

2019

ANNUAL REPORT

UNIVERSITY OF PROFESSIONAL
STUDIES, ACCRA



UPSA
UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
Scholarship with Professionalism





ANNUAL REPORT 2019

A publication by
THE UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA (UPSA)
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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 to find the right answers to life's challenges. Everyone therefore has the responsibility to create his own world through his thoughts, values and actions.

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

*UPSA the star of hope
UPSA 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, Dr. Mrs. Helen Arkorful, Mrs. Peace Adzadi, Dr. Frederick Doe and the late Prof. William Anku from the University of Ghana.



PRINCIPAL OFFICERS



Vacant
CHANCELLOR



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



Prof. Abednego F. O. 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
LIBRARIAN



Mr. Albert Amponsem
FCCA, MBA, PGDip., CAT, BSc.
AG. DIRECTOR, INTERNAL AUDIT



Dr. Albert Martins PhD, MBA
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	–	Government Nominee
Prof. Kwame Frimpong	–	Government Nominee
Ms. Akyaa Afreh Arhin	–	Government Nominee
Mr. Nii Adotei Abrahams	–	Representative of NCTE
Nana E. C. Acquah	–	Representative of CHASS
Mr. Kwabena Agyekum	–	Chartered Institute of Marketing, Ghana
Mr. Mark Badu-Aboagye	–	Ghana Chamber of Commerce & Industry
Mr. Joseph Azangeo	–	Representative of GAUA
Dr. Ampem Darko Aniapam	–	Representative of UTAG
Vacant	–	Representative of UPSA Alumni
Mr. Israel Kwaku Nyatuame	–	Representative of TEWU
Mr. Sidney Quartey	–	GRASAG President
Mr. Peter Mwinzumah	–	SRC President

IN ATTENDANCE

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



VICE-CHANCELLOR'S REPORT

The year 2019 has been one of the busiest in the annals of the University of Professional Studies, Accra (UPSA). The University made giant strides in pursuit of academic excellence, staff development, and infrastructural progress as reported in the 2019 Annual Report. This Report is a compilation of detailed information by Deans and Directors, highlighting the achievements and challenges over the past one year.

The University held a number of significant events during the year under review. Notable among them were the inauguration of the ultra-modern 3,500 capacity Auditorium (with facilities for hosting conferences and seminars) and the third Annual Leadership Lecture which was delivered by our distinguished Alumnus, His Royal Majesty Otumfuo Osei Tutu II. The occasion also saw the launch of the University's 55th Anniversary Celebrations which will be marked in 2020.

For the first time, the University also held four graduation sessions of the 11th Congregation. A number of distinguished persons including the President of the Republic of Ghana, His Excellency, Nana Addo Dankwa Akufo-Addo, graciously honoured our invitation as Special Guest of Honour and Guest Speaker. I am happy to announce that an Astro Turf Project with a 500- capacity Spectator Stand was also launched by the President during the year under review.

The University will continue to focus on three strategic goals. These are: Improving Institutional Effectiveness, Promoting Research, and Enhancing Institutional Image. In doing this, our catchphrase for the year 2020 will be, "**SERVICE EXCELLENCE.**" These watch words which also underpin our values, will undergird all that we do as a University.

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

Prof. ABEDNEGO FEEHI OKOE AMARTEY
Vice-Chancellor of UPSA

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 four (4) 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
- Master in Business Administration (MBA) – Accounting and Finance
- Master in Business Administration (MBA) – Auditing
- Master in Business Administration (MBA) – Internal Auditing
- Master 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
- Master of Business Administration (MBA) - Corporate Governance
- Master of Business Administration (MBA) – Marketing
- Master of Business in Total Quality Management
- Doctor of Philosophy in Marketing (PhD Marketing)

Faculty of Information Technology & Communication Studies

- Diploma in Public Relations Management
- Diploma in Information Technology Management
- Bachelor of Arts in Public Relations Management
- Bachelor of Science in Information Technology Management

Faculty of Law

- Three-year LLB Law
- Four-year LLB Law

A BRIEF 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, Administration

I.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 organising University ceremonies
- Exercising direct oversight of the Transport Department, Security Department and the Registry

This report covers activities of the Central Administration of the University for the period, January to December, 2019.

2.0. Staff Strength

The staff strength of the Administration Directorate for the period is presented in Table I.

Table I: Administrative Directorate Staff Strength - 2019

N0	POSITION	N0. AT POST
1	Director	1
2.	Deputy Director	2
3.	Assistant Registrar	4
4.	Administrative Assistant	6
5.	Transport Officers	2
6.	Drivers	8
7.	Dispatch Rider	1
8.	Security Guards	26
9.	Ground Force Security	18
TOTAL		68

3.0. ACTIVITIES

3.1. Meetings

During the period under review, the Directorate serviced meetings of the

- Governing Council
- Standing Committees of Council
- Academic Board
- Standing Committees of Academic Board, and other AD-HOC committees

3.1.1. Council Meetings

During the year 2019, the Governing Council held meetings as listed below:

Table 2: Meetings of the Governing Council-2019

N0.	TYPE OF MEETING	DATE
1	Regular Meeting	7 th March, 2019
2	Special Meeting	9 th April, 2019
3	Regular Meeting	6 th June, 2019
4	Special Meeting	18 th June, 2019
5	Regular Meeting	5 th September, 2019
6	Special Meeting	1 st October, 2019
7	Regular Meeting	5 th December, 2019



SPECIAL CEREMONIES

The Directorate helped organise the under-listed special ceremonies during the year, 2019.

3.2.1 Graduation

The 2019 Batch Congregation ceremonies

3.2.3. Annual Leadership Lecture

The 2019 edition of the UPSA Annual Leadership Lecture was successfully organised on 22nd November, 2019. The Lecture attracted participants from across a wide spectrum of the Ghanaian society including Traditional Leaders,

3.3. Management Retreat

The 2019 Management Retreat came off from 10th to 14th December, 2019 at the Eastern Premier Hotel, Koforidua in the Eastern Region. The Retreat was for Management to take stock of the year and plan for the succeeding year.

Management also received proposals and academic papers to help push further the agenda of the University.

The Keynote Speaker was His Royal Majesty, Otumfuo Osei Tutu II, a proud alumnus of the University of Professional Studies, Accra.

3.4. WORKSHOPS

3.4.1 Workshop for the Executive Committee

A workshop was organised for the Executive Committee to review the draft statutes of the University. The workshop came off at Acquah Safari, Ada from 31st October to 1st November, 2019.

scheduled for 1st July, 25th through 27th July, 2019 were successfully organised.

3.2.2 Matriculation

The 2019 Matriculation ceremony to officially receive the freshers into the UPSA Community came off on 4th October, 2019.

Politicians, Academicians, Businessmen and other Corporate organisations.

3.4.2. Workshop to Receive Proposals

A workshop to receive proposals, suggestions and other academic papers from the members of staff was organised on the 3rd December, 2019.

3.5. Departments

3.5.1. Transport and Insurance

Department

The Transport and Insurance Department catered for the transportation and Insurance needs of the University during the year under review.

i. Transport Unit

The Transport Unit, for the year 2019, managed a total of thirty-three (33) vehicles and two motorbikes:

- 6 Buses ranging from 30 to 60 seater buses
- 3 Mini-buses (12-15 seater)
- 10 Pick-Up Vehicles
- 1 Truck
- 6 Saloon Cars
- 7 Cross-Country Vehicles and
- 2 Motorbikes

a. Accidents

During the month of October, 2019, the Unit encountered three (3) accidents involving the under-listed vehicles:

N0	Vehicle	Impact of Accident
1	GN 974-16	Fender and rear bumper works
2	GT 8047-17	Right side dented
3	GE 8733 X	Right bumper and right side scratched along the entire body



The insurance companies of the respective vehicles catered for the repairs of the vehicles.

a. Cost of Fuel for Vehicles

A total of GH¢74,668.03 was spent on fuel for the UPSA vehicles for 2019, as against GH¢85,500.00 in 2018.

The reduction in fuel consumption was due to strict supervision to curb abuse of movement of vehicles by drivers and security staff.

b. Fuel Supply for Generator Sets

Generator Set	Litres Purchased	Amount GHC
New Auditorium	4,885	25,812.50
Central Administration	38,377	200,476.50
Students' Centre	15,700	36,082.00
UPSA Hostel	800	4,008.00
Grand Total	59,762	GHC266,379.00

I. Insurance

a. Vehicle Insurance

The University engaged the services of three (3) Insurance companies namely; Vanguard Assurance, Provident Insurance, and Wapic Insurance to insure UPSA vehicles for the period under review.

b. Cost of Vehicle Insurance

A total of GH¢189,877.28 was paid as insurance premium for the University's vehicles in 2019, as against GH¢206,021.77 in 2018.

The difference of GH¢16,144.49, accrued from discounts.

c. Insurance Of Buildings

- The University hostel was insured with Wapic Insurance.
- The process to have the New Auditorium and the Library complex fully insured with Vanguard Assurance had started.

