Table 3: Registry Appointments

No	Name	Former Position	Current Position
1.	Dr. Bernard Tei Dornoo	Ag. Director, Medical Services	Director, Medical Services
2	Mr. Geoffrey Gle	Deputy Director, Public Affairs	Ag. Director, Public Affairs
3	Mr. Nicholas Nelson Adjei	Ag. Deputy Director, Finance	Deputy Director of Finance
4	Mr. Fortunate Kwabena Fio	Senior Assistant Registrar	Ag. Director, Legal Services
5	Mrs. Celestine Nudanu	Senior Assistant Registrar	Deputy Director, HR
6	Mr. Stephen Acheampong	Senior Assistant Registrar	Deputy Director, Administration
7	Mrs. Lorraine Gyan	Senior Assistant Registrar	Deputy Director, Administration
8	Mr. Robert Gyeke-Darko	Senior Assistant Registrar	Deputy Director, BDC

8.0 PROMOTIONS

8.1 Senior Members – Faculty

For the period under review, the following Senior Members were promoted at the various faculties:

Name	Position
• Dr. Mrs. Helen K. Arkorful	- Senior Lecturer
• Mr. Redeemer Yao Krah	- Senior Lecturer
• Dr. Ernest Abraham	- Senior Lecturer
• Dr. Alexander Preko	- Senior Lecturer
• Mr. Lazarus Lanquaye Lamptey	- Lecturer
• Mr. Emmanuel Mensah	- Lecturer

8.2 Senior Members – Administration

For the period under review, the following Senior Members of the Central Administration were promoted:

Name	Previous Position	Current Position
• Albert Amponsem	Accountant	Senior Accountant
• Wilson Ndebilla	Accountant	Senior Accountant
• Siddique Abdul-Samad	Assistant Registrar	Senior Assistant Registrar
• Samuel G. Seshie	Assistant Accountant	Assistant Registrar
• Samuel Larbi	Assistant Accountant	Assistant Registrar
• Aaron Clifford Adu	Assistant Engineer	Assistant Registrar
• Daniel Diyouh	Jnr. Assistant Registrar	Procurement Officer

8.3 Senior Staff Promoted to Senior Member Positions

During the period under review, the following senior staff members were promoted to various Senior Member positions.

Name	Previous Position	Current Position
• Sebastian Ofoe	Chief Admin Assistant	Junior Assistant Registrar
• Mrs. Florence Bediako	Chief Admin Assistant	Junior Assistant Registrar
• Mrs. Freda Larweh	Chief Admin Assistant	Junior Assistant Registrar

Name	Previous Position	Current Position
• Rachel Amerley Addo	Chief Admin Assistant	Junior Assistant Registrar
• Mrs. Rita Prempeh	Chief Admin Assistant	Junior Assistant Registrar
• Ms. Veronica Charwey	Chief Admin Assistant	Junior Assistant Registrar
• Mr. Hardi Adam Imoro	Senior Admin Assistant	Junior Assistant Registrar

8.4 Unionised Staff Promotions

Twenty six (26) Senior staff and Fifty one (51) junior staff were also promoted to various positions during the year under review.

9.0 TRANSFERS

In the year under review, the following staff members were transferred to new departments as follows:

Name	From	To
Mrs. Celestine Nudanu	Admin. Systems Unit	HR Directorate
Robert GyekeDarko	Student Services	BDC
Ms. Janelle Austin Asiedu	Media and Website	VC's Secretariat
Ms. Veronca Charwey	VC's Secretariat	Registry
Ms. Rachel Addo	IPS	Students' Services
Mr. MacDonald Adabere	Office of Dean of Students	Students' Services

10.0 SECONDMENT

During the year under review, Mr. Hardi Adam Imoro was seconded from the UPSA Guest House to the Office of the Executive Secretary of Vice-Chancellors, Ghana. Mr. Ernest Nkrumah Addo was also seconded from the Faculty of IT and Communication Studies to the office of the former President, H.E. John Dramani Mahama.

11.0 SEPARATED STAFF

11.1 Dismissal

The following Senior Members were dismissed from the service of the University, effective 24th April, 2018: The above decision was in pursuant to their appearance before the Investigation and Disciplinary Committees of the University on issues relating to their inappropriate and amorous relationship with female students of the University.

- Mr. Matthew Kuunyigr (Assistant Lecturer)
- Mr. Emmanuel Asamani Fianko (Lecturer)
- Mr. Babonyire Adafula (Lecturer)

The following staff members also had their appointments terminated due to their failure to adhere to the terms of engagement:

- Dr. Philip Adom (Lecturer)
- Dr. Justice Rahman Salifu (Lecturer)

11.2 Resignation

The following members of staff resigned from the services of the University during the year under review:

Name	Faculty	Effective Date
• Mr. Vitus Gbang	Law	June 12, 2018
• Mr. Mba Yeliseem	Law	June 12, 2018
• Ms. Adwoa Sarpong Osei	Law	September 18, 2018
• Mr. Adarkwa Akuamoah Appau	ISTD	September 16, 2018
• Dr. Collins Badu Agyemang	Mgt Studies	November 18, 2018
• Mrs. Sarah Anku	Law	December 3, 2018

11.3 Retirement

The following members of staff proceeded on mandatory retirement during the year 2018.

Prof. Joshua Alabi	-	Former Vice-Chancellor
Mr. Benjamin Osafo	-	Director, Business Development Centre
Mrs. Vivian Nettey	-	Assistant Registrar
Mr. Kingsley Asare Danquah	-	Chief Admin Assistant
Mrs. Elizabeth Owusu	-	Principal Nursing Officer
Mr. Christian Tsyokplo	-	Chief Driver
Michael Mensah	-	Gardener

12.0 COMPLETION OF PHD PROGRAMMES

A total of fifteen (15) Senior Members completed their PhD programmes. Six (6) of them were from the Faculty of Accounting and Finance, Six (6) from Faculty of Management Studies, two (2) from Faculty of Information Technology and Communication Studies and one (1) from the Documentation and Information Management Centre. The list is as follows:

- | | |
|------------------------------|---|
| • Dr. Samuel Pimpong | Faculty of Account and Finance |
| • Dr. Abdalla Mumuni | Faculty of Accounting and Finance |
| • Dr. Kofi Osei | Faculty of Accounting and Finance |
| • Dr. David Mensah | Faculty of Accounting and Finance |
| • Dr. Mrs. Philomena Dadzie | Faculty of Accounting and Finance |
| • Dr. Richard Kofi Akoto | Faculty of Accounting and Finance |
| • Dr. Augustine Awuah Peprah | Faculty of Management Studies |
| • Dr. Collins Agyemang Badu | Faculty of Management Studies |
| • Dr. Anthony Kumassey | Faculty of Management Studies |
| • Dr. Michael Mickson | Faculty of Management Studies |
| • Dr. Frederick Doe | Faculty of Management Studies |
| • Dr. Majeed Iddrisu | Faculty of Management Studies |
| • Dr. Theodora Agyin Tettey | Faculty of IT and Communication Studies |
| • Dr. Ben Ocra | Faculty of IT and Communication Studies |
| • Dr. Edwin Ayernor | DIMC |

13.0 SABBATICAL LEAVE

During the year under review, Management approved a two-year sabbatical leave with the Laweh Open University College, Accra, Ghana, for Prof. Goski Alabi, effective July 1, 2018.

14.0 CONSULTING DIRECTORS

Management was unable to renew the contracts of the following Consulting Directors due to a directive from the National Council for Tertiary Education (NCTE).

- Alhaji M.N.D. Jawula
- Dr. Batchison Ofei
- Dr. Kweku Rockson

15.0 SCHOLARSHIP FOR WARDS OF STAFF

Wards and dependants of fifteen (15) members of staff benefitted from scholarships awarded to them during the year 2018 as compared to 6 in 2017. The University will thus spend a total amount of GHc46, 930.00 as fees for the 2018 /2019 academic year for wards and dependents of staff as compared to 2017/2018 figure of GHc14, 875.00.

16.0 STUDY LEAVE

16.1 Study Leave with Pay

During the year under review, Management granted ten (10) members of staff study leave with pay for various programmes as outlined below:

Table 4: Study Leave with Pay granted Staff Members

No	Name	Programme
1	Akwasi Sarfo Kantanka	PhD in Marketing
2	Ebenezer Arthur Duncan	PhD in Marketing
3	Benedicta Quao	PhD in Marketing
4	Benjamin Barosun Angenu	PhD in Marketing
5	Michael Avenorgbo	PhD in Leadership
6	Sapphira Ahmed	BA Administration
7	Matilda Abazinge	MBA (MIS)
8	Ernest Peters	MSc Facilities Management
9	Wilson Amfo Asamoah	MSc Engineering
10	Albert Nii Noi Nuertey	MA, Architecture

16.2 Study Leave with Pay (Fees to be paid by the institution admitted to)

The following were granted study leave with pay but the fees would be paid by the various universities they had been admitted to:

Roland Ata-Kesson: Doctor of Juridical Science (SJD) Degree at the Indiana University, Robert H. McKinney School of Law in Indianapolis, USA for 3 years

Lina Emefa Modzifa: PhD in Educational Technology at the University of Strathclyde, Scotland, for 3 years.

Deborah Tiniwa Mensah: PhD Programme in Management at the Ca' Foscari University Venice, Italy for 4 years.

17.0 CHALLENGES

During the year under review, the HR Directorate was faced with the following challenges:

- Having a reliable HR software
- Monitoring of staff attendance.
- Failure on the part of Deans to inform the HR Directorate on staff/ lecturers who fail to report after school reopens/leave etc.
- Delay in the submission of staff appraisal forms despite constant reminders.

18.0 2019 ACTION PLAN

The HR Directorate hopes to achieve the following action plan in 2019:

- Work in close collaboration with ISTD to come out with more reliable HR Software by the end of the First Quarter of 2019.
- Implement the installation of biometric attendance clocking system to monitor staff attendance by the end of First Quarter of 2019.
- All Deans of the various Faculties should furnish the HR Directorate with names of faculty members who fail to report a week after school had reopened.
- Needs assessment will be conducted during the First Quarter to identify staff training needs
- Enforce the submission of staff appraisal forms by 30th October, 2019.



DISTANCE LEARNING SCHOOL

Prof. Albert Puni

Dean

1.0 INTRODUCTION

The emergence of Distance Learning is changing the dynamics of teaching and learning at higher education level globally. The demand for tertiary education, nationally and worldwide, in the last few decades has outstretched the limited resources of educational institutions. In short, access has become critical and is available to a few. The solution is to utilize innovative approaches including Distance Learning (DL). The Ghana Government policy on tertiary education and education technology innovations worldwide provides the policy framework for Ghanaian universities to increase access to tertiary education. In response, UPSA has taken up the challenge to increase access to tertiary education and training through the Distance Learning School (DLS).

This report covers the activities of the Distance Learning School (DLS) from January to December, 2018. The report highlights the preparatory steps and activities undertaken to set up the Distance Learning School and obtain accreditation to offer four distance learning programmes in the University.

1.1 Mission

To provide affordable, convenient and quality higher education opportunities to candidates who are motivated to be self-directed learners but are constrained with time, space, distance or adequate material resources to access the conventional face-to-face method.

1.2 Vision

To become a world-class centre for open distance learning, expanding access to higher education in Ghana, the sub-region and beyond.

2.0 DISTANCE LEARNING SCHOOL SET UP

The Management of the University through the approval of the University Council set up the Distance Learning School to make distance learning a part of the University operation, to broaden access to higher education in Ghana and beyond. Consequently, the following persons were tasked as a team to provide the technical expertise to ensure the Distance Learning School is able to run the first line of distance learning programmes from the 2018/2019 academic year;

1. Prof. Albert Puni – Dean, Distance Learning School
2. Dr. Edwin T. Ayernor – Director, DIMC
3. Dr. Mrs. Hannah A. Tanye- Coordinator, Distance Learning School
4. Mr. John B. Chang-Naah – School Officer/ Administrator, Distance Learning School

Other staff who were supported the process included:

5. Dr. Kweku Rockson– HOD, Public Relations
6. Mr. James Fosu Afelike - School Officer, Weekend School
7. Mr. Augustine A. Asiedu – Assistant Registrar, Quality Assurance Directorate

In the interim, Mr. Stephen Onwona Adjapong, Lecturer, has been assigned to assist the team in curriculum development and other Distance Learning School operations.

3.0 DISTANCE LEARNING SCHOOL SECRETARIAT

The offices (42, 44, 48) on the first floor of the W. B. Dapaah Wing of the Central Administration have been designated as the secretariat for the Distance Learning School.

3.1 Audio-visual Resources

The secretariat is resourced with the following equipment:

- Digital audio recorders
- Digital cameras
- Video cameras (camcorders)

- Apple network storage server
- Overhead Projectors

These equipment would be used for creating multimedia learning materials.

3.2 Acquisition

During the period under review, two pull-up banners and two one-way vision for windows were acquired to brand and advertise the Distance Learning School in the University.

4.0 ACTIVITIES DURING THE YEAR

4.1 Policies and Guidelines

To ensure that adequate plans and strategies were in place to direct and guide the DLS and its operations, the following policies and guidelines have been drafted:

Table I Policies and Guidelines

Policy/Guidelines	Summary	Objective
Distance Learning Policy	Provides the UPSA distance learning concepts and rational, DLS mandate and functions, requirements for technology, facilitation, study manual, programmes, admission, funding and budgeting.	To provide the framework regarding the mandate functions of DLS and the implementation of distance learning in UPSA.
Authorship and Copyright Policy	Commission of study manual authors, plagiarism, rights and responsibilities of DLS and authors.	To ensure that the ownership and copyright of study manuals are well adhered to
Study Manual Development Guidelines	Provide the detailed and procedural guidelines for the development of student manual	To ensure the study manual addresses the content requirements for distance learners.

Quality Procedure for Study Manuals	Provide the quality requirements for study manual	To achieve the quality requirements for distance students study manual
Curriculum Review	Provide information on the suitability of study manual to meet distance learning curriculum standards	To ensure the curriculum and subject area quality requirements are met
Subject Expert Review	Provide the information on the suitability of study manual to meet the content requirements for distance students in specific subject areas	
Language Editing Guidelines	Provide the guidelines for grammar, references, text formats, and presentation of manuscripts	To ensure the editorial standards and requirement of study manuals are met
Distance Students Handbook	Provide general information and requirements for DLS and DL programmes, and general students regulations and conduct.	To ensure students are adequately informed and conduct themselves in acceptable behaviours according to the University's regulations.
UPSA-Virtual Facilitator Manual	Provide information on how to access and navigate through	To ensure the standards for online teaching and

4.2 Accreditation

The new wave of distance learning accreditation from the National Accreditation Board (NAB) seeks to focus on e-learning. As a result, very rigorous processes were followed to obtain various categories of accreditation;

- Accredited Distance Learning Institution
- Accredited Distance Learning Programmes
- Accredited Distance Learning Study Centre

Various application forms with the necessary evidence were submitted to the NAB for

consideration. As a result, the Finance Directorate has processed payments for NAB regarding these applications.

Subsequent to the payments, the NAB's assessment panel visited UPSA on 4th October, 2018 to assess the School's preparedness to roll out the distance learning programme. At the meeting, the distance learning policy was reviewed. The team also inspected the School's secretariat.

Upon receipt of the queries to the documents submitted for accreditation, the Pro-Vice-Chancellor called meetings to ensure all the queries were sufficiently responded to. However, there were few critical issues, two of which needed to be addressed with the evidence included in the submission of the final response to the NAB. These issues were:

- Appointment of an instructional or educational technologist to handle operations of distance learning student support issues
- Training of facilitators by a distance education and instructional design expert on distance teaching and learning
- Setting up of a professional multimedia studio which may be completed at a later stage of the distance learning process

4.3 Instructional Technology And Information Systems

To meet the accreditation requirements and also to ensure successful blended learning deployment, the following instructional and information technology implementation activities were undertaken during the period under review:

- Acquisition of an enterprise cloud server to host learning management systems (LMS) and applications
- Configuration and installation of LMS and various Apps
- Branding of E-Learning Platform as UPSAVirtual
- Creation and mounting of e-course
- Development of user manuals

4.4 Capacity Development

During the period under review four training programmes were organised for faculty on study manual development. These training programmes were organised in January, March, and August. The training programmes covered the following areas

Tutorial letter development

- Guidelines on manual development
- Guidelines on editing study materials
- Copyright issues

- Plagiarism
- Infographics

About twenty- five (25) course manuals were earmarked to be developed. Currently, all the study manuals to be administered for the first two trimesters have been completed. The rest were at various stages of completion and their details are shown in the table below:

Course Manual	Authors
1. Organizational Behaviour and Management	Professor Albert Puni Mr. Michael Mickson
2. Statistics for Decision Making	Dr. Joseph K. Tuffour Mr. Alhassan Bunyaminu Mr. Timothy Avodeh
3. Corporate Finance	Mrs. Gladys A. A. Nabieu Dr. James Doku Mr. Abubakar Musah Mr. Ricard Akoto
4. Strategic Management	Professor Charles Barnor Dr. Danaa Nantongmah Mr. Kwame Ofosu Boateng Mrs. Deborah Edu- Twumwah
5. Marketing Management	Professor Abednego F. O. Amartey Dr. Andrews Akolaa Mr. Wintson Asiedu.Nkumsah Mr. Andrews Ayiku Mr. Robert Amponsah Mr. Yussif Mohammed Hardi Mr. Ibn Kailah Abdul- Hamid
6. Management Communication	Dr. Kweku Rockson Mrs. Vincentia Abui.Akrobotu Mrs. Shirley Banini Mrs. Ivy Jones Mensah Mrs. Gifty Anani
7. Management Information Systems	Dr. John Bosco K. Damnyag Mr. James Ami- Narh Dr. Isaac Asampana Mr. Albert A. Akanferi

8. Management Accounting	Dr. John K. Mawutor Mr. Richard Amankwah-Fosu Mr. Emmanuel Kofi Penny
9. Accounting for Managers	Mr. George Quartey Mr. Emmanuel Gyamera Mr. Emmanuel Mensah Mr. Pau Muda
10. Accounting and Financial Systems	Dr. Mrs. Helen Ahulu Mr. Issah Mohammed Dr. John MacCarthy
11. Principles and Internal Audit	Dr. Stephen T. Akrobor Mr. Saeed Salahudeen Mr. Prince Kwaku Sunu
12. Information Systems and	Dr. Stephen T. Akrobor Dr. Abdul- Malik Seidu Zakaria
13. Economics for Managers	Dr. Raymond Dziwornu Dr. Joseph K. Tuffour Mr. Ebo Botchwey Mrs. Victoria N. Sam
14. Financial Markets	Dr. Edward Attah-Botchwey Mr. Andrews Doe Agblobi Mr. Godwin Musah Mr. Kofi Osei- Adu Mrs. Deborah Adu- Twumwah
15. Enterprise Risk Management	Dr. Sampson Amofo Mr. Albert Ayi Ashiagbor Mr. Lawrence Asare Boadi Mrs. Christine Avotri

During the year under review Dr Edwin T. Ayernor also received a certificate in “Instructional Design and Technology: Learning Theories” from the University System Maryland to complete the human resources skillset of the Distance Learning School.

4.4.1 Workshop On UPSA Virtual And E- Learning

Workshops were organised to introduce faculty to the UPSA-Virtual in September 2018. The training workshop covered a wide spectrum of areas including the following:

- Structure of course material
- Open courseware
- Examples of open courseware

- Effective search strategies
- Courseware activities and resources
- Course format/settings
- Assessment tools

The details of the training programme covered the following areas:

1. Learning theories and instructional design

- Behaviourism
- Constructivism
- Cognitivism
- Connectivism
- Andragogy

2. Procedures for courseware development

- Material preparation
- Sources of materials
- Copyrights issues

3. Functions and features of UPSA-Virtual

- Navigation
- Courseware templates
- Courseware activities and resource

4. Infographics

- Basic techniques infographics
- Icons and images for infographics
- Samples of Infographics presentation

5. Participants Assignments

- Preparation of course welcome message
- Preparation of tutorial letters
- Setting up courseware outline
- Creation of class forum

4.5 Distance Learning Study Study Centres

A team led by the Dean of the Distance Learning School visited Kumasi to survey possible places to be used as the Study Centre. The likely places in order of preference were as follows:

- Ghana Institute of Languages Campus
- Christian Service University College Campus
- TUC halls

Currently, the Ghana Institute of Languages Campus has confirmed in writing that they will offer three classrooms to be used as a study centre on a monthly rental basis at the cost of **Gh¢600**.

5.0 DISTANCE LEARNING SCHOOL PROGRAMMES

The application for accreditation considered four MBA Programmes namely;

- MBA Accounting and Finance
- MBA Auditing
- MBA Corporate Governance
- MBA Marketing

5.1 Programme Structure And Resources

The programme will be on trimester basis. The face-to-face session will occur in every three weeks. Students on the programme will be guided and supported by the following;

- A **Tutorial Letter** – Stating all the important information and guidelines to students for each course per trimester
- **Study Manuals** – Provides the primary content for each course. To be issued at the beginning of each trimester
- **Supplementary eBooks** – Contains recommended and additional reading materials accessible through the e-library platform or UPSA-Virtual
- **Online Sessions** – Asynchronous e-learning activities involving forums, interactive sessions, assignments, learner supports, multimedia resources.

6.0 WAY FOWARD

Going forward, the Distance Learning School would:

- Complete a Strategic Plan for distance learning operations, programmes, objectives and target for the period 2019 to 2024 by March 2019
- Launch the Distance Learning and Strategic Plan by April 2019

- Set up a functioning multimedia studio and begin the creation of multimedia contents by September 2019
- Complete outstanding accreditation issues and advertise the distance learning programmes by the end first quarter
- Train facilitators by distance education and instructional design expert by the end January 2019
- Complete development of outstanding study manuals by November 2019

7.0 RECOMMENDATION

- Name the Distance Learning School as **School of Distance and Virtual Learning (SDVL) or School of Distance and Virtual Education (SDVE)**.
- Employ an instructional or educational technologist to handle operational and student support issues of the SDVL which is critical requirements by NAB.
- Set up a studio to support the creation of multi-media content to enhance the virtual learning component of the school.

8.0 ACKNOWLEDGEMENT AND CONCLUSION

The Dean and the Distance Learning School team acknowledge the firm contributions of the following officers for bringing the University's distance learning programme this far:

1. Prof. Abednego Okoe Feehi Amartey
2. Prof. Charles Barnor
3. Dr. Kweku Rockson and his Editorial Team
4. Dr. Emmanuel Selasie Asamoah
5. Mr. Richard Dua-Ansah

The Distance Learning School wishes to thank Management, Deans, HoDs and faculty for their continuous support and hard work. The School hopes to continue with the processes that would finally pave way for accreditation by the NAB.



**INDUSTRIAL
RELATIONS
DIRECTORATE**

Mr. John S. K. Agbenyo
Director

1.0 INTRODUCTION

In the year under review the Industrial Relations Unit performed under the Public Affairs Directorate. It was decoupled from the Public Affairs Directorate, and made a separate directorate, at the end of October 2018.

The Directorate performed the activities enumerated below:

In partial fulfillment of the award of Diploma and Degree Certificates by the University, each student is required to undertake at least eight weeks industrial attachment. The students are expected to present a detailed report on the internship exercise, using specific guidelines provided by the University. The Industrial Relations Directorate was therefore established with the mandated to advocate for stronger relations with industries, organizations, professional bodies, etc. to facilitate the internship process. This agenda was vigorously pursued by the directorate during the year under review.

2.0 STAFF OF THE DIRECTORATE

	Name	Position
1	John S.K. Agbenyo	The Director
2	Harriet Theodore	Assistant Registrar
3	Esther Gomado	Administrative Assistant
4	Grace Kelcy Ntow	Administrative Assistant

3.0 INTERNSHIP PLACEMENT

- The Directorate wrote letters to organizations to request and secure internship placement for students. Some of these organizations include; Lordship Insurance Brokers and Consultancy Limited, Ghana Life Insurance Company Limited, Metropolitan Life Ghana, KEK Insurance Company Limited, SIC Insurance Company Limited, Donewell Life, Ecobank Ghana Limited, Access Bank Ghana Ltd.
- Also, IRD liaised with alumni, family and friends, and other key stakeholders to find internship placements for students.

4.0 ORIENTATION

- **ORIENTATION FOR FRESH STUDENTS**

IRD participated in the orientation for fresh students and educated them on the importance of internship as an academic requirement of the University.

- **PRE-DEPARTURE ORIENTATION**

IRD conducted pre-departure orientation for level 300 undergraduate and level 100 Diploma students due for internship and educated them on:

- Workplace ethics
- Punctuality
- Personal grooming
- Best practices, etc. that will sell the UPSA Brand during their internship exercise
- The students were also counseled on report writing

5.0 STUDENTS' INTERNSHIP FOR 2018/2019

INTERNSHIP REPORTS SUBMITTED FOR THE 2018/2019 ACADEMIC YEAR

A total number of three thousand and thirty-five **(3,035)** students participated in the internship programme and submitted their reports for assessment. The regular students were two thousand and ninety-four **(2,094)**. Students of the Evening School were six hundred and seventy-nine **(679)**, and two hundred and sixty-two **(262)** for the

Weekend students. The internship reports have been submitted to the various faculties for marking.

The table below shows details of the above figures:

Details of Internship Reports Submitted to the Faculties

NO	PROGRAMME	REGULAR/ MORNING	EVENING	WEEKEND	TOTAL
1	BSC ACCOUNTING	455	156	109	720
2	BSC BANKING AND FINANCE	210	51	14	275
3	BACHELOR OF BUS. ADMINISTRATION	475	230	99	804
4	BSC MARKETING	93	89	34	216
5	BA PUBLIC RELATIONS MANAGEMENT	15	23	–	38
6	BSC IT MANAGEMENT	37	50	–	87
	SUB TOTAL	1285	599	256	2140
1	DIPLOMA PROGRAMMES				
2	DIPLOMA IN ACCOUNTING	254	18	3	275
3	DIPLOMA IN MANAGEMENT	219	19	–	238
4	DIPLOMA IN MARKETING	111	16	3	130
5	DIPLOMA IN PUBLIC RELATIONS MANAGEMENT	138	13	–	151
6	DIPLOMA IN IT MANAGEMENT	87	14	–	101
	TOTAL	809	80	6	895
	GRAND TOTAL	2094	679	262	3035

5.0 INTRODUCTORY LETTERS FOR ACADEMIC RESEARCH AND ASSIGNMENTS

The Directorate issued academic introductory letters to the entire student body to enable them access information from the various organizations for their class assignments, project work and dissertations.

NATIONAL SERVICE ACTIVITIES

- The Directorate together with a team of officers from the National Service Secretariat conducted a pre-national service orientation for final year students who were due for service, and educated them on pertinent issues concerning national service
- The Directorate generated the list of all final year students and their Identification (ID) photo album, compiled for all students to cross check their details. The ID photo album was then matched with the list for the purposes of authenticating studentship. A total number of 3,260 final year students was submitted to the National Service Secretariat for 2018/19 National Service postings.
- Collected all UPSA request for service personnel, collated and submitted it to the National Service Secretariat for the 2018/19 National Service postings.
- Received and processed all national service personnel appointment letters and subsequent postings to the various departments, faculties, schools, units and centres.
- Organized orientation for the newly recruited service personnel to help them familiarize themselves with the work processes and work environment of the University.

7.0 CHALLENGES

The Industrial Relations Directorate is faced with the following challenges:

INTERNSHIP MONITORING

- There was no proper monitoring of the interns during the period under review due to lack of material and human resources such as vehicles, means of communication among others.

- Some students are not willing to accept placement to some organizations since their focus is often on financial gains.

8.0 OUTLOOK FOR 2019

- IRD to organize a week-long job fair where corporate organizations would be invited to mount their corporate stands on campus and to interact with students for the purposes of:
 - Networking
 - Creating internship and job opportunities
 - To learn about what organizations look out for during internships
- To engage Faculty to educate students on the need for internship and the fact that internship can also be done with smaller and private organizations.
- IRD to continue to collaborate with alumni and other key stakeholders to find internship placements for students.
- To collaborate with the faculties to carryout effective monitoring exercise. This way, physical presence to major organizations and others institutions would be reached by use of email, telephone calls and other available means.

9.0 RECOMMENDATIONS

IRD presents the following for Management's consideration:

- Provision of material and human resources for the internship monitoring
- Vehicle for the directorate for effective and efficient performance
- Faculties should be prepared to assist in the monitoring of the internship process
- Additional two staff for the Directorate.

10.0 CONCLUSION

The IRD is grateful to Management for the support in executing our mandate for the year under review.



INSTITUTE OF WORK, EMPLOYMENT AND SOCIETY

**Dr. Mrs. Mary Naana
Essiaw**

Director

1.0 INTRODUCTION

The year 2018 saw the inauguration of the Institute of Works Employment and Society (IWES) with Management's support. This report highlights major activities of the Institute for the period January 2018 to December 2018.

2.0 ABOUT THE INSTITUTE

Institute of Work, Employment and Society (IWES) is engaged in policy-driven research and advocacy in the areas of work, employment and societal issues. IWES believes that the work and employment relationship should not hurt anyone. IWES hopes to transform the lives of people, their experiences at work, and employment relationships through high quality applied research that influences public policies and organisational practices while empowering individuals.

Vision

To be a world-class institution for the advancement of knowledge through policy-guided research, training, and advocacy aimed at developing human resources everywhere.

Mission

To carry activities that would promote knowledge through research, training, consultancy and advocacy services focused on the development of human resources, governmental and non-governmental organisations, and the society at large.

Our Core Values:

Professionalism

We, at all times, act with integrity in providing reliable, quality, and responsible services to all our clients.

Honesty

We are open and honest in all our dealings, maintaining the highest integrity at all times.

Teamwork

We make our work environment fun and enjoyable by supporting, listening and respecting each other's view. Whilst working together, we co-operate with each other to achieve mutually beneficial results.

Excellence

We always do what we promise we will do, striving for excellence and quality in everything we do.

Customer Service

We enjoy their customers and so they deserve our service; timely, responsive, proactive, meeting their needs and aiming to delight.



3.0 HUMAN RESOURCE

3.1 Staff Strength

The total staff strength of the Institute is four (4), and the breakdown is presented in Table I.

Table I: Staff Strength of the Institute (As at December, 2018)

Gender	Senior Members		Senior Staff	Total
	Teaching	Non-Teaching		
Female	1	1	1	3
Male	1	0	0	1
Total	2	1	1	4

Source: IWES, December, 2018

3.2 Appointment

The founding Director of the Institute was elevated from Vice Dean, Evening School position to the present office of Director.

3.3 New Recruitment

During the period under review, the Institute received a newly recruited Research Fellow, Mr. Andrew K. Conduah.

3.4 Staff Development

The Director and other members of the Institute attended some programmes that were organised during the period under review. These programmes have been presented in table 2.