- Other properties of the University were yet to be considered for insurance.

3.5.2. Security Department

The Security Department safeguarded life and property during the period under review performing guard duties on campus and residences of senior officers and during functions.

I. Theft

During the year, two batteries of the power plant sited behind the Central Administration Block were stolen.

Incidents of theft on campus reduced drastically during 2019 unlike 2018 where theft occurred almost fortnightly. This was as a result of:

- Stricter supervision,

- Operationalisation of the Security Operations Manual, and
- Determination and plucking of security lapses.

3.5.3. Registry

During the period under review, the Registry facilitated

- Receipt, circulation, storage and retrieval of information;
- Keeping of records in good condition and ensuring confidentiality and
- File Audits

3.5.4. SEPARATION

i. Retirement

The under-listed proceeded on mandatory retirement in the year 2019.

Name	Status
Mr. Emmanuel Mawusi	- Security Guard
Mr. Emmanuel Agbenyo	- Security Guard
Mr. Musah Salifu	- Driver

ii. Resignation

Mr. Jonathan Bosompem, a Security Guard resigned from the services of the University during the period under review.

3.5.5. NEW RECRUITMENTS

Seven (7) Security Guards were recruited to assume duty on 9th December, 2019.

Three (3) reported for work and four (4) of them were yet to assume duty.

4.0. CHALLENGES

- Limited number of Drivers
- Lack of proper care for vehicles by drivers
- Ineffective maintenance work by some of the vehicle servicing companies

5.0. RECOMMENDATIONS

- Additional drivers should be employed. A minimum of ten (10) drivers are needed to augment the current workforce.
- More security gadgets should be procured (Whistles, handcuffs, etc.)
- Security Guards need to be provided with raincoats.
- A Retired Security Officer considered for appointment to head the Security Unit.

6.0. FOCUS FOR THE SUCCEEDING YEAR

- Training for staff
- Intensify supervision
- Operational guidelines to be developed for the Transport Department.

ACADEMIC AFFAIRS DIRECTORATE



Dr. Edward Bannerman-Wood
Director, Academic Affairs

1.0 Introduction

This Annual Report presents an opportunity for the Academic Affairs Directorate to reflect on its work over that of the previous year's activities in relation to its major functional areas including admissions, student services, administration of examinations, matriculation ceremonies, graduation ceremonies as well as maintenance and development of academic regulations' policies and procedures. Also, this report is an opportunity to assess the conduct of the work of the Directorate, through the lens of 2018-2022 Strategic Plan of the University.

2.0 Staff strength

Three new members of staff have been added to the Directorate in the year under review. This gives us a staff strength of 27 over the previous year's total of 18. These additions have the propensity to redistribute the workload and maximize productivity. The staff distribution is shown in Table 1 below while table 2 shows the staff additions.

Table 1: Staff Distribution by Rank and Gender

RANK/GENDER	GENDER		
	Male	Female	TOTAL
Director	1		1
Deputy Director	1		1
Senior Assistant Registrar	-	-	-
Assistant Registrar	5	3	8
Junior Assistant Registrar		2	2
Chief Administrative Officer	2	2	4
Principal Administrative Officer	2		2
Administrative Officer	2		1
National Service Personnel	3	4	7
TOTAL	16	11	27

2.1 Newly Recruited Staff

S/N	Name of Staff	Rank
1	Mr. Twumasi Kwame Gyamfi	Senior Member
2	Mr. Edward Adu.	Administrative Staff
3	Mr. Kingsley Yeboah	Administrative Staff

Table 2: Rank and Gender of Newly Recruited Staff as at December, 2019

2.2 Students Enrolment

The University has continuously followed the laid down rules set by the National Accreditation Board (NAB). Therefore, we ensure that the student –lecturer ratio is not abused to enable effective teaching and learning to take place. The student population stands at 14,181 (this figure includes professional students). The degree programmes have a population of 13, 981, which is made up of 7,612 males and 6,369 females. Figure 1 shows the breakdown of the population at the various levels whereas Table 3 shows the student population by Faculty and gender.

Figure 1: Students' Total Enrolment

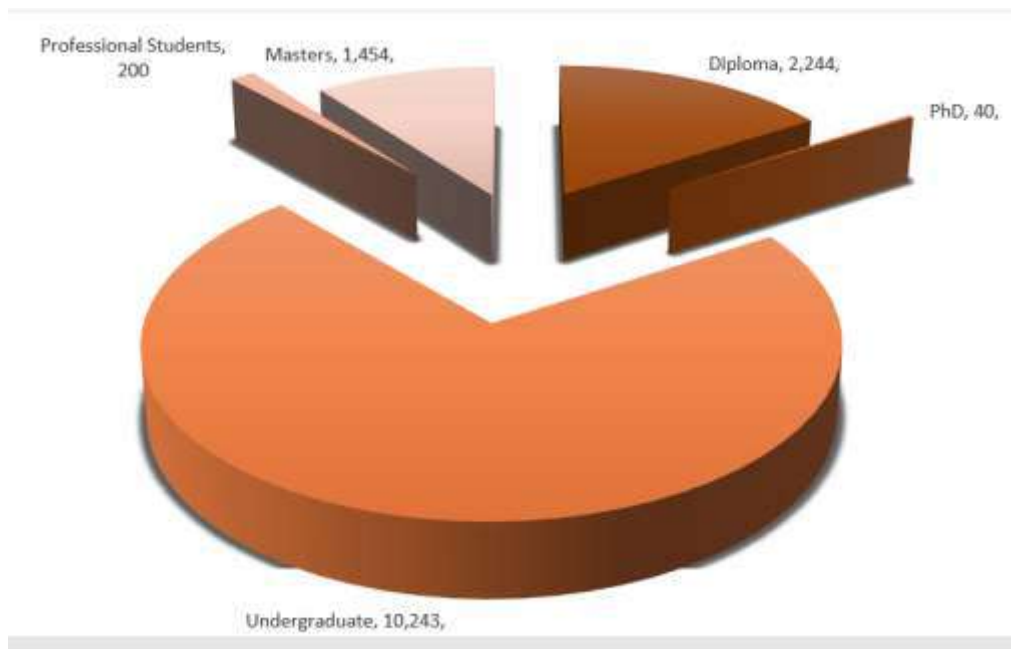


Table 3: STUDENTS POPULATION BY FACULTY/LEVEL AND GENDER

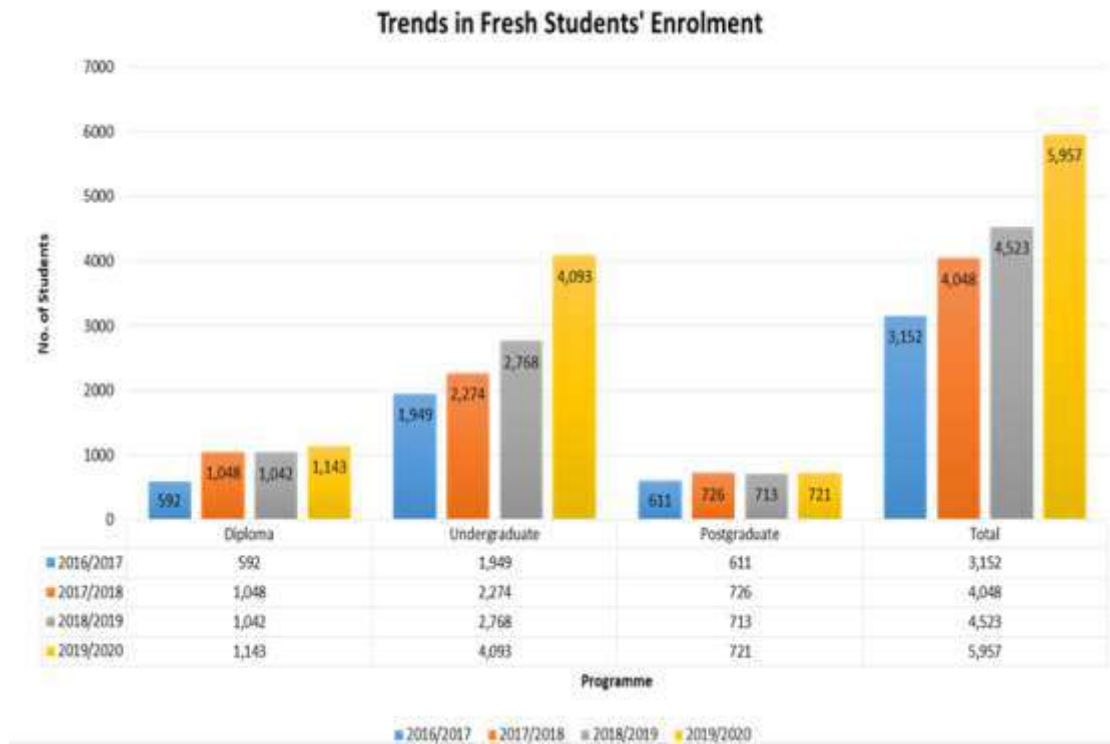
FACULTY	LEVEL																TOTAL	
	Dip 100		Dip 200		L100		L200		L300		L400		Masters		PhD		M	F
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Accounting and Finance	119	116	158	119	569	399	496	368	597	440	570	455	580	361	-	-	1111	824
Information Technology and Communication Studies	252	227	214	188	483	323	210	142	147	128	112	72	-	-	-	-	815	641
Faculty of Law	-	-	-	-	19	67	66	86	82	78	89	47	-	-	-	-	68	104
Faculty of Management Studies	178	255	193	225	692	615	517	453	476	482	496	467	265	248	32	8	1162	1232
TOTAL	549	598	565	532	1,763	1,404	1289	1049	1,302	1128	1267	1041	845	609	32	8	7612	6369