Table 2a: International Conferences/Seminars/Workshops

Name	Position/ Rank	Programme	Dates	Sponsorship	Venue
Dr. (Mrs.) Mary Naana Essiaw	Director / Lecturer	11th International Conference on Workplace Bullying and Harassment	June 5-8, 2018	UPSA	Bordeaux, France

Table 2b: Local Conferences/Seminars/Workshops

Name	Position/ Rank	Programme	Dates	Sponsorship	Venue
Dr. Mary Naana Essiaw	Director / Lecturer	The Lean Theory programme	Oct. 8-10, 2018	School of Graduate Studies, UPSA	School of Graduate Studies
Dr. (Mrs.) Mary Naana Essiaw	Director / Lecturer	Executive Management of Organisational Effectiveness and Managing Differences	Sept 27 & 28, 2018	Gamey and Gamey	Royal Senchi Hotel, Akosombo
Dr. (Mrs.) Mary Naana Essiaw	Director / Lecturer	Human Resource (HR) Change Makers Summit	Sept. 19 & 20, 2018	L'aine Services Limited	Tang Palace, Accra
Dr. Anthony S. Kumassey	Lecturer, Faculty of Management Studies	Human Resource (HR) Change Makers Summit	Sept. 19 & 20, 2018	L'aine Services Limited	Tang Palace, Accra
Dr James Mensah	Lecturer, Faculty of Management Studies	Human Resource (HR) Change Makers Summit	Sept. 19 & 20, 2018	L'aine Services Limited	Tang Palace, Accra
Dr. Mrs. Mary Naana Essiaw	Director / Lecturer	International Labour Organisation (ILO) and OECD Dev. Centre with European Commission Launch of report on How immigrants contribute to Ghana's Economy.	June 20, 2018	Self-Sponsored	Alisa Hotel, North Ridge, Accra
Dr. (Mrs.) Mary Naana Essiaw	Director /Lecturer	5 th Annual General Conference of Ghana National Association of Alternative Dispute Resolution Practitioners	May 12, 2018	Self-Sponsored	Holy Spirit Cathedral, Accra
Dr. (Mrs.) Mary Naana Essiaw	Director /Lecturer	4 TH ICBMED Conference	April 19 & 20, 2018	UPSA	UPSA

Dr. (Mrs.) Mary Naana Essiaw	Director / Lecturer	Launch of Gamey and Co. ADR Centre	April 13, 2018	Self- Sponsored	OATUU, Accra
Dr. (Mrs.) Mary Naana Essiaw	Director / Lecturer	Strategic Human Resource	January 23, 2018	Self- Sponsored	Coconut Grove Regency Hotel, Accra
ADMINISTRATIVE STAFF					
Dorothy Siaw-Marfo	Assistant Registrar	Continuous Professional Development Workshop	Nov. 1, 2018	GAUA - UPSA	UPSA
Dorothy Siaw-Marfo	Assistant Registrar	UPSA Virtual – Train the Trainer Workshop	Sept. 18, 2018	UPSA	UPSA
Dorothy Siaw-Marfo	Assistant Registrar	4 TH ICBMED Conference	April 19 & 20, 2018	UPSA	UPSA

Source: IWES, December, 2018

4.0 TRAINING PROGRAMMES

4.1 Short Courses Organised

During the period under review, the Institute organized two (2) major sessions of training programmes. The first session was held in March, 2018 with the general public participating in four (4) short courses on Strategic Human Resource, Managing Tier 2 and 3 Pensions, Planning for Retirement, and Occupational Health and Safety issues. The programme was organized from Monday, 19th March – Wednesday, 21st March, 2018. The second session was organised in November where people participated in three (3) short courses on Managing Tier 2 and 3 Pensions, Labour and Employee Relations, and Occupational Health and Safety Issues (Introductory). The programme was organized from Wednesday, 31st October – Friday, 2nd November, 2018. All the programmes were held in the Graduate School. Details are presented in Table 3.

Table 3: Details of Short Courses organised during the period under review.

NO	COURSE	PERIOD	ENROLMENT	INCOME(GHC)
i	IWES Short Courses	March 19 th to 21 st , 2018	12	13,800.00
ii	IWES Short Courses	31 st October to 2 nd November, 2018	10	13,500.00

Source: IWES, December, 2018

The next round of the training programmes will be organised during the first quarter of 2019.

4.2 The Institute's Training Activities

IWES organises training programmes twice a year. Letters and outline of training programmes are dispatched to various organizations for expression of interest. Details of short training programmes are presented in the diagram.

Details of Short Training Programmes.



Source: IWES, December, 2018

5.0 WORKSHOP FOR STAFF - PLANNING FOR RETIREMENT

The Institute worked together with the Human Resource Directorate to come up with a tailor-made workshop on Planning for Retirement for selected Senior Members and unionised staff. The Institute was scheduled to provide facilitators to train the staff on various topics. However, due to circumstances beyond our control, the workshop did not come to fruition. The Institute is hopeful that the workshop will be held for the selected staff to enhance their preparatory activities towards stress-free retirement.

6.0 INAUGURATION OF IWES

The Institute of Work, Employment and Society (IWES) was launched at a colourful ceremony held at the Justice Aryeetey Auditorium on April 30, 2018. The launch coincided with a Public Lecture to commemorate the International Labour Day (May Day).

7.0 MAIDEN INTERNATIONAL LABOUR DAY (MAY DAY) PUBLIC LECTURE

The maiden edition of the International Labour Day public lecture was titled “Neutrality of the Public Servant in the face of increasing Politicization”. The Guest Speaker was Prof. Catherine Gerard of the Maxwell School of Citizenship and Public Affairs, Syracuse University, New York, USA. The Special Guest of Honour was the substantive Minister of Employment and Labour Relations but was represented by Hon. Bright Wereko-Brobby, the Deputy Minister of Employment and Labour Relations. The occasion was chaired by Mr. Austin Gamey of Gamey and Gamey Group. Some dignitaries, labour union representatives, civil society organizations, some human resource directors as well as some international organizations graced the occasion.

8.0 ORGANISATIONAL/INSTITUTIONAL COLLABORATION

In order to engender more exposure and secure partnership with different organizations, the Institute, since its inauguration, has participated in several other activities. These include holding high level meetings with various Chief Directors in the Ministries on areas of collaboration and priority for the government agencies.

In line with that, IWES has collaborated with the following organisations and institutions;

- HR Focus Digital Group of L'aine Services Limited
- Gamey and Gamey Group
- University of Virgin Islands – USA

9.0 ACADEMIC PROGRAMME DESIGN

9.1 Occupational Health and Safety and Disaster Management

The Institute sought approval from Management to design two new programmes. The programmes include:

- Master of Science (MSc) in Occupational Health and Safety and Disaster Management
- Professional Diploma in Occupational Health and Safety Practices

A four-member committee has been constituted to work on all the necessary consultations and documentation for the success of the programmes.

9.2 Certified Public Manager (CPM) Training Programme

The Institute, through its institutional collaboration efforts and Management's approval, secured a partnership with the University of Virgin Islands (UVI), in United States of America (USA) for the rolling out of the Certified Public Manager (CPM) training programme in Ghana through Gamey and Gamey Group, UVI's local partner. The CPM course would aim at equipping senior staff of public sectors to function effectively and innovatively in addressing institutional and developmental challenges in a business conscious manner. In addition, the course would help to develop a dynamic mindset about public service, leading the staff to operate as agents of change through creative leadership and innovation.

At a meeting at UPSA between the Vice-Chancellor of the UPSA, Professor Abednego Okoe Amartey with the Director of IWES, Dr Mary Naana Essiaw and her team on one hand and the Vice President of UVI, Dr Haldane Davies with the local partner, Mr. Austin Gamey, Chief Executive Officer of Gamey and Gamey Group on the other, the two universities agreed to collaborate for the introduction of the course in Ghana.

10.0 RESEARCH / CONSULTANCY ACTIVITIES

During the period under review, the Institute continued to develop and respond to opportunities for research and consultancy in the area of work, employment and society. In line with that, IWES has submitted ten (10) proposals and are hoping for favourable response.

11.0 CHALLENGES

In the year under review, the Institute faced some challenges in carrying out its functions. The major ones included:

- Inadequate human resource base (Research Officers)
- Inadequate logistics and office equipment such as desktop computers / laptops.
- Limited office space.
- Logistics for training (well-fitted conference room, etc)

12.0 PLAN FOR 2019

In the ensuing year, the Institute plans among other things, to undertake the following activities:

- Undertake corporate social responsibility (Planning for Retirement)
- Annual International Labour Day Public Lecture (May Day)
- Undertake two workshops for the general public
- Conduct research on social issues
- Undertake consultancy services
- Solicit for collaboration and partnerships

13.0 CONCLUSION

The year 2018 has been successful. The Institute is grateful to its gallant team, Management and the entire University Community for the incredible support and cooperation during the period under review.

APPENDIX A

FACULTY OF MANAGEMENT STUDIES

RESEARCH PUBLICATIONS/CONFERENCES/WORKSHOPS/SEMINARS

Total Number of Publications of Lecturers as at December, 2018

The table below represents the number of publications of Lecturers in the Faculty as of December, 2018. The details are in appendix A.

Table 32 Summary of Lecturers' Publications in the Faculty

No	Name of Lecturer	Publication for 2018	Total Number of Publications
1.	Mrs. Fidelis Quansah	1	10
2.	Prof. Abednego Feehi O. Amartey	4	32
3.	Prof. Dr. Dr. Goski Alabi		25
4.	Dr. Albert Puni	2	12
5.	Dr. Gerald DapaahGyamfi	1	14
6.	Dr. Collins Agyemang Badu		13
7.	Dr. Emmanuel Asamoah	1	22
8.	Dr. Andrews A. Akolaa	1	4
9.	Mr. MawuliFeglo		3
10.	Dr. Alexander Preko		15
11.	Dr. (Mrs.) Alberta Bondzi-Simpson		8
12.	Dr. Godwin Ansah		1
13.	Dr. Anthony Kumasey		7
14.	Dr. Frederick Doe	2	8
15.	Dr. Mrs. Helen Arkorful	2	7
16.	Dr. Ernest Abraham		5
17.	Mr. Joshua Ofori Essiam		4
18.	Ms. Hannah Acquah		3
19.	Mr. Gerald Nyanyofio		3
20.	Dr. Haruna Rufai Kiliu	1	3
21.	Mr. Marco Mensah		2
22.	Mrs. Patience Obeng		2
23.	Dr. Ummu Ibrahim		2
24.	Dr. James Mensah	2	12
25.	Mr. Linus Kekleli Kudo		1
26.	Mr. Dickson Tumawu		1
27.	Mr. Edward Koomson		1

28	Dr. Salifu Adams	2	2
29.	Mr. Eric Delle		10
30.	Mr. George Agbemabiese		6
31.	Mr. Ebenezer Arthur Duncan		1
32.	Mr. Abdul-Hamid Ibn Kailan	2	6
33.	Mr. Mustapha Iddrisu		1
34	Mr. John Paul Kosiba	4	

Source: Faculty of Management Studies

International Conferences and Workshops Attended by Staff in the Faculty of Management Studies in 2018

S/N	NAME	PROGRAMME	DURATION	SPONSORSHIP	VENUE
1.	Mrs. Fidelis Quansah	International Academy of Business and Economics (IABE)	11 th -13 th October, 2018	UPSA	New York, USA
2.	Prof. Abednego FeehiOkoeAmartey	Workshop on Centralized Admissions for Tertiary Education in Ghana (CATEG)	25 th - 30 th November, 2018.	UPSA	London, England
		Academy of Management Annual Meeting Session	10 th - 14 th August, 2018	UPSA	Chicago, IL, USA
		Management, Business Administration and Legal Initiatives (MBALI) International Conference	1 st - 3 rd August, 2018.	UPSA	Kwazulu Natal, South Africa
		Galilee International Management Institute, Israel Management of Higher Education Institutes	28 th June - 9 th July, 2018	UPSA	Galilee International Management Institute, Israel
		Management Development Seminar for Vice-Chancellors of Public Universities of Ghana, Lean Theory Training Programme.	9 th -16 th June, 2018.	UPSA	Scotland

3.	Dr. Emmanuel S. Asamoah	Training programme at the Galilee International Management Institute in Israel.	26 th June, 2018 to 11 th July, 2018	UPSA	Galilee, Israel
4	Dr. Mrs. Mary NaanaEssiaw	11 th International Conference on	June 5 -8, 2018	UPSA	Bordeaux, France
5	Dr. Badu Collins Agyemang	Maiden Africa Positive Psychology Congress	4 th to 7 th April, 2018	Self-sponsored	North-West University, Potchefstroom, South Africa
6.	Dr. Mrs. Helen Arkorful	24 th Congress of the International Association of Cross-cultural Psychology	1 st to 5 th July, 2018	UPSA	University of Guelph, Canada
7.	Dr. Andrews Akolaa	Management, Business Administration and Legal Initiatives (MBALI) International Conference	1 st -3 rd August, 2018.	Self-sponsored	Kwazulu Natal, South Africa
8.	Mr. Fred Awaah	10 th International Conference on Quality Assurance in Higher Education in Africa and Study Fair	16 th -22 nd September, 2018	Self-sponsored	Yaoundé, Cameroon
9.	Ms. Barbara Tetteh	ISO 19600 training on Compliance Management Systems/ Corporate Governance training and workshop	August, 2018	Self-sponsored	South Africa
10.	Dr. Haruna Rufai	Nordic Africa days conference	19 th to 21 st September, 2018	Self-sponsored	Nordic Africa Institute in Uppsala, Sweden
11.	Dr. Haruna Rufai	Gendered Innovations and Digitized Revolution	28 th September to 1 st October, 2018	Self-sponsored	Lulea Technology University

12.	Mr. Abdul- Hamid I. Kailan	The 2018 Annual Conference of Academy of International Business, sub Saharan Africa Chapter	6 th -8 th August, 2018	Self-sponsored	Rwanda, Kigali
		Management, Business Administration and Legal Initiatives (MBALI) International Conference	August 1 st -3 rd August, 2018.	Self-sponsored	Kwazulu Natal, South Africa

LOCAL CONFERENCES/WORKSHOPS

S/N	Name	Programme	Dates	Sponsor	Venue
1.	Mrs. Fidelis Quansah	Higher Education Conference in Ghana.	5 th – 6 th April, 2018	UPSA	University of Ghana, Legon
2.	Prof. Abednego Okoe Feehi Amartey	Higher Education Conference in Ghana.	5 th – 6 th April, 2018	UPSA	University of Ghana, Legon
		4 th International Conference on Business Management and Entrepreneurial Development (ICMED)	19 th -20 th April, 2018.	UPSA	Accra, Ghana
3.	Dr. Emmanuel Selase Asamoah	Higher Education Conference in Ghana.	5 th – 6 th April, 2018	UPSA	University of Ghana, Legon
4.	Dr. Andrews Akolaa	Higher Education Conference in Ghana.	5 th – 6 th April, 2018	UPSA	University of Ghana, Legon
		Management Development Seminar Lean Theory Training Programme.	8 th -10 th October, 2018.	UPSA	Accra, Ghana
		International Association of Advertisers	28 th -29 th May, 2018	UPSA	Kempseki Hotel, Accra
		Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st – November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra
5.	Dr. Mrs. Mary Naana Essiaw	5 th Annual General Conference of Ghana National Association of Alternative Dispute Resolution Practitioners'	12 th May 12, 2018	Self- sponsored	Holy Spirit Cathedral, Accra

		International Labour Organisation (ILO) and OECD Dev. Centre with European Commission Launch of report on How immigrants contribute to Ghana's Economy	June 20 th , 2018	Self-sponsored	Alisa Hotel, North Ridge, Accra
6.	Dr. Gerald Dapaah Gyamfi	International Police Cooperation Conference	19 th -20 th August, 2018	UPSA	UPSA
7.	Dr. Salifu Adam	Management Development Seminar: The Lean Theory Programme	8 th to 10 th October, 2018	UPSA	UPSA
8.	Doamekpor Naa Adjeley Ashiboe-Mensah	2018 Quantity Surveyors' Annual Seminar organized by Ghana Institution of Surveyors (Quantity Surveying Division)	11 th to 12 th October 2018	Self-sponsored	Peduse Valley Resort, Peduse
9.	Dr. Haruna Rufai	The 4 th ICBMED International Conference on Business Management and Entrepreneurial Development	19 th – 20 th April 2018	UPSA	UPSA
		The 10 th African Youth & Governance Conference	5 th -12 th August 2018	Youth Bridge Foundation	La Palm Royal Beach Hotel
		National Workshop on institutional intellectual property policies (IPP)	16 th -18 th October 2018	World Intellectual Property Organization (WIPO) in collaboration with the Registrar General's Department, Ministry of Justice & Ministry of Trade	Angel Hill Hotel
		Management Development Workshop on Lean Theory	8 th -9 th October 2018	UPSA	UPSA

		Management Development Seminar on Case Study Research Writing & Supervision	16 th October 2018	UPSA	UPSA
10.	Dr. Mrs. Helen Arkorful	4 th International Conference on Business Management and Entrepreneurial Development, University of Professional Studies, Accra	19 th – 20 th April 2018	UPSA	UPSA
11.	Mr. Yussif Mohammed Hardi	Seminar – Regional Institute of Population Studies	16 th – 20 th July, 2018	University of Ghana Business School	University of Ghana
12.	Mr. Akwasi Sarfo Kantanka	International Association of Advertisers	28 th -29 th May, 2018	UPSA	Kempinseki Hotel, Accra
13.	Mr. Andrew Ayiku	International Association of Advertisers	28 th -29 th May, 2018	UPSA	Kempseki Hotel, Accra
14.	Mrs. AkuShikaAndoh	International Association of Advertisers	28 th -29 th May, 2018	UPSA	Kempinseki Hotel, Accra
15.	Mr. Winston Inkumsah	International Association of Advertisers	28 th -29 th May, 2018	UPSA	Kempinseki Hotel, Accra
16.	Dr. (Mrs.) Alberta Bondzie Simpson	Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st – November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra
17.	Mrs. Kafui Agormeda Tetteh	Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st – November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra
18.	Mr. Benjamin BaronsonAngenu	Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st - November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra
19.	Mr. Ebenezer Arthur Duncan	Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st - November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra
20.	Mr. Robert Amponsah	Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st - November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra
21.	Mr. Mustapha Iddirisu	Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st - November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra

22.	Mr. Michael Adjei	Chartered Institute of Marketing Annual Strategic Marketing Conference	31 st October - 1 st November, 2018	UPSA	Golden Tulip Hotel, Accra
23.	Mr. Leeford Ameyibor	Chartered Institute of Marketing Annual Strategic Marketing Conference		UPSA	Golden Tulip Hotel, Accra
24.	Mr. Winston Asiedu Inkumsah	Chartered Institute of Marketing Annual Strategic Marketing Conference	31 st October - 1 st November, 2018	UPSA	Golden Tulip Hotel, Accra
25.	Mr. Alpha Atia Alfa	Chartered Institute of Marketing Annual Strategic Marketing Conference	31 st October - 1 st November, 2018	UPSA	Golden Tulip Hotel, Accra
26.	Mr. John Paul Kosiba	Chartered Institute of Marketing Annual Strategic Marketing Conference	31 st October - 1 st November, 2018	UPSA	Golden Tulip Hotel, Accra
27.	Mr. Abdul - Hamid IBN Kailan	Chartered Institute of Marketing Annual Strategic Marketing Conference	31 st October - 1 st November, 2018	UPSA	Golden Tulip Hotel, Accra
		4 th International Conference on Business Management and Entrepreneurial Development, University of Professional Studies, Accra	19 th – 20 th April 2018	UPSA	UPSA
28.	Mrs. Akorfa Wuttor	Management Development Seminar Lean Theory Training Programme.	8 th -10 th October, 2018.	UPSA	Accra, Ghana
29.	Mr. Stephen Onwona Adjapong	Management Development Seminar Lean Theory Training Programme.	8 th -10 th October, 2018.	UPSA	Accra, Ghana
		4 th International Conference on Business Management and Entrepreneurial Development, University of Professional Studies, Accra	19 th – 20 th April, 2018	UPSA	UPSA

30.	Mrs. Gifty Ketemepe	Management Development Seminar - Lean Theory Training Programme.	8 th -10 th October, 2018.	UPSA	Accra, Ghana
31.	Mrs. Beatrice Akosua Adjapong	Higher Education Conference in Ghana.	5 th – 6 th April, 2018	UPSA	University of Ghana, Legon
		4 th International Conference on Business Management and Entrepreneurial Development (ICMED)	19 th -20 th April, 2018.	UPSA	Accra, Ghana
		Continuous Professional Development Workshop organized by GAUA National			
32.	Mrs. Harriet Adzowu	Continuous Professional Development Workshop organized by GAUA National			
33.	Mr. Michael Akuoku	Continuous Professional Development Workshop organized by GAUA National			

PUBLICATIONS BY LECTURERS IN THE FACULTY OF MANAGEMENT STUDIES

MRS. FIDELIS QUANSAH

- I. Quansah, F. (2018). Structural equation modelling of an effects of Management attitude and perception, industry characteristics and export marketing strategy in export performance in wood industry in Ghana. Review Journal of Business Research.

PROF. ABEDNEGO OKOE FEEHI AMARTEY

- I. Kosiba, J. P., Boateng, H. and **Okoe, A. F.** (2018). Trust and Customer Engagement in the Banking Sector in Ghana. – The Service Industries Journal.
2. Adam, D. R., Ofori, S. K. and **Okoe, F. A.** (2018). Effects of Structural and Bonding-based attachment on Brand Loyalty – African Journal of Economic and Management Studies
3. Boateng, H., **Okoe, F. A.** and Hinson, R. E. (2018). Dark Tourism: Exploring Tourist's experience at the Cape Coast Castle, Ghana. – Tourism Management Perspectives.

4. Kosiba, J. P. B., Boateng, H., **Okoe Amartey, A. F.**,(2018) Determinants of consumers' participation in the sharing economy: A social exchange perspective within an emerging economy context-International Journal of Contemporary Hospitality Management.

BOOKS PUBLISHED

1. **Okoe, A.F.**, Hinson, R. E. and Adeola, O. (2018). Sales Management: A Primer for Frontier Markets. IAP – Information Age Publishers.

CONFERENCE PAPERS

1. **Okoe, A.F.**, Kosiba J. P., and Abdul-Hamid I. K. (2018). Investigating CSR and Brand Image Nexus of Telecommunication Firms of an Emerging Market.
2. Bunyaminu, I. M. and **Okoe, A.F.** (2018). Factors Contributing to Failure of Small and Medium Enterprises: Insights from Business Operators in Accra Metropolis in Ghana.
3. **Okoe, A.F.**, Kosiba J. P., and Abdul-Hamid I. K. (2018). Corporate Social Responsibility and Brand Image: An Evaluation of Telecommunication firms in Developing Economy.
4. **Okoe, A.F.**, Kosiba J. P., and Abdul-Hamid I. K. (2018). Institutional Voids and Firm's Resources Commitment in Emerging Markets: A Systematic Review and Future Research Agenda.

PROF. ALBERT PUNI

1. Mohammed, I., **Puni A.** and Asamoah, E. S. (2018) The future of youth tourism in Ghana: motives, satisfaction and behavioural intentions”, Journal of Tourism Futures, pp. 1 - 18
2. **Puni, A.**, Anlesinya, A. and Korsorku, P. D. A. (2018) "Entrepreneurial education, self-efficacy and intentions in Sub-Saharan Africa", *African Journal of Economic and Management Studies*, Vol. 9 Issue: 4, pp.492-511.

DR. EMMANUEL S. ASAMOAH

1. Mohammed, I., Puni A. and Asamoah, E. S. (2018) Transformational leadership and job satisfaction: The moderating effect of contingent reward, *Leadership & Organization Development Journal*, ISSN: 0143-7739.

DR. ANDREWS ADUGUDAAKOLAA

1. **Akolaa, A. A.**, (2018). Foreign Market entry through acquisition and firm financial performance, empirical evidence from Ghana. International Journal of Emerging markets. VOL/ISSUE NO: 13/5 (In print)

DR. GERALD DAPAAH GYAMFI

1. Gyamfi, G. D. (2018). Managing terrorism in Africa: Assessing policing issues. *International Journal of Cyber Warfare and Terrorism*, 8(3), 15-25.

DR. JAMES KWAME MENSAH

1. Mensah, J. K., (2018). Talent Management and Employee Outcomes: A Psychological Contract Fulfilment Perspective. *Public Organization Review*. June, pp. 1-20
2. Mensah, J. K., Bawole, J. N. (2018). Testing the Mediation Effect of Person-Organization Fit on the Relationship between Talent Management and Talented Employees' Attitudes. *International Journal of Manpower*, Vol. 39, No 2, pp. 319-333

DR. SALIFU ADAM

1. **Salifu, A.** & Abdulai, A. (2018). "Corruption and International Aid" in Farazmand, A (2018) *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer International Publishing (online). DOI: 10.1007/978-3-319-31816-5_3368-1
2. Blampied, C., Chattopadhyay, S., Greenhill R., Aziz, I., Ellison, C., Thompson, R., Abdulai, A. & **Salifu, A.** (2018). Leaving no one behind in the health and education sectors: An SDG stocktake in Ghana, The Overseas Development Institute, London. Available at: <https://www.odi.org/sites/odi.org.uk/files/resource-documents/12145.pdf>

DR. KILU RUFAL HARUNA

1. Kilu, R.H. (2018). Beyond the barriers: witnessing shifting gender dynamics in multinational mine jobs in Ghana. *Gender, Technology and Development*, 21 (3) 206-216.

DR. MRS HELEN ARKORFUL

1. **Arkorful, H.K.** & Amartey, R. (2018). "Generational Gap among Ghanaian Musicians: Is Technology a Blessing or a Curse. 24th Congress of the International Association of Cross-cultural Psychology (1st – 5th July, 2018), University of Guelph, Canada
2. Doe, F., **Arkorful, H.K.**, Appiah, K.N., Boakye, K.K., Baa Amponsah, & Ening, W.E. (2018). The Effect of High Utility Rates and Rental Cost on the Performance of SMEs. 4th International Conference on Business Management and Entrepreneurial Development, University of Professional Studies, Accra

MR. FRED DOE

1. Preko, A., **Doe F.**, and Dadzie, S.A., (2018) Transformational leadership and job satisfaction: The moderating effect of contingent reward, *Leadership & Organization Development Journal*, ISSN: 0143-7739
2. **Doe Frederick** & Puplampu, Bill Buena, (2018) "Coercive Management Behaviour Causes Scale: Validation and Reliability. *International Journal of Organizational Analysis*, to be published in ten days

ABDUL-HAMID, I.K.

1. **Abdul-Hamid I. K.**, Shaikh, A. A., Boateng, H. & Hinson, R. (In press) Consumer's Perceived Risk and Trust in Using Mobile Money Services – an Empirical Study of Ghana. *International Journal of E-Business Research*, 15 (1).
2. Abukari, A. J. & **Abdul-Hamid I. K.** (2018), Corporate Social Responsibility Reporting in the Telecommunications Sector in Ghana. *International Journal of Corporate Social Responsibility* 3 (1), 3

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1. **Abdul-Hamid, I. K.**, Hinson, R.E., Mahmoud, M. A. and Tweneboah-Koduah, E. Y. (2018). Sustainability Marketing Practices: A Comparison of MNE and Local Banks in Ghana. The 2018 Annual Conference of the Academy of International Business, Sub-Saharan Africa Chapter. Hosted by the University of Kigali, Rwanda, 6th – 8th, August, 2018.
2. Okoe-Amartey, A., F, Kosiba, J. P. & **Abdul-Hamid, I. K.** (2018). Investigating CSR and Brand Image Nexus of Telecommunication Firms of an Emerging Market. MBALI 2018, uMfolozi Casino, Empangeni, KwaZulu Natal, University of Zululand, South Africa, 1st- 3rd, August, 2018.
3. **Abdul-Hamid, I. K.**, Hinson, R.E., Mahmoud, M. A. and Tweneboah-Koduah, E. Y. (2018). Sustainability Market Orientation: Alternative Strategic Orientation. MBALI 2018, uMfolozi Casino, Empangeni, KwaZulu Natal, University of Zululand, South Africa, 1st- 3rd, August, 2018.
4. **Abdul-Hamid, I. K.** and Akolaa, A. A. (2018). Investigating Sustainability Marketing Capabilities of Banks in Ghana. MBALI 2018, uMfolozi Casino, Empangeni, KwaZulu Natal, University of Zululand, South Africa, 1st- 3rd, August, 2018.

5. **Abdul-Hamid, I. K.**, Hinson, R. E., Mahmoud, M. A., & Yaw, E. (2018, June). Is Sustainability Market Orientation, A replacement to Market Orientation. In *6th International Conference on Contemporary Marketing Issues ICCMI June 27-29, 2018, Athens, Greece* (pp. 288-293).
6. **Abdul-Hamid, I.K.**, & Hussein, M.M. (2018). Determinants of Customer Switching in the Ghanaian Retail Banking Industry. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
7. Musah A., & **Abdul-Hamid, I.K.** (2018). Innovative Corporate Social Responsibility and Firm Performance in an Emerging Market. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
8. Amartey, A.F.O., Kosiba, J.P., & **Abdul-Hamid, I.K.** (2018). Corporate Social Responsibility and Brand Image: An Evaluation of Telecommunication Firms in a Developing Economy. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
9. Chentiba, A.T., **Abdul-Hamid, I.K.**, & Aggrey, K. (2018). Investigating the “Dark side” of Journalism in Ghana's Media Landscape. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
10. Inkumsah, W.A., Akolaa, A.A., Amponsah, R., & **Abdul-Hamid, I.K.** (2018). Place Marketing and its key success factors: A study of Marketing Practices in Anglophone and Francophone West African Countries. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
11. **Abdul-Hamid, I.K.**, Kosiba, J.P., & Twum, K.T. (2018). The Use of Social Network Sites to Improve Marketing Performance: A Perspective of a Network Marketing Company. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.

12. Quaiocoe, A., & **Abdul-Hamid, I.K.** (2018). Customer Relationship Management Strategy and Implementation: An Evaluation of the Ghanaian Shipping Industry. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
13. Ibrahim, H., & **Abdul-Hamid, I.K.** (2018). Revisiting Bank Customer and Bank Loyalty Decisions in an Emerging Market. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
14. Amponsah, R., Akolaa, A.A., Iddrisu M., Inkumsah, W.A., & **Abdul-Hamid, I.K.** (2018). Consumer Sales Promotion Techniques in Ghana: FMGs Offers and Consumers Preferences. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
15. Abukari, A.J., **Abdul-Hamid, I.K.**, Sulemana, I., & Sulemana, A. (2018). Social Interventions and CSR Foundations: An Assessment of Telecommunications Companies in Ghana. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
16. Twum, K.K., **Abdul-Hamid, I.K.**, & Kosiba, J.P. (2018). The Perceived value, Perceived Acceptability, and Intentions to use SMS Advertising by Small Business Owners in the Services Sector. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
17. Abdul-Rahaman, A., & **Abdul-Hamid, I.K.** (2018). Social Entrepreneurship Praxis in Ghana. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018. 18. Abdul-Rahaman, A., & **Abdul-Hamid, I.K.** (2018). Social Entrepreneurship: An Emerging Market Perspective. 4th International Conference on Business Management and Entrepreneurial Development. University of Professional Studies, Accra, 19th – 20st April, 2018.
18. **Abdul-Hamid, I.K.**, Sulemana, A., & Sulemana, I. (2018). Reexamining Product Advertising through Short Messaging Services (SMS). 1st International Research Conference of Tamale Technical University. Tamale Technical University, 11th – 14th February, 2018.

MR. JOHN PAUL KOSIBA

1. **Kosiba, J. P.**, Boateng, H., Okoe, A. F., & Hinson, R. (2018). Trust and customer engagement in the banking sector in Ghana. *The Service Industries Journal*, 1-14.
2. Opong, E., Hinson, R. E., Adeola, O., Muritala, O., & **Kosiba, J. P.** (2018). The effect of mobile health service quality on user satisfaction and continual usage. *Total Quality Management & Business Excellence*, 1-22.
3. **Kosiba, J. P.**, Boateng, H., Okoe Amartey, A. F., Boakye, R. O., & Hinson, R. (2018). Examining customer engagement and brand loyalty in retail banking: The trustworthiness influence. *International Journal of Retail & Distribution Management*, 46(8), 764-779.
4. Hinson, R. E., Osabutey, E. L., & **Kosiba, J. P.** (2018). Exploring the dialogic communication potential of selected African destinations' place websites. *Journal of Business Research*.