2.3 Trend in Fresh Students' Enrolment

Consistently, there has been an increase in the enrolment figures over the years. For example, Figure 1 on the next page reveals the increasing trend in students' intake to the desired level at the undergraduate students' level. Total students' intake in 2019/2020 academic year as compared to the figures in 2018/2019 academic year reflected a percentage increase of about 31.70%. Undergraduate students' intake has shown the highest increment of about 47.87 % followed by diploma students of about 9.69% while postgraduate students' intake indicated an increment of just about 1.12%.



Figure 2: Trends in Fresh Students' Enrolment.



2.4 Orientation for Fresh Students

The orientation for fresh students was organised from Monday, September 2 to Saturday, September 7, 2019. The categories of fresh students who participated in the orientation consist of Undergraduate degree students (Morning, Evening and Weekend cohort) as well as, Diploma and Professional Students.

The orientation was organised to enable students acquaint themselves with the rules and regulations of the University, the structural set up of the University administration and to ensure that newly recruited students were fully integrated into the University Community. The orientation also gave the students the opportunity to meet some key officials 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

2.5 Matriculation

This year, the Directorate once again successfully organised the 2019/2020 academic year matriculation programme. The event took place on Saturday, October 5, 2019 at the newly built state of the art Auditorium. In all, a total of 5, 597 students matriculated. The breakdown of the matriculants is shown in Table 4 below.

Last year, we introduced the symbolic signing of the Matricula which went well, and this year, with the collaboration of ISTD, we successfully introduced the signing of the matricula on Faculty basis. This means that freshers can now go to their respective Faculties to sign the Matricula. It is also a means of easing the pressure on freshers queuing to sign the Matricula.

Figure 3: Matriculants by Faculty, Gender and Programmes

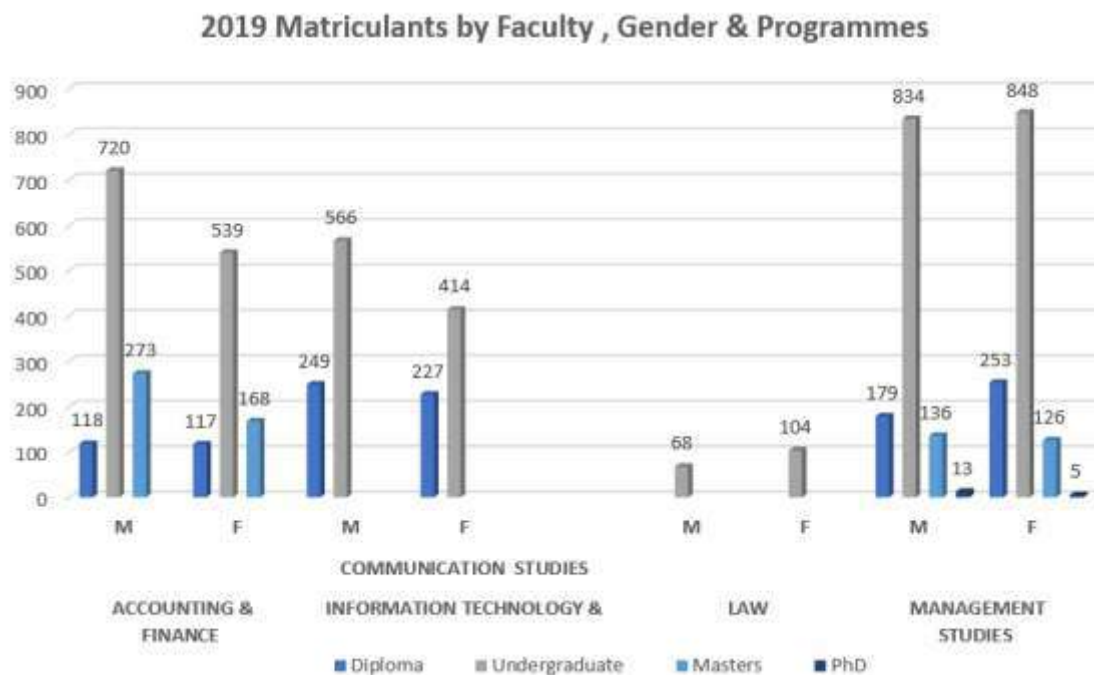


Table 4: Matriculants by Faculty, Gender and Programmes

FACULTY	Dip 100		L100		L200		L300		Masters		PhD		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Accounting and Finance	118	117	569	399	496	368	597	440	580	361	-	-	1111	824
Information Technology and Communication Studies	252	227	483	323	210	142	147	128	-	-	-	-	815	641
Faculty of Laws	-	-	19	67	66	86	82	78	-	-	-	-	68	104
Faculty of Management Studies	178	255	692	615	517	453	476	482	265	248	32	8	1162	1232
Total	549	598	1,763	1,404	1289	1049	1,302	1128	845	609	32	8	7612	6369



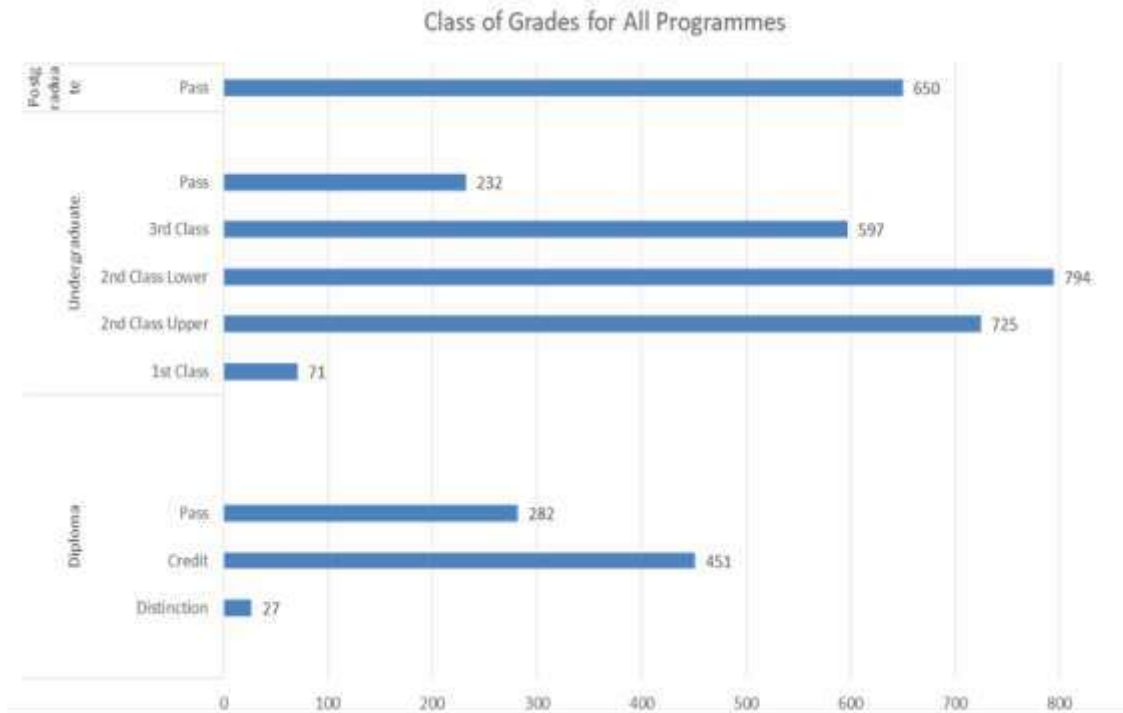
2.6 Graduation Ceremony

The Directorate with the support of Public Affairs Directorate and the Faculties/School successfully organised the 11th Congregation of the University in the 3,500-capacity ultra-modern auditorium. The congregation was held in four different sessions and on Faculty basis as the numbers were too large for the Auditorium to accommodate.

This year, a total of 3,829 students met the requirement for the award of masters, bachelors and diplomas. Included in this number was the first batch of 46 graduands of Bachelor of Law. Figure 3 below shows the class of grades awarded to the graduating class.

The preparatory activities for the congregation to take place 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 management of the congregation ceremony.

Figure 4: Class of Grades for 2019 Graduating Class



3.0 Teaching and Learning Activities

The University continues to implement activities, programmes and actions towards the improvement of teaching and learning, thereby enhancing the quality of its programmes. One of these activities is the refurbishment of the lecture halls. The lecture halls have been equipped with state of the art lecterns, projectors, and more lecture hall table and chairs have been procured. Secondly, an on-line registration system has been introduced to streamline the process of registration of courses. Thirdly, professional programmes for all first year students have been introduced. The students will be given transcripts at the end of professional programmes. This professional aspect is to give them an added advantage over other institutions when they enter the world of work and also to encourage the students to write their respective professional examinations as quickly as practicable. Again, with the increasing student population and the drive to continue to increase the numbers, Management has cut the sod to put up a two-ten storey ultra-modern lecture halls to accommodate the increasing intake of students. In addition, two new hostel facilities are being built to complement the anticipated increase.

3.1 Newly Approved Programmes

During the period under review, the University received accreditation from National Accreditation Board (NAB) to mount the following new programmes. This brings the total number of programmes run by the University to 31. These are:

- MA Brands and Communications Management
- MA Peace, Security & Intelligence Management
- MBA Impact Entrepreneurship & Innovation

The NAB has also approved the running of the Distance Learning Programme.

3.2 Scholarships for Students

To enable brilliant but needy students to continue with their education, Management of the University launched the Vice-Chancellor's Endowment Fund (VCEF) last year by giving 20 students scholarships. This year, the scheme has again awarded Thirty-one (31) full scholarships. This act, apart from being a corporate social responsibility is also to ensure that no brilliant student is left behind. Aside, many other organisations including the government have also contributed their quota to the wellbeing of the students.

Table 5: The List of Sponsors

S/N	Name of Sponsors	Number of Beneficiaries
1.	Students Loan Trust Fund (STLF)	250
2.	Ghana Education Trust Fund (GETFund)	37
3.	VCEF (Vice-Chancellor's Endowment Fund)	31
4.	The Ghana Scholarship Secretariat	18
5.	Barclays Bank, Ghana	12
6.	Campaign for Female Education (CAMFED)	10
7.	Tertiary Education Students Trust Fund of Ghana (Test for Ghana)	7
8.	Shoprite, Ghana	7
9.	BoNaBoTo Education Assistance Fund (BEAF)	3
10.	MTN Foundation	2
11.	Newmont (NADEF) Ntotroso Scholarship	2
12.	Ashaiman Municipal	1
13.	Nationwide Technologies Foundation	1
14.	Ghana National Petroleum Corporation (GNPC)	1
15.	Citi Opportunity in Tertiary Education Project (COPE)	1
16.	Anglican Church	1

3.3 Recruitment Drive

In 2019, the University observed its highest recruitment figures to date. This was as a result of Management's approval for the Directorate to embark on a recruitment drive: The University's participation in the 12th Ghana Higher Education Fair (Series) held in six regional capitals, organised by I-Texon Ghana, a private initiative in conjunction with the Ministry of Education (MOE), Ghana Education Service (GES), National Council for Tertiary Education (NCTE) and the National Accreditation Board (NAB).

Again, we have been granted approval to embark on the 13th Ghana Higher Education Fair, (which starts in March, 2020) with the view that it would bring the desired results.

The double track system implemented by the government promises to bring in more than the required students than the university could accommodate. This therefore, brings to bear the review of our cut-off point for all the programmes to enable us select the best of the applicants.

3.4 Affiliated Institutions

Two University Colleges are affiliated to UPSA. These are Ghana Technology University College (GTUC) and Ghana Christian University College (GCUC). The former runs the diploma programmes in Business and the latter runs IT programme.

GTUC since its affiliation with UPSA has been able to successfully graduate two batches of diploma graduands. The Directorate was able to conduct the audit of all documents of both the fresh students and the graduating students in good time.

3.5 Community Service

To fulfil the tenets of community service for the establishment of universities, UPSA has implemented a community action initiative programme for SHS and JHS students free courses in Mathematics, Integrated Science, English, French, ICT and an introductory course in Leadership. This year, a total of 450 students in

and around the Madina vicinity attended the classes free of charge. The lecturers also, willingly supported the programme with their time and energy to make the programme a success.

3.6 Gender Policy

A gender policy has been formulated to address all gender-related issues and to ensure gender equity. This is to ensure that members of the University community and other stakeholders are able to conduct business in a gender-friendly environment. One such policy is on sexual harassment.

3.6.1 Sexual Harassment Policy

To ensure a safe and a secure place for teaching and learning to occur, the University has formulated a sexual harassment policy in line with university –worldwide best practices. Sexual harassment is considered as a gross violation of one's fundamental human rights and of academic freedom. The University therefore takes a serious approach in dealing with such issues in order to ensure a safe space for members of the University and external stakeholders at all times.

3.7 Annual Leadership Lecture

This year, the Asantehene, Otumfuo Osei Tutu II, an alumnus of the University addressed the University community on the topic: Leadership: strengthening Democratic Institution for National Development. Among the dignitaries that were present were the former President of Ghana, Mr. John Agyekum Kuffour and the Founder of the Institute of Professional Studies, Nana Opoku Ampomah.

3.8 Public Lecture

The Vice- Chancellor and Principal of the University of Johannesburg, Prof Tshilidzi Marwala delivered a public lecture on the theme: Universities and innovation: the fourth industrial revolution and its application in academia, from December 4-6, 2019.

4.0 Conduct of Examination

The quality of examinations reflect the quality of our systems, as such, the University has put in place stringent measures to ensure that students who violate the rules and regulations of the conduct of the examination are sanctioned. This year, fifty-one (51) students were caught engaging in various exam malpractices. They appeared before a disciplinary committee which determined that they had indeed violated the rules and were thus sanctioned. The table below shows various offences committed by the students, and the sanctions applied:

Table 6: Nature of Examination Malpractices by level

Nature	Dip 100	Dip 200	Level 100	Level 200	Level 300	Level 400	PG	TOTAL
Copying from Prepared Material		2		1				3
Copying from Mobile Phone								
Possession of Foreign Material		7	5	4	3	3		22
Possession of Mobile Phone	7	2		1	2			12
Communicating	7		1		1			9
Exchange of Question Papers		1		4				5
TOTAL	14	12	6	10	6	3	-	51

4.1 Cancellation of Paper

This year, the level 100 French paper was cancelled due to the negligence of a faculty member. As a result, the paper was rescheduled and re-written on Sunday, December 22, 2019. An investigation is on-going to ascertain the cause of the leakage.

4.2 Repetition Offer

This year, students who failed to meet the minimum grade point average to enable them proceed to the next level were rather granted the opportunity to repeat their respective levels instead of being withdrawn entirely from the University. Out of the 89 students who fell in this category, 30 of them officially accepted the offer. The rest decided to go elsewhere.

5.0 Projections for the New Year

The theme for the New Year is 'Service Excellence' and we at the Academic Affairs Directorate will work hard to demonstrate excellence in all our activities. To this end, we will be fine tuning several proposals to be submitted to Management. Some of these proposals are:

5.1 Students Loan Trust (SLT)

To ensure that all newly admitted students gain access to the student loan, the Directorate has held discussions with the Student Loan Trust to prepare easy to read leaflets on how to access the student loan. The underlying factor in this decision was to enable students with financial difficulties to overcome the challenges during their period of study at the university.

5.2 Private Hostel Collaboration

The University has inadequate hostel facilities to accommodate the majority of the 13,981 students who are all interested in enjoying a hostel facility. To this end, private hostel providers have stepped in to close the gap. This act has necessitated the collaboration with private hostel managers to enable us monitor our students. They are to share with us, the name and location of the hostels, and the number of students in their hostels. We will then create a database out of this and use it for purposes of emergencies.

5.3 Activation of students' email

In collaboration with ISTD and SRC, the Directorate will ensure that the assigned students' emails are operational. This will enable the Directorate to send important academic related documents into the portals of students, such as the academic calendar, teaching time table, examination time-table and other academic related materials. This will serve as a departure from using only the notice boards and the University website. It will also provide effective service delivery.

5.4 Partnership with DHL

The Directorate in its quest to enhance the quality of service delivery to the students will submit another proposal on Transcript delivery. This proposal is a partnership between the University and DHL Courier Services. DHL is an international service organization noted for delivering courier services within 3 days worldwide. It has about 350 offices across the length and breadth of Ghana. The service will ensure that students locally and those abroad who need quick delivery of academic transcripts to their door step will use this service to facilitate the delivery.

5.5 Restructuring the University Teaching and Learning Time Tabling

In line with standard practice, the Directorate has decided to move away from the three continuous lecturing period to a two-hour and one-hour time

tabling session to reduce the fatigue of both lecturers and students.

Again, the Morning and Evening schools will be collapsed into the regular school and lectures will begin at 7:30 a.m. and end at 5:30 p.m. The real Evening School will only be for workers and their lecture will start at 6:00 p.m. instead of 4:00 p.m. The Weekend School will maintain its status.