SENIOR MEMBERS ACADEMIC (FACULTY OF MANAGEMENT STUDIES)

Teaching Staff (Full Time)

S/N	Name of staff	Rank/Position	Highest Qualification/Year Obtained and Place	Status
1.	Mrs. Fidelis Quansah	Ag. Dean & Senior Lecturer	PhD in Management/ 2017, Accra Institute of Technology, Accra MBA Marketing/ 2006, University of Ghana	Full Time
2.	Prof. Abednego Feehi Okoe Amartey	Associate Professor	PhD Business Administration / 2015, Central University of Nicaragua Doctor of Business Administration / 2012, Swiss Management Centre University MPhil. Marketing / 2012, University of Ghana MBA Marketing / 2003, University of Ghana Chartered Institute of Marketing (CIM, UK)	Full Time
3.	Prof. Austin Nathan	Professor/ Dean. Doctoral Programmes	PhD in Tourism Marketing, The Scottish Hotel School/ (1998), Strathclyde University. MSc in Tourism Marketing (1988)	Full Time
4.	Prof. Nana Kwame Frimpong	Professor	Doctor of Philosophy in Marketing	Full Time

5.	Prof. Goski Alabi (Mrs.)	Professor	Doctor of Philosophy in Business Administration / 2015, Central University of Nicaragua. Doctorate in Business Administration (Higher Institution Leadership) / 2011, Swiss Management Centre. MPhil Food Science / 2000, University of Ghana	Full Time
6.	Prof. Albert Puni	Asso. Prof./ (Dean, Distance Learning)	PhD Business Administration, Central University of Nicaragua, 2015 Doctor of Business Administration, Swiss Management Centre University, 2014 MSc. Corporate Governance, South Bank University London, 2004 ICSA, UK	Full Time
7.	Dr. Gerald Dapaah-Gyamfi	Senior Lecturer (Dean, Weekend School)	PhD in Higher Education, University of Pheonix, 2016 MSc. Human Resource Development, University of Manchester, UK, 2005 FCIS	Full Time
8.	Dr. Mrs. Helen Arkorful,	Senior Lecturer (Dean, Evening School)	Doctor of Business Administration (2016), Swiss Management Centre University EMBA in Entrepreneurial Management, University of Ghana, 2004 ICSA, UK, 1998	Full Time
9.	Mr. Mawuli K. Feglo	Dean/Lecturer	PhD Candidate in Economic / 2017, UGSM – Monarch Business School, Switzerland M.A Economic Policy Management / 2000, University of Ghana	Full Time
10.	Dr. Ampem Darko Aniapam	(Vice-Dean, Faculty of Management Studies)	PhD in Environmental Science, 2016 University of Ghana MPhil (Environmental Science), University of Ghana, 2004	Full Time
11.	Dr. Frederick Doe	Senior Lecturer (Deputy Director, IPS)	PhD in Business Administration, Open University of Malaysia MSc. (Management Studies), University College of Northampton, UK, 2001	Full Time
12.	Dr. Mrs. Mary Naana Essiaw	Director IWES/Lecturer	PhD in Management, Swansea, 2016, University MBA (Human Resource Management) University of Ghana, 2003	Full Time

13.	Dr. Albert Martins	Director/ Lecturer/ 10	PhD (International Marketing) / 2012 London Metropolitan University (UK). Diploma in Marketing & Social Research. 2007 Market Research Society (UK). MSc Marketing. 2005 University of Glamorgon (UK). MBA (Marketing). 2000. University of Ghana, Legon (Ghana). Postgraduate Diploma (Marketing). 1997. Chartered Institute of Marketing (CIM) UK. Certificate in Sales Management / 1995, Chartered Institute of Marketing (UK)	Full Time
14.	Dr. Emmanuel Selase Asamoah (HOD, Bus. Admin.)	Senior Lecturer/HOD	PhD Economics and Management, Tomas Bata University, Czech Republic, 2012	Full Time
15.	Dr. Andrews Adugudaa Akolaa	Ag. HOD& Lecturer	Doctorate in Business Administration (Marketing) / 2016, Swiss Management Centre EMBA- UGBS. 2004 -2006 Postgraduate Diploma (Marketing) / 1996, Chartered Institute of Marketing (CIM) UK.	Full Time
16.	Dr. Alexander Preko	Departmental Research Officer/ Senior Lecturer	PhD in Mgt. & Migration Studies / 2009 State University of Management Moscow MSc. Management (Marketing Option) / 2006, Tula State University, Russia	Full Time
17.	Dr. Agyemang Badu Collins	Lecturer	PhD in Psychology, University of Ghana, 2018 MPhil Industrial Organizational Psychology, University of Ghana, 2011	Full Time
18.	Dr. Michael Mickson	Lecturer	PhD in Business Administration, 2018, Cass European Institute of Management Studies, Luxembourg MPhil in Educational Administration, University of Cape Coast, 2007	Full Time
19.	Dr. Haruna K. Rufai	Lecturer	PhD in Division of Human Work Science, 2016, Lulea University of Technology, Sweden MPhil in Sociology, University of Ghana, 2008	Full Time

20.	Dr. (Mrs.) Alberta Bondzi-Simpson	Senior Lecturer	PhD in Hospitality Management (2015) UCC, MBA in Marketing (2009) UCC	Full Time
21.	Dr. Michael Boadi Nyamekye	Lecturer	Doctor of Philosophy in Marketing (2015), University of Ghana, Legon MBA in Marketing, (2001), University of Ghana, Legon.	Full Time
22.	Dr. Godwin Ansah	Lecturer	PhD (Candidate) in Governance and Leadership / 2018, GIMPA Doctor in Business Administration/ 2007 Breyer State University Masters' in Business Administration / 2005, Norwich Business School, UK. (University of East Anglia)	Full Time
23	Dr. Majeed Abdul Iddrisu	Lecturer	DBA in Management (2018), SMC University, Switzerland Commonwealth Executive Masters of Bus. Admin. (CEMBA), KNUST. 2011	Full Time
24.	Dr. Augustine Awuah Pepreh	Lecturer	PhD in Management, 2018, University of Venice PgD in Educ., Catholic Univ. College, 2015 MPhil in Mgt. Studies, Univ. of Venice, 2015 MBA in Logistics & Supply Chain Mgt., KNUST, 2013	Full Time
25.	Dr. Mrs. NaaAdjeleyAshiboe-Mensah Doamekpor	Lecturer	PhD. In Building Technology, Nov. 2013, KNUST Prof. Member, Ghana Institution of Surveyors	Full Time
26.	Dr. Anthony Sumanya Kumasey	Lecturer	PhD in Division of Human Work Science, 2018, Lulea University of Technology, Sweden, MPhil Public Administration, University of Ghana, 2008	Full Time
27.	Dr. Ernest Mensah Abraham	Lecturer	PhD in Development Studies, University of Greenwich, UK, 2011 MPhil in Environmental Science, University of Ghana, June, 2004	Full Time
28.	Dr. Rev. Fr. Cletus Menson Kwame Forson	Lecturer	Doctorate in Educational Administration, 2007, St. John's University, USA, Master of Science in Education, St. John's University, USA, 2003	Full Time
29.	Dr. Ummu Markwei	Lecturer	PhD in Sociology, University of Ghana, 2015 MPhil in Social Work, University of Ghana, 2011	Full Time

30.	Dr. James Kwame Mensah	Lecturer	PhD in Development Administration, 2016, Graduate School of Public Administration, Thailand MPhil Public Administration, University of Ghana, 2011	Full Time
31.	Dr. Mark Boadu	Lecturer	PhD in Corporate Governance, 2013, Plymouth University, UK. Master of Public Administration, University of Ghana, 2005	Full Time
32.	Dr. Adam Salifu	Lecturer/ Research Fellow	PhD in Social Science, 2015, MPhil in Development Studies, 2007, BA Information Studies, 2005	Full Time
33.	Mr. Fred Awaah	Lecturer	MPhil in Public Administration, University of Ghana, 2012	Full Time
34.	Mr. Abdulai Munkaila	Lecturer	MPhil Leadership, University of Professional Studies, Accra, 2014	Full Time
35.	Patience Ahwireng Obeng	Lecturer	PhD (Candidate) GIMPA, MPhil Public Administration, University of Ghana, 2011	Full Time
36.	Joshua Ofori Essiam	Lecturer	PhD (Candidate) University of Ghana MPhil Adult Education, University of Ghana, 2011 Commonwealth EMBA, KNUST, 2011	Full Time
37.	Mrs. Benedicta Quao	Lecturer/ Research Fellow	PhD (Candidate) UPSA MPhil Economics, University of Ghana, 2000 BA Economics, Univ. of Cape Coast, 1997	Full Time
38.	Mr. Joseph Gerald Nyanyofio	Lecturer	PhD (Candidate) University of Ghana MPhil Public Administration, University of Ghana, 2008	Full Time
39.	Mr. Edward Koomson	Lecturer	PhD (Candidate) University of Ghana, MPhil, Environmental Science, University of Ghana, 2006	Full Time
40.	Ms. Esther Julia Attiogbe	Lecturer	PhD (Candidate) University of Ghana, MPhil, Human Resource Management University of Ghana, 2007	Full Time
41.	Mrs. Mercy Naa Merley Desouza	Lecturer	MPhil in Industrial and Organizational Psychology, University of Ghana, 2012 Bachelor of Psychology, University of Namibia, 2008	Full Time

42.	Mrs. Rejoice Esi Asante	Lecturer	PhD (Candidate) in Business Administration, Open University of Malaysia MPhil in Social Psychology, University of Ghana, 2009, PgD. In Marketing CIMG 2007 Prof. Diploma in Marketing. CIMG 2006	Full Time
43.	Hannah E. A. Acquah	Lecturer	PhD (Candidate) Open University of Malaysia, MA in Human Resource Management, University of Cape Coast 2005	Full Time
44.	Mr. Theodore K. Tetteh	Lecturer	Masters in Business Administration, July, 2009. GIMPA CIM	Full Time
45.	Mr. Akwasi Sarfo Kantanka	Lecturer	PhD (Candidate) UPSA, MPhil Marketing / 2014, University of Ghana, Legon MBA Marketing / 2004, University of Ghana, Legon	Full Time
46.	Mr. Daniel Addae Adjepong	Lecturer	MSc Engineering Business Management /2008, Coventry University, United Kingdom	Full Time
47.	Mr. George Agbemabiase	Lecturer	PhD (Candidate) in Management / 2018, Putra Business School, Malaysia MPhil in Marketing, / 2009, University of Ghana Business School	Full Time
48.	Mr. Baroson Angenu	Lecturer	PhD (Candidate) UPSA, MPhil in Leadership, UPSA	Full Time
49.	Mr. Alex Quaicoe	Lecturer	MBA Marketing / 2007, Univ. of Ghana, Legon.	Full Time
50.	Mr. Thomas Yaw Tachie-Eyiah	Assistant Lecturer	Master of Arts in Marketing / 2008. London Metropolitan University, UK. Post Graduate Diploma in Marketing / 2006, The Chartered Institute of Marketing	Full Time
51.	Mr. Goerge Adu Appiah	Assistant Lecturer	PhD (Candidate) OUM. MPhil Marketing / 2009 University of Ghana	Full Time
52.	Mrs. Juliana Akushika Andoh	Assistant Lecturer	PhD (Candidate) in Marketing / 2018, University of Ghana Business School MPhil in Marketing, (2013), University of Ghana.	Full Time
53.	Mr. Ebenezer Arthur Duncan	Assistant Lecturer	MPhil in Global Leadership / 2013, UPSA	Full Time

54.	Mrs. Akorfa Wuttur	Assistant Lecturer	DBA (Candidate) in Quality Systems Management / 2020, The National Graduate School of Quality Management, USA MBA in Total Quality Management / 2013, UPSA.	Full Time
55.	Mrs. Gifty Ketemepe	Assistant Lecturer	DBA (Candidate) in Quality Systems Management / 2020, The National Graduate School of Quality Management, USA MBA in Total Quality Management / 2013, UPSA.	Full Time
56.	Mr. Leeford Ameyibor	Assistant Lecturer	MBA in Total Quality Management / 2013, UPSA. MA Marketing Strategy, (2017), University of Ghana.	Full Time
57.	Mr. Peter Kwasi Kodjie	Assistant Lecturer	M.A International Affairs. / 2016, LECIAD. MBA TQM. 2014-2016 UPSA.	Full Time
58.	Mr. Robert Amponsah	Assistant Lecturer	PhD (Candidate) in Business Administration (Marketing Strategy & Innovation) / 2020, The Noble International Business School MPhil Leadership / 2014, UPSA. Msc. Global Marketing / 2012, Anglia Ruskin University, UK.	Full Time
59.	Mr. Mustapha Iddrisu	Assistant Lecturer	Mphil in Bus. Admin. (Marketing) / 2013, University of Ghana. MSc in Global Marketing. 2011. Anglia Ruskin University Cambridge, UK Prof. Pgd in Marketing. 2007 Ghana Sch. Of Marketing	Full Time
60.	Mr. Ibn Kailan Abdul - Hamid	Research Fellow/Assist. Lecturer	PhD (Candidate) in Marketing / 2019, University of Ghana MPhil in Bus. Admin. (Marketing) / 2014. University of Ghana.	Full Time
61.	Mr. Winston Asiedu Inkmsah	Assistant Lecturer	MSc in Mktg. & Mgt. / 2008, Bradford Sch. of Mgt. UK	Full Time
62.	Mr. Kwame -Adjei Michael	Assistant Lecturer	MPhil in Bus. Admin. (Marketing option) / 2012, University of Ghana.	Full Time
63.	Mr. Hussein Mohammed Muniru	Assistant Lecturer	MPhil in Marketing / 2012, University of Ghana.	Full Time

64.	Mr. Yussif Mohammed Hardi	Assistant Lecturer	PhD in Marketing (Candidate), 2020, University of Ghana MBA in Marketing, UG 2006	Full Time
65.	Mr. Alfa Atia Alpha	Assistant Lecturer	MBA in Marketing, UG. 2010 MA in Peace & Dev. Studies / 2013, University of Cape Coast, Cape Coast	Full Time
66.	Mr. Stephen O. Adjapong	Assistant Lecturer	MPhil in Curriculum Studies, (1998) UCC. MBA in TQM (2016), UPSA	Full Time
67.	Mr. Andrews Ayiku	Assistant Lecturer	MBA in Marketing, (2008) GIMPA	Full Time
68.	Mrs. Kafui Agormeda-Tetteh	Assistant Lecturer	MBA in Marketing, (2008) GIMPA, BSc Computer Science & Statistics, (University of Ghana), 1992 -1996	Full Time
69.	Ms. Deborah Tiniwaa Mensah	Assistant Lecturer	MBA in Total Quality Management I	Full Time/ Study Leave
70.	Mr. John Paul Kosiba	Assistant Lecturer	MPhil in Marketing (2016) University of Ghana	Full Time
71.	Robertson Neequaye Kotey	Asst. Lecturer	PhD (Candidate) University of Ghana, MBA General Management, University of Hull, UK, 2007	Full Time
72.	Effie Kwaaba Okai-Anderson	Asst. Lecturer	PhD (Candidate) GIMPA, MSc Corporate Governance, London South Bank University- UK, 2004	Full Time
73.	Emmanuel Dougan	Asst. Lecturer	MBA Management Studies, University of Leicester, UK, 2007	Full Time
74.	Dickson Armstrong Tumawu	Asst. Lecturer	PhD (Candidate), University of Cape Town MPhil (Sociology, Modern Society and Global Transformations) University of Cambridge, 2007	Full Time
75.	Mr. Michael Kubi	Asst. Lecturer	MPhil Leadership, UPSA, 2015	Full Time
76.	Agyabeng Nkrumah Anthony	Asst. Lecturer	PhD (Candidate) University of Ghana, MBA in Total Quality Management, University of Professional Studies, Accra, 2015	Full Time
76.	Agyabeng Nkrumah Anthony	Asst. Lecturer	PhD (Candidate) University of Ghana, MBA in Total Quality Management, University of Professional Studies, Accra, 2015 MPhil. in Global Leadership, University of Professional Studies, Accra, 2013	Full Time