5.6 Data Source

In collaboration with the Research & Consultancy Centre, the Directorate will provide basic statistics database source for the University community. This will bring to an end the discrepancies in the data cited and used by various stakeholders.

5.7 Proposal on closing the gaps in index numbers

We have observed that the gaps in the index numbers of students is too wide and needs to be closed. Therefore, the applicants' assigned numbers will not constitute index numbers, rather, it will represent a code and after registration, the students will be granted their index numbers. In doing so, it will reduce the gaps which are normally associated with the assignment of index numbers for all programmes and students.

5.8 Proposal on the Implementation of a Re-sit Policy

The difficulties associated with students not being allowed to carry more than 24 credit hours per semester will be a thing of the past. All re-sits will be conducted during the vacation periods to allow students to have ample time to study and pass their respective courses very well during the semester without having to carry the previous load.

5.9 Proposal on the Implementation of Remarking Policy

As it stands now, the remarking policy has some lapses. As a result, we will submit an elaborate policy indicating the steps involved and the implications for students who call for remarking.

5.10 Proposal on the formation of internal group of Moderators for undergraduate programmes.

The University now has the academic capacity to moderate its questions internally; we would therefore submit a proposal for internal moderation of questions to Management for consideration.

6.0 Bereavement

During the period under review, the University lost two students as shown below:

Table 7: List of Deceased Students

s/n	Name of Student	Level	Programme
1.	Mr. Kwabena Kwarteng	200	Diploma in Management
2.	Mr. Emmanuel Nii Ayittey Kofi Nunoo	200	Bachelor of Accounting and Finance

7.0 Conclusion

The remarkable success achieved by the Directorate has been collaboration among the faculties, departments and the various directorates and units. These collaborations will be maintained to ensure the delivery of high-quality services to both internal and external stakeholders.

FACULTY OF ACCOUNTING & FINANCE



Dr. Raymond K. Dziwornu
Dean, Faculty of Accounting and Finance

1.0 Dean's Message

The past three years has been an exciting and fruitful working experience for me as the Dean of the Faculty of Accounting and Finance (FAF). Since assuming the leadership role of the Faculty, I have been inspired by the support, dedication and hard working spirit of staff to efficiently run the Faculty and to achieve our strategic objectives. I cannot overlook the tireless efforts of each staff to raise the bar of academic and professional excellence in the faculty. It is heartwarming to see more faculty members complete their terminal degrees in the year, and others enrolling on various doctorate programmes. While this is good for our image, it will also enhance the quality of teaching and learning to entrench our position as leaders in the provision of accountancy, and banking and finance education in the country. In terms of research, the publication grant introduced by the Vice-Chancellor over the past three years has significantly increased research appetite of faculty members to publish in ranked journals. I have no doubt in my mind that in the next few years research outputs of faculty members will be more. As we enter another year let us engage our students in deep learning, foster stronger collaboration with industry and engage more with our community in an excellent manner. As the Dean, I will continue to provide the needed leadership to propel the faculty to greater heights. I am very grateful to Management, Heads of Departments, Staff and students for their continuous support to the Faculty.

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 2019

The objectives and goals set for 2019 were 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 one paper in 2019 to enhance research output.
- Foster collaboration with companies for practical attachment for students
- Organise a research capacity workshop for lecturers in the faculty as well as a 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 UPISA's catchment area.
- Supply -branded pen drives for lecturers to aid academic work in the Faculty.
- Submit MBA Internal Auditing and BSc Actuarial Science programmes for re-accreditation
- Introduce a mentorship programme for senior faculty members to mentor junior colleagues.

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, Acct
Vivian A. Gbade (MBA, CHRMP, ChPA, CMC, BBA)	- Departmental Officer, B& F

5.0 Programme Portfolio

There are two departments in the Faculty, namely: the Departments of Accounting, and Banking and Finance, with a total of eleven (11) programmes: a 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 Department of Accounting 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 our programmes allows students to be exempted from writing eight papers of ACCA and six papers of ICAG upon successful completion of their programmes of study. Figure 1 shows the detail of programmes.

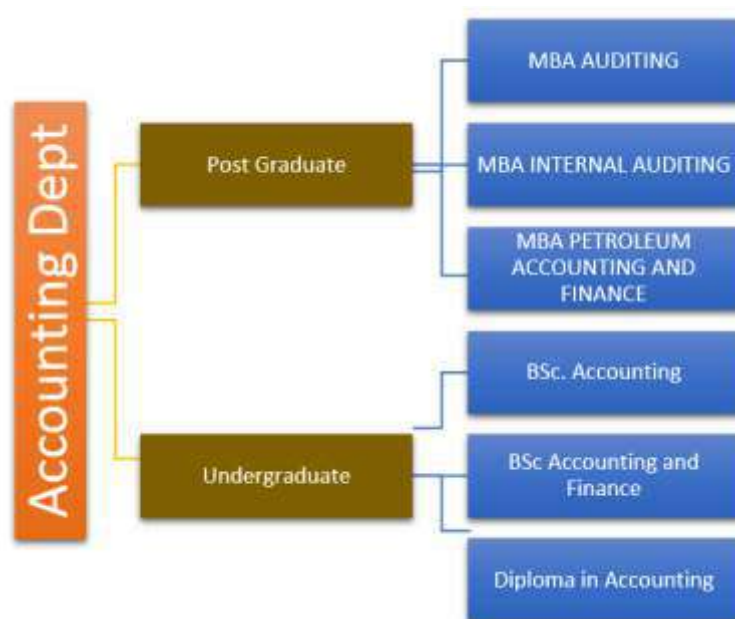


Figure 1: Programmes of the Accounting Department

5.2 Programmes of Banking and Finance Department:

The Department of Banking and Finance has three undergraduate programmes and two graduate programmes. Like the Department of Accounting, the programmes of the Department of Banking and Finance 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.

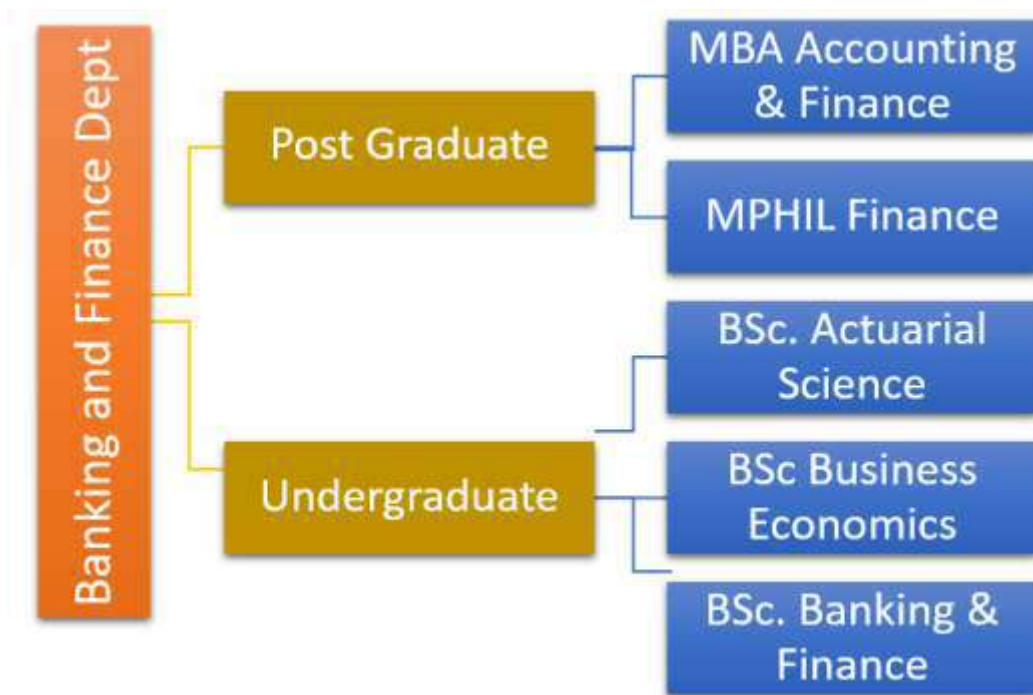


Figure 2: Programmes of the Banking and Finance Department

6.0 Staffing

6.1 Staff Strength

The staff strength of the Faculty as at December 2019 was one hundred and ten (110): consisting of one hundred and six (106) full time academic staff, one (1) contract academic staff and three (3) administrative staff. About 50% of the teaching staff are of the rank of Assistant Lecturer. Lecturers who are due for promotion are encouraged to put in their application for consideration by Management. Assistant lecturers and other ranks of lecturers who are due for promotion will also be guided in preparing their portfolio of evidence for submission. 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 1 shows the distribution of academic staff in the Faculty. See also Appendix A (attached) for the detail list of staff with their ranks.

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	13	1	18	7	39
Assistant Lecturer	20	6	23	4	53
Departmental Officer	0	1	0	1	2
Faculty Officer	1				1
Total	38	8	48	14	110

Table 1: Statistics of Academic and Non-Academic Staff of the Faculty
Source: FAF (2019)

About thirty-two (32) percent of academic staff of the Faculty has doctorate degrees. However, almost all the lecturers who do not have terminal degrees are at various stage of their respective doctorate degree programmes in Ghana and abroad. Within the next three years the number of doctorate degree holders in the Faculty is expected to increase to enhance the Faculty's profile. Table 2 shows the distribution of academic staff with and without terminal degrees.

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	7	1	18	6	32
No PhD/Doctorate	31	6	33	5	75
Total	38	7	51	11	107

Source: FAF (2019)

6.2 Recruited Lecturers

Fifteen (15) lecturers were recruited to augment the number of lecturers in the Faculty: ten (10) for the Department of Accounting and five (5) for the Department of Banking and Finance. Table 3 shows the profile of the newly recruited lecturers and the date of resumption during the year.

Table 3: Profile of lecturers recruited in 2019

No	Name of Staff	Gender	Rank	Area of Specialization	Date of Assumption of Duty
Accounting Department					
1.	Dr. Samuel Lartey	M	Lecturer	Financial Management	September 19, 2019
2.	Mr. Christian Collins Yaw Mensah	M	Lecturer	Accounting and Finance	September 25, 2019
3.	Mr. Ahmed Baba Issah	M	Assistant Lecturer	Corporate Reporting	September 25, 2019
4	Mr. Gabriel Kurankye	M	Assistant Lecturer	Accounting	November 11, 2019
5	Mr Timothy Azaa Ayamga	M	Assistant Lecturer	Accounting and Finance	December 5, 2019
6	Ms. Philomena Acquah	F	Assistant Lecturer	Accounting	December 5, 2019
7	Ms. Donnir Sharon	F	Assistant Lecturer	Accounting	December 30, 2019
8	Mr. Emmanuel Debrah	M	Assistant Lecturer	Accounting and Finance	December 30, 2019
9	Ms. Alice Anima Aboagye	F	Assistant Lecturer	Accounting	December 30, 2019
10	Mr. Kenneth Korah	M	Lecturer	Accounting	December 16, 2019

Banking and Finance Department					
11.	Dr. Kofi Baah Boamah, PhD	M	Lecturer	Finance	October 1, 2019
12.	Mr. Evans Tee	M	Lecturer	Actuarial Statistics	October 1, 2019
13.	Mrs. Adjoa Halm Quagraine	F	Lecturer	Statistics and Pensions	September 1, 2019
14	Dr. Marian Krissie	F	Lecturer	Finance and Accounting	October 1, 2019
15	Mr. Edem Mark Kunawotor	M	Assistant Lecturer	Economics and Finance	December 30, 2019

Source: FAF (2019)

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. Kwadwo Obeng	Accounting	Vice-Dean	January 1, 2019
2.	Dr. Edward Attah-Botchwey	Banking and Finance	Head of Department	January 1, 2019
3.	Dr. (Mrs.) Helena Ahulu	Accounting	Head of Department	January 1, 2019
4.	Mr. Isaac Ofoeda	Accounting	Coordinator, MPhil Finance Programme	November 1, 2019
5.	Mr. Mohammed Issah	Accounting	Coordinator, MBA Accounting & Finance	February 7, 2019
6.	Mr. Baba Seidu Adibura	Accounting	Hall Tutor	August 2, 2019
7.	Mr. Richard Amankwah-Fosu	Accounting	Departmental Research Officer	July 1, 2019
8.	Dr. James Ntiamoah Doku	Banking and Finance	Departmental Research Officer	November 1, 2016
9.	Mr. Kojo Essel	Banking and Finance	Coordinator, Actuarial Science	November 1, 2016

6.3.2 Promotions

Table 5: Promotion of Academic Staff

S/N	Name	Designation	Date of Promotion	Effective Date
1.	Mr. Peter Ackah	Lecturer	16/5/2019	4/04/2018
2.	Mr. Mohammed Issah	Lecturer	2/08/19	2/08/19
3.	Mr. Lawrence Asare Boadi	Lecturer	13 April, 2019	April, 2019
4.	Mr. Godwin Musah	Lecturer	13 April, 2019	April, 2019
5.	Mr. Eric BoakyɛYiadom	Lecturer	August,30, 2019	May 9, 2019
6.	Mr. Kwame Fosu Boateng	Lecturer	May 21, 2019	February 4, 2019

6.3.3 Confirmation of Appointments

The appointment of the following lecturers who were recruited in 2018 in the faculty has been confirmed after serving one year probation. They are:

1. Dr Isaac Boadi - Department of Banking and Finance
2. Mr Rester Togormey - Department of Accounting
3. Mr Eric Padi Nyabey - Department of Accounting
4. Mr Michael Gift Soku - Department of Accounting
5. Mr. Nicholas Adoboe Mensah - Department of Accounting
6. Mr. Francis Jones Tagoe - Department of Accounting

6.4 Academic Staff on Study Leave and Secondment

The under listed 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. Michael Minlah	Assistant Lecturer	Study Leave with pay	September 1, 2019	Banking and Finance

6.5 Award of PhD/Doctoral Degrees and Other Certificates

Eight (8) lecturers of the faculty successfully completed their terminal degrees and have been accordingly awarded various PhD degrees. We congratulate them on this achievement.

Table 7 Awards of Doctoral/PhD Degrees to Academic Staff

S/N	Name	Year of Award	Award	Institution
1	Dr. Richard Agbanyo	March, 2019	PhD in Economics	University of Cape Coast
2.	Dr. Christopher Quaidoo	March, 2018	PhD in Economics	University of Cape Coast
3.	Dr. Danaa Nantogmah	September 2019	PhD in Political Economy	University of Middlesex in UK
4.	Dr. Alhassan Bunyaminu	September 2019	PhD in Finance	University of Central Nicaragua
5.	Dr. Andaratu Achuliwor	August 2019	PhD Development Studies	University of Ghana
6.	Dr. Christine Avortri	April 2019	PhD in Business Administration	Open University of Malaysia

6.6 Retirement

Dr. Stephen Teye Akrobor, a Senior Lecturer in the Department of Accounting, the first Dean of the Faculty and a former Pro-Rector of the University went on retirement during the year under review. The Faculty bought and presented a Kente cloth to him for his meritorious service and dedication to the Faculty. We congratulate Dr. Stephen T. Akrobor, who has also been offered a one-year contract to teach professional programmes.

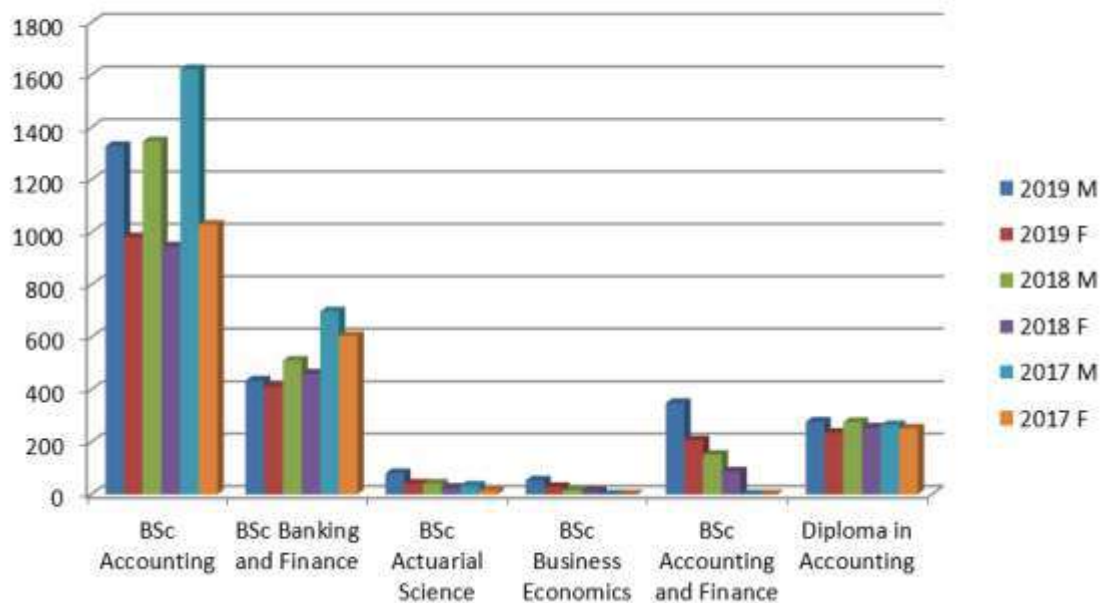
7.0 Students Population Statistics

The total population of undergraduate students in the Faculty as at December, 2019 was 4,424: consisting of 2,522 males, representing 57% and 1,902 females, representing 43%. The 2019 figure represents a 7.2% increase over 2018 population, but a 2% decline over that of 2017. The Faculty projects to increase its students' population to 5000 by the end of 2020. The faculty will employ multiple advertising strategies to increase its students' population.