77.	Mr. Asare Lawrence Offei	Asst. Lecturer	PhD (Candidate) in Public Admin. & Policy Mgt., University of Ghana MPhil. Public Admin. UG. 2012	Full Time
78.	Hector Arnold Sam-Tagoe	Asst. Lecturer	PhD (Candidate) in Public Administration, Governance and Leadership, GIMPA, 2015 MA – Human Resource Development, University of Cape Coast, 2007	Full Time
79.	Alfred Amartey-Kwei	Asst. Lecturer	Mphil in Global Leadership , University of Professional Studies, Accra, 2014, Prof. Cert. in Marketing, CIM, UK, 2003	Full Time
80.	Daniel Okofo-Darteh Jnr.	Asst. Lecturer	MPhil in Leadership, University of Professional Studies, Accra, 2015	Full Time
81.	Barbara N. A Tetteh	Asst. Lecturer	PhD (Candidate) University of Ghana, Legon. MBA in Human Resource Management, Wisconsin International University College-Ghana, 2014 MA TESL, University of Ghana, Legon, 2010	Full Time
82.	Anagba Kingsley Kofi	Asst. Lecturer	MPhil in Operations Management, University of Ghana, 2015	Full Time
83.	Mrs. Erika Mamle Osae	Research Fellow	PhD (Candidate) University of Cape Coast, Master of Public Administration, Executive Master of Public Administration, Maxwell School of Citizenship and Public Affairs, Syracuse University, New York, USA Master of Arts, Development Studies (Local and Regional Development) International Institute of Social Studies of Erasmus University (ISS), The Hague, The Netherlands – Sept. 2000 – Dec. 2001 Bachelor of Arts – BA (Hons.) in Geography and Resource Development	
84.	Mr. Jibreel Abubakar	Assistant Lecturer	PhD (Candidate) University of Ghana, Legon. MPhil Migration Studies, University of Ghana, 2012 MA Human Resource Development, University of Cape Coast, 2014	Full Time
85.	Mr. Joel Okoe Quarcoo	Assistant Lecturer	MPhil Leadership (2017) University of Professional Studies, Accra.	Full Time

86.	Mr. Bernie Asher	Assistant Lecturer	PhD (Candidate) Management, Royal Holloway University of London, Egham (UK) MSc. Environmental Management, July, 2011, University of Sunderland Master of Arts in International Diplomacy and Policy, May, 2011, University of Staffordshire B.Ed. Psychology, 2001, U.C.C	
87.	Marco Elikem Mensah	Asst. Lecturer	MBA Human Resource Mgt., Univ. of Leicester, UK, 2005	Full Time Study leave
88.	Kudo Linus Kekeli	Asst. Lecturer	PhD (Candidate), Griffiths University, Australia, MPhil Public Administration, University of Ghana, 2008	Full Time Study Leave

Source: UPSA Registry Database (2018)

Non-Teaching Staff

S/N	Name of staff	Highest Qualification/Year Obtained and Place	Rank/ Position	Status
1.	Mrs. Beatrice Akosua Adjapong	Master of Arts Adult Education, University of Ghana, 2010	Assistant Registrar/ Faculty Officer	Full Time
2.	Mr. Michael Akuoko Kwabena	Master of Education in Educational Administration and Management, University of Education Winneba, 2007	Assistant Registrar/ Departmental Officer	Full Time
3.	Mrs. Harriet Adzowu	MBA Human Resource Management, University of Ghana, 2009	Assistant Registrar/ Departmental Officer	Full Time
4.	Ms. Deborah Apedo	MA in Public Relations	Junior Assistant Registrar	Full Time

Source: UPSA Registry Database (2018)

Academic Staff on PhD Programme

The following members of the Faculty started their PhD programme during the year under review:

Table: List of Academic Staff on PhD Programme

No	Name of Lecturers	Programme	Country	Status
1.	Mrs. Barbara Tetteh	PhD in Adult Education and Human Resource Management	University of Ghana	
2.	Mr. Mustapha Iddirisu	PhD in Marketing	University of Ghana	
3.	Mr. Muniru Hussein	PhD in Marketing	University of Ghana	
4.	Mr. Jibreel Abubakar	PhD in Adult Education and Human Resource Management	University of Ghana	
5.	Mr. Anthony Nkrumah	PhD Public Administration and Policy	University of Ghana	
6.	Mr. Akwasi Sarfo Kantanka	PhD in Marketing	University of Professional Studies Accra	Sponsored
7.	Mr. Benjamin B. Angenu	PhD in Marketing	University of Professional Studies Accra	Sponsored
8.	Mrs. Benedicta Quao	PhD in Marketing	University of Professional Studies Accra	Sponsored
9.	Mr. Ebenezer Arthur Duncan	PhD in Marketing	University of Professional Studies Accra	Sponsored
10.	Mr. Michael Adjei	PhD in Marketing	University of Professional Studies Accra	
11.	Mr. Stephen Onwona Adjapong	PhD in Marketing	University of Professional Studies Accra	

12.	Mr. Winston Inkumsah	PhD in Marketing	University of Professional Studies Accra	
13.	Mr. George Adu Appiah	PhD in Marketing	Open University of Malaysia	
14.	Ms. Deborah Tiniwaah Mensah	PhD in Management	Ca'foscari University Venice	

Source: Faculty of Management Studies, 2018

APPENDIX B

FACULTY OF ACCOUNTING AND FINANCE

CONFERENCES, SEMINARS AND WORKSHOPS

The table below is a list of Local and International Conferences, Workshops and Seminars attended by faculty members during the year under review. Some of the conferences and workshops were sponsored by the University, while others were self-sponsored by faculty members themselves.

Attendance at Conferences/Workshops/Seminars by Faculty Members

Name	Position	Programme	Date	Sponsorship	Venue
Dr. Raymond Dziwornu	Senior Lecturer/ Dean	International Conference of Agricultural Economists	July 28 – August 2, 2018	UPSA and Self	Vancouver, British Columbia, Canada
		Africa Learning Providers' Conference	November 12, 2018	ACCA and Self	Johannesburg South Africa
		Application to Lean Improvement Methods	October 8 - 9, 2018	UPSA	Graduate School, UPSA
		Workshop on CaseWare IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
		4 th ICBMED Conference	April 25 – 26, 2018	UPSA	Graduate School UPSA
		2018 Higher Education Conference in Ghana	April 5 – 6, 2018	UPSA	Institute of Scientific and Social Economic Research, University of Ghana, Legon.

Dr.Kwadwo Obeng	Senior Lecturer/ Vice Dean, FAF	World Congress of Accountants	November 5 - 8, 2018	UPSA	Sydney, Australia
		2018 Higher Education Conference in Ghana	April 5-6, 2018	UPSA	Institute of Scientific and Social Economic Research, University of Ghana, Legon.
Mr.George Quartey	Lecturer/ Director, Quality Assurance	2018 Higher Education Conference in Ghana	April 5-6, 2018	UPSA	Institute of Scientific and Social Economic Research, University of Ghana, Legon.
Dr. Helena Ahulu	Senior Lecturer/ HOD Accounting	ICBMED Departmental Research Seminar	April 25 - 26, 2018	Self	UPSA
		2018 Higher Education Conference in Ghana	April 5-6, 2018	UPSA	Institute of Scientific and Social Economic Research, University of Ghana, Legon
		Workshop on UPSA-VIRTUAL	September 18 – 20, 2018	UPSA	UPSA
Dr Edward Attah-Botchwey	Senior Lecturer/ HOD Banking and Finance	2018 Higher Education Conference in Ghana	April 5-6, 2018	UPSA	Institute of Scientific and Social Economic Research, University of Ghana, Legon
		CIMA Train the Trainer programme	July 16 – 17, 2018	CIMA Ghana	Office of the committee of Vice Chancellors
		Stochastic, Analysis, Financial and Insurance Mathematics	August, 20 – 24, 2018	African Institute of Mathematical Science (AIMS) in collaboration with Volkswagen Stiftung&Humboldt University	Tomreik Hotel

		Capital Market Training for Business Advisory service	April 12 – 13 2018	USAID	Kempinski Hotel Accra
		Workshop on CaseWare IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
		Application to Lean Improvement Methods	October 8 - 9, 2018	UPSA	Graduate School UPSA
		Post budget dissemination seminar	July 17, 2018	Ghana Revenue Authority and Ministry of Finance	Best Western Premier Hotel Airport Accra
		Post budget dissemination seminar	March 8, 2018	Ghana Revenue Authority and Ministry of Finance	Swiss Spirit Alisa Hotel
		10 th Annual congress of Actuarial society of Ghana	September 4, 2018	NPRA, SSNIT	Swiss Spirit Alisa Hotel
Dr. Ibrahim Mohammed	Senior Lecturer/ Director, Research & Consultancy	Workshop on CaseWare IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
Dr Joseph K. Tuffour	Senior Lecturer/ Deputy Director, Research & Consultancy	2018 SOE Governance Conference	26 – 27 th September 2018	Self	Movenpick Ambassador Hotel, Accra
		Workshop on CaseWare IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA

		Experts Panel Member Workshop for setting Comprehensive Examinations questions for PhD programmes in Public Sector Economics by AERC	February 5 – 7, 2018	Self	Dar-es-Salaam, Tanzania
Dr. James Doku Ntiamoah	Senior Lecturer	Workshop on CaseWare IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
Dr. Isaac Boadi	Senior Lecturer	Workshop on CaseWare IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
Dr. Joseph Quarshie	Lecturer	Workshop on CaseWare IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
Dr. Abdul-MumuniAbdallah	Lecturer	Trainer -the- Trainees Counselling Workshop	September 20, 2018	UPSA and Ghana Psychological Association	Justice Aryeetey Auditorium, UPSA
Mrs. Gladys Nabieu	Senior Lecturer/ Coordinator Graduate School	Workshop on CaseWare IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
		Global Development Finance Conference	November 22 - 23, 2018	University of Ghana Business School	Durban, South Africa
Mr. Kojo A. Essesl-Mensah	Senior Lecturer	Trainer -the- Trainees Counselling Workshop	September 20, 2018	UPSAand Ghana Psychological Association	Justice Aryeetey Auditorium, UPSA

Mr. Isaac Ofoeda	Lecturer	ICBMED Conference	April 25 – 27 2018	UPSA	Graduate School UPSA
		Departmental Research Seminar	September 25, 2018	Self	Justice Aryeetey Auditorium, UPSA
		Workshop on UPSA-VIRTUAL	September 18 - 20, 2018	UPSA	Graduate School UPSA
Mr. Peter Ackah	Assistant Lecturer	Workshop on UPSA-VIRTUAL	September 18 - 20, 2018	UPSA	UPSA
Mr. Gift Soku	Assistant Lecturer	Workshop on UPSA-VIRTUAL	September 18 - 20, 2018	UPSA	UPSA
Mr. Rester Togormey	Assistant Lecturer	Workshop on UPSA-VIRTUAL	September 18 - 20, 2018	UPSA	UPSA
Mr. Emmanuel Gyamera	Assistant Lecturer	Departmental Research Seminar	September 25 2018	Self	UPSA
Mr. Lawrence Asare Boadi	Assistant Lecturer	Training Workshop on Business Development for MSME's in Ghana	April 4, 2018	UPSA	Tomreik Hotel
Mr. Michael Insaidoo	Assistant Lecturer	Train -the-trainer workshop on UPSA-Virtual (MOODLE)	September 18 – 20, 2018,	UPSA	Justice Aryeetey Auditorium, UPSA
Mrs. Deborah Adu-Twumwaa	Lecturer	Train -the-trainer workshop on UPSA-Virtual (MOODLE)	September 18 – 20, 2018,	UPSA	Justice Aryeetey Auditorium, UPSA
		Workshop on CaseWare IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA

Mrs. Christine Avortri	Lecturer	Forum on Ethics and values in Higher education	February 9, 2018	UTAG	Water Resource Institute Conference hall
		Trainer -the- Trainees Counselling	September 20, 2018	UPSAand Ghana	Justice Aryeetey Auditorium, UPSA
Mr. Mawunyo Agradi	Assistant Lecturer	Stochastic Applications Research and Training Workshop	19-22 February 2018	Self-Sponsored	Anomabu, Cape Coast
		Trainer -the- Trainees Counselling Workshop	September 20, 2018	UPSA and Ghana Psychological Association.	Justice Aryeetey Auditorium, UPSA
		Departmental Seminar	September 27, 2018	Self	Justice Aryeetey Auditorium, UPSA
Mr Eric Boachie-Yiadom	Assistant Lecturer	Departmental Research Seminar	February 2018	Self	UPSA
		4 TH ICBMED Conference	April 2018	UPSA	UPSA
Mrs. Hamdeeya Ayensoo	Lecturer	Workshop on Case Ware IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
Mr. Kwame Fosu Boateng	Assistant Lecturer	Workshop on Case Ware IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
Mr. Kofi Nyamekye	Assistant Lecturer	Workshop on Case Ware IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA

Ms. Vivian Aku Gbade	Assistant Registrar/ Departmental Officer	Workshop on Case Ware IDEA®, Data Analytic Software	September 17 - 18, 2018	Faculty of Accounting and Finance	Graduate School, UPSA
		Trainer -the- Trainees Counselling Workshop	September 20, 2018	UPSA and Ghana Psychological Association.	Justice Aryeetey Auditorium, UPSA

Research Publications

The total research output of the faculty during the year was twenty-seven(27)and was published by sixteen(16) lecturers. Five (5) lecturers from the Accounting Department published eight (8) papers, while eleven (11) lecturers from the Banking and Finance Department published nineteen (19) papers. The Faculty will encourage collaboration research among lecturers to increase faculty research output in 2019. Table 24 shows the detail of research papers of lecturers in 2018.

Research Publications of Academic Staff for 2018

Name	Paper	Rank
Department of Accounting		
Mr. John Amoh	<p>Ali-Nakyea, A. & Amoh, J.K. (2018). Have the generous tax incentives in the natural resource sector been commensurate with FDI Flows? A critical analysis from an emerging economy”, <i>International Journal of Critical Accounting</i>, 10 (3/4): 257–273.</p> <p>Adafula, B., Atuilik, W.A. & Amoh, J.K. (2018). Protecting the questionably knowledgeable user of accounting information: a defence of paternalism in the accounting profession,, <i>International Journal of Critical Accounting</i> , 10 (2.): 152–168.</p> <p>Amoh, J.K. & Adom, P.K. (2018). The determinants of tax revenue growth of an emerging economy: the case of Ghana, <i>International Journal of Economics and Accounting</i> , 8(3/4):337-353</p> <p>Amoh, J.K & Ali-Nakyea, A(2018). Does corruption cause tax evasion? A critical analysis from an emerging economy, <i>International Journal of Money Laundering</i>, 22(2), DOI/10.1108/JMLC-01-2018-0001</p>	Lecturer

Mr. Peter Ackah	Ackah, P . (2018). Corporate Governance Practices and Corporate Performance: Empirical Evidence from the Ghanaian Banking Industry. <i>Research Journal of Management</i> .L 6 (4), ISSN 234748217.	Assistant Lecturer
Dr. Samuel Pimpong	Public Financial Accountability and Independent Oversight Institutions in Ghana, 1993 -2016; Published PhD Thesis, University of Ghana.	
Mr. Emmanuel Gyamera	Gyamerah, E . (2018). Compliance with International Financial Reporting Standard 7 : A Study of Listed Banks In Ghana. Date: <i>Research Journal</i> ,	
Mr Redeemer Dornudo Krah	Krah, R.D &Addo, A. (2018). <i>Public Sector Accounting and Finance</i> , ICAG Study Manual, Published by BPP.	
Department of Banking		
Prof. Charles Barnor	Adom, P.K, Barnor, C. & Agradi, M.P. (2018). Road transport energy demand in West Africa: A test of the consumer-tolerable price hypothesis. <i>International Journal of Sustainable Energy</i> , 37 (10): 919-940.	Associate Professor
Dr. Raymond Dziwornu	Dziwornu, R.K. , Anagba, K.K &Aniapam, A.D (2018). Emergence of mobile financial services: concerns for use among women entrepreneurs in Ghana. <i>Journal of Emerging Market Finance</i> , 17(3), 1-17	Senior Lecturer
	Dziwornu, R.K. , &Anagba, K.K (2018). Demand for microfinance institution loan by women entrepreneurs in selected markets Ghana. <i>Journal of Applied Business and Economics</i> , 20(3):145-155.	
Dr Edward Attah-Botchwey	Attah-Botchwey E. (2018). Internal Control as a Tool for Efficient Management of Revenue Mobilization at the Metropolitan, Municipal and District Assemblies in Ghana. A Case Study of Accra Metropolitan Assembly; <i>American Journal for Contemporary Research</i> , 8 (1): 22-40	Senior Lecturer/ Head of Department
	Attah-Botchwey E. (2018) Assessment of Financial Management Processes and Performance in the Public Sector: A Case Study of Accra Metropolitan Assembly (AMA); <i>American Journal for Contemporary Research</i> , 8 (1): 41-55	