Table 8: Comparison of Students Population by Programme and Gender, 2017 - 2019

PROGRAM	2019			2018			2017		
	M	F	Total	M	F	Total	M	F	Total
BSc Accounting	1329	981	2310	1347	946	2293	1622	1029	2651
BSc Banking and Finance	434	411	845	510	461	971	698	604	1302
BSc Actuarial Science	81	41	122	41	25	66	33	13	46
BSc Business Economics	53	28	81	16	13	29	-	-	-
BSc Accounting and Finance	348	206	554	151	87	238	-	-	-
Diploma in Accounting	277	235	512	276	255	531	264	251	515
TOTAL	2522	1902	4424	2341	1787	4128	2617	1897	4514

Source: Academic Affairs (2019)

Figure 3: Analysis of Students Population by Programme and Gender, 2017 - 2019

7.1 Population of Students in the Accounting Department

The Accounting Department has a student population of 3,376, representing 76.3% of the total student population of the Faculty. Of this number, 2310 (68.4%) are pursuing BSc Accounting, 554 (16.4%) are pursuing BSc Accounting and Finance and 512 (15.2%) 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	
	100	190	167	29	22	22	8	241	197	438
	200	178	110	55	53	20	24	253	187	440
	300	268	163	108	95	43	36	419	294	713
	400	253	160	101	84	62	59	416	303	719
Sub-Total		889	600	293	254	147	127	1329	981	2310
	100	149	92	22	8	16	7	187	107	294
	200	91	67	28	8	14	9	133	84	217
	300	0	2	16	7	12	6	28	15	43
Sub – Total		240	161	66	23	42	22	348	206	554
	100	99	104	10	6	10	6	119	116	235
	200	138	104	15	12	5	3	158	119	277
Sub-Total		237	208	25	18	15	9	277	235	512
Grand Total										3376

Source: UPSA USIS, December, 2019

7.2 Population of Students in the Banking and Finance Department

The Department of Banking and Finance has a total of 1,048 undergraduate students, representing 23.7% of the total students' population in the faculty. Of this number, 80.6% are pursuing BSc in Banking and Finance, 8.1% are pursuing BSc in Business Economics and 11.6% 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	
	100	69	55	8	8	1	1	78	64	142
	200	68	63	9	9	4	4	81	76	157
	300	110	103	14	9	7	12	131	124	255
	400	112	121	23	14	9	12	144	147	291
Sub-Total		359	342	54	40	21	29	434	411	845
BSc Business Economics										
	100	35	17	1	0	0	0	36	17	53
	200	17	11	0	0	0	0	17	11	28
Sub-Total		52	28	1	0	0	0	53	28	81
BSc Actuarial Science										
	100	36	16	1	0	0	0	37	16	53
	200	11	12	3	1	1	0	15	13	28
	300	19	7	0	0	0	0	19	7	26
	400	9	5	0	0	1	0	10	5	15
Sub-Total		75	40	4	1	2	0	81	41	122
Grand Total								568	480	1048

Source: UPSA USIS December, 2019

8.0 2019/2020 Admissions

The Faculty offered admission to Two Thousand Three Hundred and Sixty-Eight (2368) students for the 2019/2020 academic year. However, 63% of this number accepted the admission offer to pursue various programmes. The 2019 admission was a 20.6% increase over that of 2018 and 14.7% increase over that of 2017/18. Table II shows the distribution by programme and gender.

Table II: Distribution of 2019/2020 Admissions by Programme and Gender, 2017-2019

PROGRAM	2019			2018			2017		
	M	F	Total	M	F	Total	M	F	Total
BSc Accounting	495	436	931	488	349	837	622	384	1006
BSc Banking and Finance	102	193	295	142	142	284	227	192	419
BSc Actuarial Science	54	35	88	38	31	69	36	16	52
BSc Accounting and Finance	308	229	537	222	139	361	-	-	-
BSc Business Economics	72	33	105	43	28	71	-	-	-
Diploma in Accounting	213	198	411	185	155	340	308	279	587
TOTAL	1244	1124	2368	1118	844	1962	1193	871	2064

Figure 4: Trend of Admissions by Programme and Gender, 2017-2019

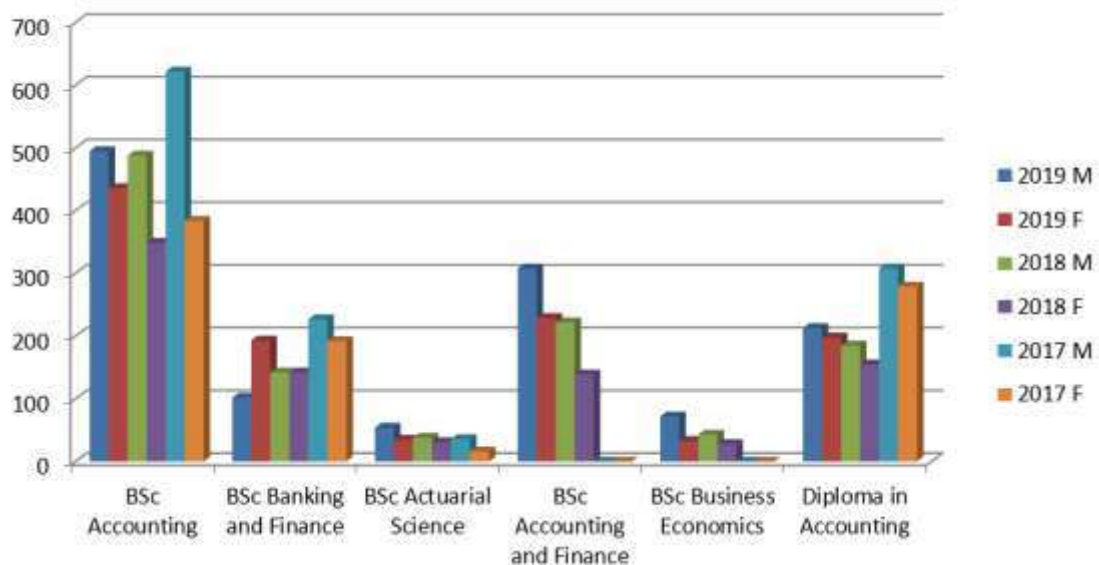


Table 12: Distribution of 2019/2020 Admission by Programmes, Level, Gender and Session

BSc Accounting									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	302	269	41	28	25	10	368	307	675
200	2	0	23	29	13	17	38	46	84
300	1	1	73	67	15	15	89	83	172
Total	305	270	137	124	53	42	495	436	931

BSc Banking and Finance									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	100	85	12	9	2	2	114	96	210
200	0	0	1	0	1	2	2	2	4
300	0	1	0	2	1	3	1	6	7
Total	100	85	13	11	4	7	117	104	221

BSc Actuarial Science									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	51	34	3	0	0	0	54	34	88
200	0	0	0	0	1	0	1	0	1
Total	51	34	3	0	1	0	55	34	99

BSc Accounting and Finance									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	231	147	26	13	16	9	273	169	442
200	1	1	9	1	8	7	18	9	27
300	1	1	5	5	9	5	15	11	26
Total	233	149	40	19	35	21	306	189	495

BSc Business Economics								
Morning		Evening		Weekend				Total
M	F	M	F	M	F	M	F	
64	29	5	3	0	1	69	33	102
2	0	0	0	0	0	2	0	2
66	29	5	3	0	1	71	33	104

Diploma in Accounting									
Level	Morning		Evening		Weekend				Total
	M	F	M	F	M	F	M	F	
100	141	137	14	9	14	10	169	156	325

Source: UPSA USIS, 2019

9.0 2019 Graduation Statistics

For the first time, the University held its 11th Congregation on Faculty a basis in the new Auditorium from 25 to 27th July, 2019. The Faculty of Accounting and Finance held its graduation session on Thursday July 25, 2019. A total of 1,345 students graduated from the Faculty: 1,110 degree and 235 diploma students. Of this number, 55% were male while 45% were female. Table 13 shows the class distribution of students of various programmes.