Dr. Joseph Tuffour	Tuffour, J. K. & Mensah, T. (2018). The Effects of Governance Type and Economic Crises on Foreign Direct Investment Inflows in Ghana: Evidence From 1960-2015, <i>Review of Foreign Trade</i> , 53(2), 63-80.	Senior Lecturer
	Tuffour, J. K., Akuffo, D., Kofi, A. A., Frimpong, P. A. & Sasu, T. (2018). Adoption of mobile commerce and service in Adentan municipality of Ghana: An examination of factors influencing small enterprises, <i>International Business Research</i> , 11(11), 109-118.	
	Tuffour, J. K., & Owusu, P. A. (2018). Profitability of listed Ghanaian banks determined by the stylized facts, <i>International Journal of Applied Economics and Finance</i> , 12(1): 1-8, DOI: 10.3923/ijaef.2018.1.8	
Dr. Abdallah Abdul-Mumuni	The effect of remittances on child health protection in Ghana. <i>International Journal of Statistics and Economics</i> 19 (3): 75-89. Available at:	Lecturer
Mr. Godwin Musah	Musah, G., Adu, O.K., Boakye, O.R. & Agbanyo, R. (2018). SMEs use of Informal Credit in Ghana: do Business Size and Sector Matter? <i>Ghanaian Journal of Economics</i> , 6(1).	Assistant Lecturer
Mr. Mawunyo Agradi	Adom, P.K, Barnor, C. & Agradi, M.P. (2018). Road transport energy demand in West Africa: A test of the consumer-tolerable price hypothesis. <i>International Journal of Sustainable Energy</i> , Vol. 37, Issue 10, pp.919-940.	Assistant Lecturer
	Adom, P.K., Agradi, M. & Bekoe, W. (2018). Electricity supply in Ghana: The implications of climate-induced distortions in the water-energy equilibrium and system losses. <i>Renewable Energy</i> , DOI: https://doi.org/10.1016/j.renene.2018.09.025	
Mr. Christopher Quaidoo	Adom, K. P., Agradi, M. P., & Quaidoo, C. (2018). The transition probabilities for inflation episodes in Ghana, <i>International Journal of Emerging Markets</i> , 13 (6), Available at https://doi.org/10.1108/IJoEM-08-2017-0313	Lecturer
	Adom, K. P., Amakye, K., Abrokwa, K. K., & Quaidoo, C. (2018). Estimate of transient and persistent energy efficiency in Africa: A stochastic frontier approach, <i>Energy Conversion and Management</i> , 166, 556-568 Available at https://doi.org/10.1016/j.enconman.2018.04.038	

Mr Eric BoachieYiadom	Mensah, L., Bokpin, G. & Boachie-Yiadom, E. (2018). External debts, institutions and Growth in South Saharan Africa, <i>Journal of African Business</i> , 19(4):475-490	Assistant Lecturer
	Yalley, S., Hanania Djibom, H., Boachie-Yiadom, E. & Kunawotor, E.M. (2018). Bank recapitalization in Ghana, who benefits the more? <i>Global Journal of Management and Business Research</i> , 18(6):1-9	
Mr Robert Owusu Boakye	Kosiba, J.P.B., Boate ng, H., Amartey, A.F.O., Boakye, R.O. & Hinson, R. (2018). Examining customer engagement and brand loyalty in retail banking: the trustworthiness influence, <i>International Journal of Retail & Distribution Management</i> . https://doi.org/10.1108/IJRDM-08-2017-0163	Assistant Lecturer
Mr Andrews Agblobi Doeh	Agblobi, D.A. , & Osei-Fosu, A.K. (2018). Poverty incidence among elderly with and without pensions in selected localities in Ghana. <i>Journal of Economics and Sustainable Development</i> , 9(12):75-81	Assistant Lecturer

APPENDIX C

**FACULTY OF INFORMATION TECHNOLOGY
AND COMMUNICATION STUDIES**

Table 35: Conferences, seminars and workshops attended by the Department of Information Technology Studies members, 2018

Date	Lecturer	VENUE	Conference	ROLE	SPONSOR
19th-20th April 2018	Mrs Eleanor Afful	LBC Auditorium, UPSA	4th International Conference on Business Management & Entrepreneurial Development (ICBMED 2018)	Participant	UPSA
1st to 2nd August 201	Mrs Eleanor Afful	Ghana Atomic Energy Commission's Graduate School of Nuclear and Allied Science	African Centre for Science and International Security (AFRICISIS) and the International Cancer Expert Corps (ICEC) Workshop	Participant	Linac manufacturer Varian International in Geneva
8 th - 9 th October 2018	Mrs. Eleanor Afful	UPSA & University of St. Andrews	Management Development Seminar	Participant	UPSA
March 2018	Mrs Maud Ashong Elliot	Houston, Texas	Grace Hopper Celebration 2018, Scholarship Application reviewer	Participant	AnitaB.org, GHC Faculty Scholarship
26 th – 28 th September, 2018	Mrs Maud Ashong Elliot	Houston, Texas	Grace Hopper Celebration 2018	Participant	AnitaB.org, GHC Faculty Scholarship

9 th – 11 th October, 2018	Mrs Maud Ashong Elliot	Labadi Beach Hotel, Accra	Unlocking Africa's digital future	Participant	Internet Society
12 th October, 2018	Mrs Maud Ashong Elliot	Abakrampa Senior High School, Central Region	AfChix outreach to Abakrampa Secondary School	Participant	AfChiX
25 th October, 2018	Maud Ashong Elliot	Technology Innovation Seminar & Info Session	AITI -KACE, Ridge - Accra	Participant	Carnegie Mellon University, Africa
14 November 2018	Maud Ashong Elliot	University of Ghana, Balme Library	Training & Outreach Centre for Africa and UG Balme Library	Participant	Albert R. Mann Library Cornell University grant from Bill & Melinda Gates Foundation
17 th November, 2018	Maud Ashong Elliot	UPSA, Auditorium	Using Technology fort Small Businesses	Participant	Faculty of Banking and Finance

Table 36: Conferences, seminars and workshops attended by the Department of Public Relations Management members, 2018

Date	Name	Venue	Programme	Role	Sponsor
November 7-9, 2018	Dr. Kweku Rockson	Bank of Ghana Hall, Economic Dept., UG	A paper presented at 2 nd Biennial Africa Regional Conference of the International Communication Association (ICA) on “Digital Activism / Enacting Citizenship”	Participant	ICAfrica - Ghana

February 8, 2018	Dr. Theodora Adjin-Tettey	Yiri Lodge, University of Ghana	Symposium: The Relationship between Journalism and Foreign Aid	Participant	The (UK) Arts and Humanities Research Council (AHRC) and Department for International Development (DfID)
February 28, 2018	Dr. Dorothy Agyapong	University of Ghana, Legon	<i>The influence of Akan on the linguistic encoding of Cutting and Breaking events in Dwang.</i> Remarks: A paper presented at the International Symposium on New Frontiers in Language Studies in Ghana, in honour of Prof. Florence A. Dolphyne.	Participant	
March 22-25, 2018	Dr. Dorothy Agyapong	Michigan State University, USA.	<i>Multiple senses or contextual modulations of the prototypical meaning of twá 'to cut' in Asante-Twi (Akan).</i> Remarks: A paper presented at the 49 th Annual Conference on	Participant	Self-Funded
March 22-25, 2018	Dr. Dorothy Agyapong	Michigan State University, USA.	<i>A comparative analysis of the count-mass distinction in Ghanaian English and Akan.</i> Remarks: A paper presented at the 49 th Annual Conference on African Linguistics (ACAL)	Participant	Self-funded

July 4-8, 2018	Dr. Dorothy Agyapong	Cape Town (South Africa)	<p><i>Development of Representational Gestures in Sesotho speaking children's narratives</i></p> <p>Remarks: A paper presented at the 8th International Society for Gesture Studies Conference (ISGS).</p>		European Union Seventh Framework Programme for Research and Technological Development (Marie Curie IRSES International Research Staff Exchange Scheme GEST_LAN_D PIRSES-GA-2013-612563) (Grant)
August 23-26, 2018	Dr. Dorothy Agyapong	Mohammed V University, Rabat –Morocco	<p><i>When BREAK means CUT: The semantics and combinatorics of bú 'to break' and pàè 'to split' in Asante-Twi (Akan)</i></p> <p>Remarks: A paper presented at the 9th World Congress of African Linguistics (WOCAL9), themed, African Languages in a Global World: From description to state policies.</p>	Participant	Partly funded by Endangered Language Documentation Program (ELDP-SOAS) and myself.
February 2-4, 2018.	Dr. Hasiyatu Abubakari	University of Hamburg, Germany	<p>Conference on the expression of Phasal Polarity in sub-Saharan African languages:</p> <p>Presentation: Phasal Polarity Expressions in Kusaal</p>	Participant	University of Vienna, Austria

17 th -19 th July 2018.	Dr. Hasiyatu Abubakari	University of Vienna, Austria.	The 23 rd International Lexical-Functional Grammar Conference: Presentation: Information Structure and the Lexical-Functional Grammar Framework	Participant	Self-funded
20 th July 2018.	Dr. Abubakari Hasiyatu	University of Vienna, Austria	Workshop on Information Structure: Form and Function: Presentation: Focus marking strategies in Kusaal	Participant	Self-funded
August 23-26 2018	Dr. Hasiyatu Abubakari	Mohammed V University in Rabat, Morocco	World Congress on African Linguistics (WOCAL9): Presentation: Coordination and interrogativity in West African languages (Hasiyatu Abubakari & Izabela Jordanoska)	Participant	Self-funded
September 11-14 2018	Mr. Charles Nii Ayiku Ayiku	South Africa Johannesburg	South African Communication Conference 2018	Participant	Self-funded
November 23, 2018	Mr. Charles Nii Ayiku Ayiku	Swiss Spirit / Alisa Hotel, North Ridge	Ghana Chamber of Mines public Mines 90 th Anniversary public lecture on 'A responsible and sustainable mining industry; a partner for national development'.	Participant	Ghana Chamber of Mines

July 25 – 27, 2018	Mr. Stevens Justice Avenyo	Yiri Lodge, University of Ghana, Accra, Ghana	Workshop on Overview of Open and Distance Learning	Participant	The Commonweal th of Learning (COL) and Self-funded
September 2 – 06, 2018	Mr. Stevens Justice Avenyo	University of South Africa (Unisa), Pretoria	Fourth International Interdisciplinary Biennial Conference of the Department of English Studies	Participant	Self-funded
April 19 – 20, 2018	Mr. Stevens Justice Avenyo	UPSA	4 th International Conference on Business Management & Entrepreneurial Development (ICBMED)	Participant	UPSA
November 1 – 2, 2018	Mr. Stevens Justice Avenyo	ISSER Conference Facility, Legon Campus, University of Ghana, Legon	4 th College of Humanities International Research conference	Participant	Self- funded
June 18-22, 2018.	Mr. Patrick Mahama	University of Ghana Doctoral Building, Legon	PADA Doctoral Schools: Quantitative Research Techniques Using SPSS	Participant	Self-funded
April 5-6, 2018	Mr. Patrick Mahama	ISSER, University of Ghana	Vice-Chancellors Higher Education Conference in Ghana on “Funding Public universities in Africa- The New Paradigm”	Participant	UPSA
November 7, 2018	Dr. Adwoa Sikayena Amankwah	University of Ghana, Legon.	Chair – Parallel session on 'Digital media uses and applications,' at 2 nd Biennial Africa Regional Conference of the International Communication Association	Participant	Self-funded

November 7-9, 2018	Dr. Adwoa Sikayena Amankwah	University of Ghana, Legon.	Presenter – Optimising interactivity of new media technologies for political communication: The case of Ghana’s 2016 elections. 2 nd Biennial Africa Regional Conference of the International Communication Association	Participant	Self-funded
July 30, 2018	Ivy Jones-Mensah	University of Ghana, Legon	Vocabulary Issues	Participant	Linguistics Association of Ghana
October 8, 2018	Mr. Mohammed Sadat	IBIS STYLES HOTEL, ACCRA	Conference on French Language Certificate	Participant	French Embassy
November 1-2, 2018	Samuel Appiah Darko	ISSER Conference Facility, Legon Campus, University of Ghana	4 th College of Humanities International Research Conference Theme: Prospects and Challenges of Humanities Research in the 21 st Century	Participant	Self
April 3-4, 2018	Belinda Adzomani Diapim	GH 1, UPSA	A two day Training Workshop on Delivering of High Quality Service Across UPSA	Participant	UPSA
July 13, 2018	Belinda Adzomani Diapim	IHRMP Centre	Aligning Human Resource to the Attainment of Business Results	Participant	IHRMP
November 2, 2018	Belinda Adzomani Diapim	Accra International Conference Centre (AICC)	A proposed approach to building a thriving organisation in the age of disruption	Participant	Self

November 1, 2018	Belinda Adzomani Diapim	GH 7, UPSA	CPD Workshop on 'The Administrator in the age of knowledge economy: Academic Publishing as a call to duty'	Participant	GAUA, UPSA
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Table 34: Publications of Faculty Members

Author	Publication
Dr. Theodora Adjin-Tettey	Adjin-Tettey, T. D . & Akrobotu, V. A. (2018). A critical analysis of the use of mobile devices in the classroom and its implication for effective teaching and learning. In A. Khan, & S. Umair (Eds.), <i>Handbook of Research on Mobile Devices and Smart Gadgets in K-12 Education</i> (pp. 225-239). Hershey, PA: IGI Global. DOI: 10.4018/978-1-5225-2706-0
Dr. Dorothy Agyapong	(2018 in press). Deumert, A., Panović, I., Agyepong, Dorothy Pokua. , Barasa, D., African Languages and Mobile Communication – Between Constraint and Creativity. In H. Ekkehard Wolf (ed.), <i>Cambridge Handbook of African Linguistics</i> . Cambridge University Press. Remarks: Book was launched in August 2018
Dr. Abubakari Hasiyatu	Articles <ul style="list-style-type: none"> - Abubakari, Hasiyatu. (Forthcoming). Contrastive focus particles in Kusaal. ACAL47 Proceedings. Berkley, University of California. - Abubakari, Hasiyatu. (Forthcoming). Relativisation in Kusaal. 'SOAS working papers in Linguistics.' Book Chapters: <ul style="list-style-type: none"> - Abubakari Hasiyatu. (Forthcoming). Predicate cleft constructions and serial verb constructions in Kusaal. Volume in Honour of Lars Hellan. - Abubakari Hasiyatu. (Forthcoming). Focus Marking in Serial Verb Constructions in Kusaal. Handbook of Mabia Languages. - Bodomo, Adams, Abubakari, Hasiyatu and Dewei Che. (Forthcoming). On Nominalizing the Serial Verb in Mabia Languages. Volume in Honour of Florence Dolphine at 80. Legon, University of Ghana.

Ivy Jones-Mensah	- Writing Skills in the Academic Environment: Identifiable Errors
Dr. Adwoa Sikayena Amankwah	- Amankwah, A. S. & Mbatha, B. T. (2018). Unlocking the potential of new media technologies for political communication on elections in Ghana (Accepted for publication by Taylor & Francis' <i>Communication Journal</i>). - Amankwah, A & Amankwah B. (2018). A review of internationalisation of higher education: Prospects, challenges and the way forward for Ghana. Under review with the Journal of Higher Education, National Council for Tertiary Education (NCTE).
Mr. Charles Nii Ayiku Ayiku	- Tindi S. & Ayiku C.N.A (2018). Local reception of Global Media Texts: Telenovela as a site of cultural mixture in Ghana -Legon Journal of the humanities LJH.

APPENDIX D
FACULTY OF LAW

Conferences/ Workshops/Seminars

The table below shows Conferences, Workshops and Seminars attended by members:

Conferences/Seminars/Workshops

Name	Participant/ presented a paper/ Panellist	Programme	Dates	Sponsorship	Venue
Mr. Courage Asabagna	Facilitator	<i>Nationwide Stakeholder’s Consultations held towards the Review and Amendment of the Children’s Act, Juvenile Act and Other Related Laws in Ghana, Submitted to UNICEF Child Protection Programme</i>	January – August, 2018	UNICEF-Ghana.	Nationwide
Dr. Kwaku Agyeman-Budu	Presenter	The Judiciary and its Contribution to Ghana after 60: Reflecting on the Past, Analysing the Present, Preparing for the Future	15 th –16 th February 2018	Fordham University School of Law	Ghana Institute of Management & Public Administration (GIMPA), Accra, Ghana
Professor Kwame Frimpong	Presenter	Conference on Current Challenges for an Independent and Effective Judiciary in West Africa	15 th –16 th February 2018	Konrad Adenauer Foundation	Coconut Groove Hotel, Accra
Professor Kwame Frimpong	Participant	Independence of the Judiciary in Africa	February 21 st -24 th , 2018	Konrad Adenauer Foundation	Arusha. Tanzania
Dr Francisca Kusi-Appiah	Rapporteur	Mining Investment West Africa 2018	15-16 March 2018	Self-sponsored	Swiss Spirit Hotel & Suites Alisa Accra, Ghana

Theophilus Tawiah	Participant	2018 Harvard International Arbitration Conference.	March 24-25 March 2018	Self-sponsored	Harvard Law School, USA
Mr. Thomas Appiah K. Asante Mrs Joyce Sackey	Participants	Delivering High Quality Service Across UPSA	April 3 rd – 4 th 2018	UPSA	UPSA
Dr Francisca Kusi-Appiah & Mrs Leticia Akyeampong	Participant	Funding Public Universities in Africa – The New Paradigm	5th – 6th April 2018	UPSA	ISSER Conference Hall, University of Ghana, Accra
Courage Asabagna	Trainer and Facilitator	<i>Monitoring mentoring and evaluation of police prosecutors under the Bureau of International Narcotics and Law Enforcement Affairs (INL) in the Greater Accra, Tema, the Northern Region and Central Region</i>	April – July 2018	<i>Bureau of International Narcotics and Law Enforcement Affairs (INLEA)</i>	Tema, Accra, Central and the Northern Region.
Courage Asabagna	Facilitator	<i>Consultations held towards the Amendment of Section 93 of the Fisheries Act, 2002 (act 625) and the enactment of fisheries impact assessment regulations report submitted to the Ghana Industrial Trawlers Association (GITA)</i>	24 th May, 2018	<i>Ghana Industrial Trawlers Association (GITA)</i>	Central Region
Dr Francisca Kusi-Appiah	Presenter	2018 Power-Gen and DistribuTECH Conference	17 th -19 th July 2018	Self-sponsored	Sandton Convention Centre, Johannesburg, South Africa
Dr Francisca Kusi-Appiah	Resource Person & Rapporteur	The Law Reform Commission Experts' Roundtable Conference On Occupier's Liability In Ghana	26 th July, 2018	Law Reform Commission	Coconut Groove Hotel, Accra

Courage Asabagna	Presenter	Stakeholder's Forum on the Songor-Lagoon: <i>A Presentation On the Review and Legal Opinion of PNDCL 287</i>	26 th July, 2018	Self-sponsored	Ada- Town Hall Accra, Ghana
Theophilus Tawiah	Participant	CITG 2018 International Tax Conference	22 August 2018 - 24 August 2018	Self-sponsored	College of Physicians, Accra
Courage Asabagna	Presenter	Age of Sexual Consent in Ghana: <i>A Position Paper Presented as Part of the Ministry of Children and Social Protection Welfare and UNICEF (Ghana) Review of the Children's Act of Ghana.</i>	6-7 th August 2018	UNICEF, Ghana	Fiesta Royale Hotel- Accra
Professor Kwame Frimpong	Chair	The Sixth Stellenbosch Annual Seminar on Constitutionalism in Africa (SASCA 6)	3 rd -7 th September, 2018	Konrad Adenauer Foundation	Cape Town, South Africa
Ms. Gertrude Amarh	Participant	Programme for African Leadership (Pfal) Africa Forum	September 5 th -7 th September ,2018	Self-sponsored	Mombasa, Kenya
Dr Francisca Kusi-Appiah	Presenter	2018 Ghana Renewable Energy Fair	9 th -11 th October 2018	Self-sponsored	Ghana International Conference Centre, Accra
Mr.Eugene Ablade Oninku Mr. Theophilus Tawiah Mrs. Akosua Asah-Asante	Participants	Annual Ghana Bar Association Conference Theme: <i>'The elmpact of Technology on the practice of :Law. To move with the changing times'</i>	9 th – 14 th September, 2018	Self-sponsored	Capital View Hotel, Koforidua, Accra

Professor Kwame Frimpong	Session Moderator	Workshop on Anti-Corruption	17 th - 20 th October, 2018	Konrad Adenauer Foundation	Entebbe, Uganda
Dr. Francisca Kusi-Appiah	Presenter	4 th Annual Law Colloquium – 2018 Theme: “Ghanaian Law in the Last Decade: Developments, Insights, Structures and Reform”	1 st November, 2018	Self-sponsored	Lancaster University, Accra
Mrs. Leticia Akyeampong Thomas Appiah Kubi Asante Mrs. Joyce Sackey	Participants	GAUA UPSA Continuing Professional Development (CPD) Workshop <i>“The Administrator in the Age of the Knowledge Economy: Academic Publishing as a Call to Duty”</i>	1 st November, 2018	GAUA	UPSA
Courage Asabagna	Presenter	Workshop on Child Protection in Ghana	27 th November, 2018	Participatory Development Associates, Ghana.	British Council-Accra.

10.8 PUBLICATIONS

- I. Dr. Francisca Kusi-Appiah (September 2018), *Encyclopaedia of Mineral and Energy Policy: West Africa Energy Policy- Gambia: Energy Policy* (Book Chapter - Springer) - (Published Online)
- II. Dr. Francisca Kusi-Appiah, *Ghana Power Market: Market Design, Legal and Regulatory Framework, POWER-GEN & DistribuTECH Africa 2018*, Johannesburg, South Africa, Conference, 17th - 19th July 2018 (Referred Conference Paper)
- III. Dr. Francisca Kusi-Appiah, 'Escaping the Resource Curse: A Decade of Petroleum Exploration in Ghana', (2018) *Lancaster University Ghana Law Journal* [forthcoming]
- IV. Kwaku Agyeman-Budu. (Forthcoming, 2018), “Fighting Public Sector Corruption in Ghana under the shadow of Greed and Plunder: Reconciling Rhetoric with Reality,” *Stellenbosch Handbooks in African Constitutional Law* [forthcoming].

- V. Kwaku Agyeman-Budu (forthcoming, 2018), “The Politics of International Law and its impact on International Criminal Justice: The International Criminal Court (ICC), Africa & the way forward,” *Lancaster University Ghana Law Journal (LUGLJ)* [forthcoming].
- VI. Kwame Frimpong & Kwaku Agyeman-Budu, “The Rule of Law and Democracy in Ghana since Independence: Uneasy Bedfellows?” (2018) 18 *African Human Rights Law Journal (AHRLJ)* 244-265.
- VII. Kwaku Agyeman-Budu & Paolo Galizzi, “Corporate Social Responsibility, Business and Human Rights in the Twenty-First Century: An Overview” (2018) *Global Law: Legal Answers for Concrete Challenges* (Maria Lucia Padua Lima & Jose Garcez Ghirardi eds.). 195-214.
- VIII. Courage Asabagna “Charitable Organisations and Donations in Ghana: A Tax Perspective” (2018) *Lancaster University Ghana Law Journal* [forthcoming]
- IX. T. Tawiah “Assessment of Public Enforcement of Directors' Duties in the Financial Services Industry: Comparative Analysis of the Australia and New Zealand” (Working Paper)

APPENDIX E
GRADUATE SCHOOL

CONFERENCES/WORKSHOPS AND PUBLICATIONS

International Conferences/Workshops

S/N	Name	Programme	Duration	Sponsorship	Venue
1.	Prof. Abednego Feehi Okoe Amartey	Workshop on Centralised Admissions for Tertiary Education in Ghana (CATEG)	25 th -30 th November, 2018.	UPSA	London, England
		Academy of Management Annual Meeting Session	10 th – 14 th August, 2018	UPSA	Chicago, IL, USA
		Management, Business Administration and Legal Initiatives (MBALI) International Conference	August 1 st –3 rd August, 2018.	UPSA	Kwazulu Natal, South Africa
		Management of Higher Education Institutes	28 th June – 9 th July, 2018	UPSA	Galilee International Management Institute, Israel
		Management Development Seminar for Vice-Chancellors of Public Universities of Ghana, Lean Theory Training Programme.	9 th -16 th June, 2018.	UPSA	Scotland
2.	Dr. Emmanuel S. Asamoah	Training programme at the Galilee International Management Institute in Israel.	26 th June, 2018 to 11 th July, 2018	UPSA	Galilee, Israel
3	Dr. Badu Collins Agyemang	Maiden Africa Positive Psychology Congress	4 th to 7 th April, 2018	Self-sponsored	North-West University, Potchefstroom, South Africa
4.	Dr. Andrews Akolaa	Management, Business Administration and Legal Initiatives (MBALI) International Conference	August 1 st –3 rd August, 2018.	Self-sponsored	Kwazulu Natal, South Africa
5	Dr. Raymond Dziwornu	International Conference of Agricultural Economists	July 28 – August 2, 2018	UPSA and Self	Vancouver, British Columbia, Canada
		Africa Learning Providers' Conference	November 12, 2018	ACCA and Self	Johannesburg South Africa

6	Dr Joseph K. Tuffour	Experts Panel Member Workshop for setting Comprehensive Examination questions for PhD programme in Public Sector Economics by AERC	5 – 7 th February, 2018	Self	Dares Salaam, Tanzania
7.	Mrs. Fidelis Quansah	International Academy of Business and Economics (IABE)	11 th -13 th October, 2018	UPSA	New York, USA

LOCAL CONFERENCES/WORKSHOPS

S/N	Name	Programme	Dates	Sponsorship	Venue
1	Prof. Abednego Okoe Feehi Amartey	Higher Education Conference in Ghana.	5 th – 6 th April, 2018	UPSA	University of Ghana, Legon
2		4 th International Conference on Business Management and Entrepreneurial Development (ICMED)	19 th – 20 th April, 2018.	UPSA	Accra, Ghana
3.	Dr. Emmanuel Selase Asamoah	Higher Education Conference in Ghana.	5 th – 6 th April, 2018	UPSA	University of Ghana, Legon
4.	Dr. Andrews Akolaa	Higher Education Conference in Ghana.	5 th – 6 th April, 2018	UPSA	University of Ghana, Legon
		Management Development Seminar Lean Theory Training Programme.	8 th - 10 th October, 2018.	UPSA	Accra, Ghana
		International Association of Advertisers'	28 th -29 th May, 2018	UPSA	Kempinski Hotel, Accra
		Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st – November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra
5	Dr. Salifu Adam	Management Development Seminar: The Lean Theory Programme	8 th to 10 th October, 2018	UPSA	UPSA
6.	Dr. (Mrs.) Alberta Bondzie Simpson	Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st – November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra
7.	Mr. Benjamin Baronson Angenu	Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st – November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra

8.	Mr. Ebenezer Arthur Duncan	Chartered Institute of Marketing Annual Strategic Marketing Conference	October 31 st – November 1 st , 2018	UPSA	Golden Tulip Hotel, Accra
9	Mr. Isaac Ofoeda	ICBMED Departmental Research Seminar	April, 2018 25 th September, 2018	Self	UPSA
		Workshop on UPSA-VIRTUAL	18 th – 20 th September, 2018	UPSA	UPSA
10.	Dr Joseph K. Tuffour	2018 SOE Governance Conference	26 – 27 th September 2018	Self	Movenpick Ambassador Hotel, Accra
11.	Mrs. Fidelis Quansah	Higher Education Conference in Ghana.	5 th – 6 th April, 2018	UPSA	University of Ghana, Legon

PUBLICATIONS BY LECTURERS

MRS. FIDELIS QUANSAH

1. **Quansah, F.** (2018). Structural Equation Modelling of an Effects of Management Attitude and Perception, Industry Characteristics and Export Marketing Strategy in Export Performance in the Wood Industry in Ghana. Review Journal of Business Research.

PROF. ABEDNEGO OKOE FEEHI AMARTEY

1. **Okoe, A. F.**, Hinson, R. E. and Adeola, O. (2018). Sales Management: A Primer for Frontier Markets. IAP – Information Age Publishers.
2. **Okoe, A. F.**, Kosiba J. P., and Abdul-Hamid I. K. (2018). Institutional Voids and Firm's Resources Commitment in Emerging Markets: A Systematic Review and Future Research Agenda.
3. Kosiba, J. P., Boateng, H. and **Okoe, A. F.** (2018). Trust and Customer Engagement in the Banking Sector in Ghana. – The Service Industries Journal.
4. Adam, D. R., Ofori, S. K. and **Okoe, F. A.** (2018). Effects of Structural and Bonding-based attachment on Brand Loyalty – African Journal of Economic and Management Studies
5. Boateng, H., **Okoe, F. A.** and Hinson, R. E. (2018). Dark Tourism: Exploring Tourist's experience at the Cape Coast Castle, Ghana. – Tourism Management Perspectives.

CONFERENCE PAPERS

1. **Okoe, A. F.**, Kosiba J. P., and Abdul-Hamid I. K. (2018). Investigating CSR and Brand Image Nexus of Telecommunication Firms of an Emerging Market.
2. Bunyaminu, I. M. and **Okoe, A. F.** (2018). Factors Contributing to Failure of Small and Medium Enterprises: Insights from Business Operators in Accra Metropolis in Ghana.
3. **Okoe, A. F.**, Kosiba J. P., and Abdul-Hamid I. K. (2018). Corporate Social Responsibility and Brand Image: An Evaluation of Telecommunication firms in Developing Economy.

PROF. ALBERT PUNI

1. Mohammed, I., **Puni A.** and Asamoah, E. S. (2018) The future of youth tourism in Ghana: motives, satisfaction and behavioural intentions”, *Journal of Tourism Futures*, pp. 1-18
2. **Puni, A.**, Anlesinya, A. and Korsorku, P. D. A. (2018) "Entrepreneurial education, self-efficacy and intentions in Sub-Saharan Africa", *African Journal of Economic and Management Studies*, Vol. 9 Issue: 4, pp.492-511.

DR. EMMANUEL S. ASAMOAH

1. Mohammed, I., Puni A. and **Asamoah, E. S.** (2018) Transformational leadership and job satisfaction: The moderating effect of contingent reward, *Leadership & Organization Development Journal*, ISSN: 0143-7739.

DR. ANDREWS ADUGUDAA AKOLAA

1. **Akolaa, A. A.**, (2018). Foreign Market entry through acquisition and firm financial performance, empirical evidence from Ghana. *International Journal of Emerging markets*. VOL/ISSUE NO: 13/5 (In print)

DR. SALIFU ADAM

1. **Salifu, A.** & Abdulai, A. (2018). "Corruption and International Aid" in Farazmand, A (2018). *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer International Publishing (online). DOI: 10.1007/978-3-319-31816-5_3368-1
2. Blampied, C., Chattopadhyay, S., Greenhill R., Aziz, I., Ellison, C., Thompson, R., Abdulai, A. & **Salifu, A.** (2018). Leaving no one behind in the health and education sectors: An SDG stocktake in Ghana, The Overseas Development Institute, London. Available at: <https://www.odi.org/sites/odi.org.uk/files/resource-documents/12145.pdf>

MR. PETER ACKAH

- I. **Ackah, P.** (2018). Corporate Governance Practices and Corporate Performance: Empirical Evidence from the Ghanaian Banking Industry. *Research Journal of Management*. L 6 (4), ISSN 234748217.

MR. REDEEMER KRAH

- I. **Krah, R.D & Addo, A.** (2018). *Public Sector Accounting and Finance*, ICAG Study Manual, Published by BPP.