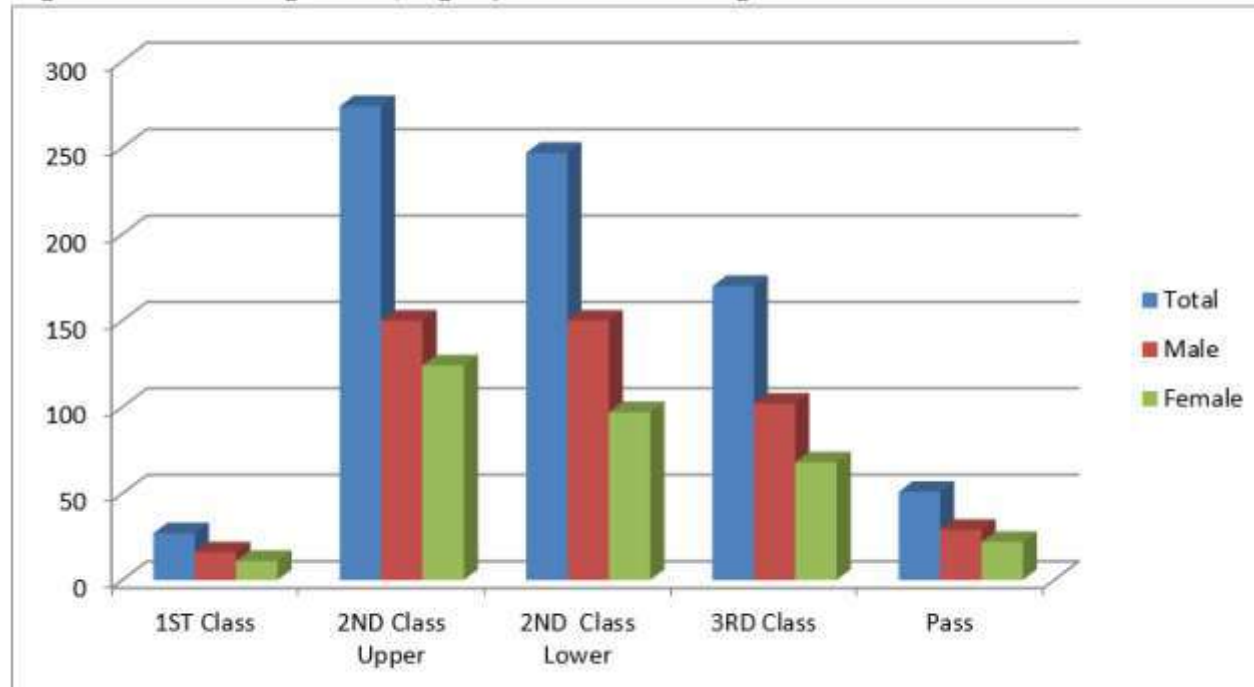
Table 13: Class Distribution of 2019 graduation of students in the Faculty

Year	Programme	Classification by Class Obtained					
		1 ST Class	2 ND Class Upper	2 ND Class Lower	3 RD Class	Pass	Total
	BSc. Accounting	27 M-16 F-11	274 M-150 F-124	247 M-150 F-97	170 M-102 F-68	51 M-29 F-22	769 M-447 F-322
	BSc Banking and Finance	12 M-3 F-9	81 M-42 F-39	104 M-60 F-44	93 M-53 F-40	51 M-33 F-18	341 M-191 F-150
	TOTAL	39	355	351	263	102	1110
	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
	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

Source: 11th Congregation Brochure, Academic Affairs, 2019

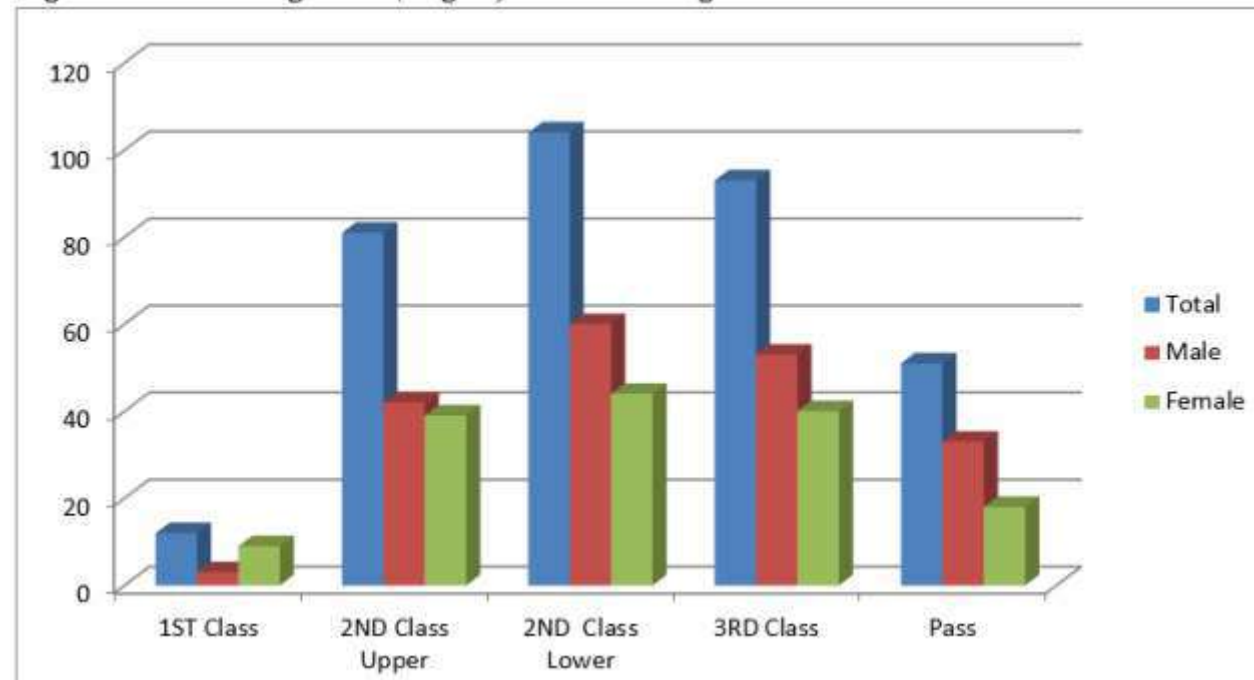
9.1 Graduation Performance of Students

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



Source: FAF, 2019

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



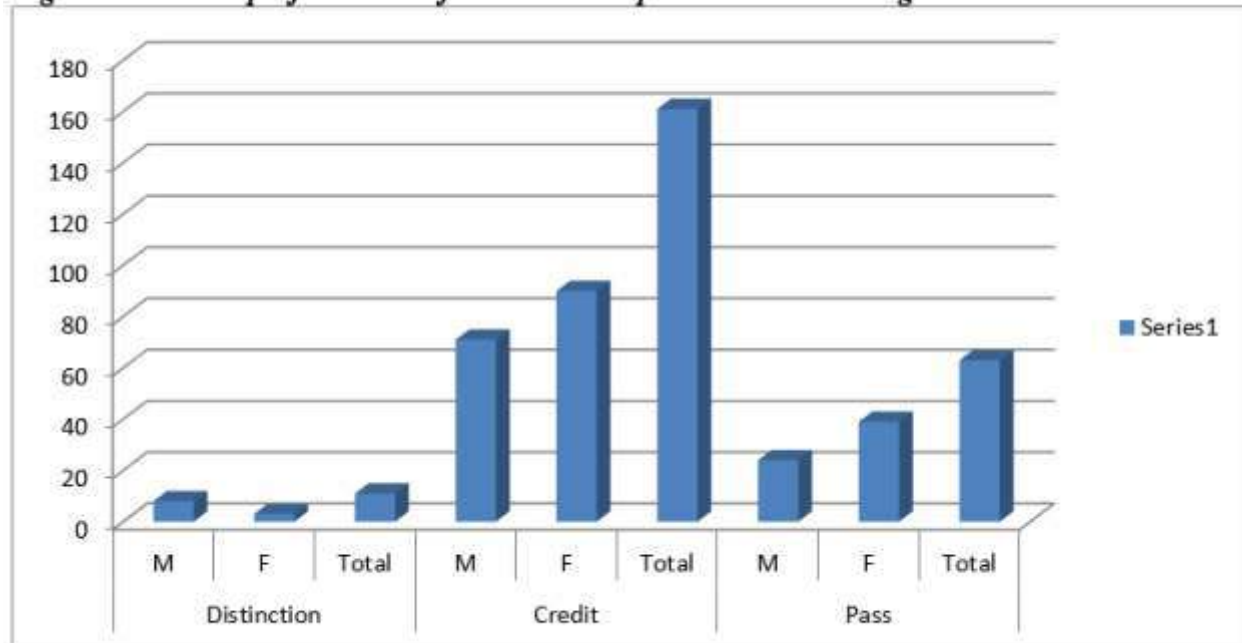
9.2 Graduation Performance - Diploma in Accounting

Table 14: Faculty Graduation Statistics-Diploma in Accounting

Year	Class Classification									
	Distinction			Credit			Pass			
	M	F	Total	M	F	Total	M	F	Total	
2019	8	3	11	71	90	161	24	39	63	235
2018	3	3	6	54	64	118	39	27	66	190
2017	2	0	2	29	22	51	39	25	64	117

Source: 11th Congregation Brochure

Figure 7: Gender performance of Graduated Diploma in Accounting Students



Source: FAFA, 2019

9.3 2019 Graduation Awards

During the second session of the 11th Graduation ceremony held on July 25, 2019, Sixteen (16) students received different categories of awards for excellent academic performance. The overall best graduating student of the University came from the Faculty. The awards were sponsored by the Dean of the Faculty, the Vice-Dean, Heads of Departments, some faculty members and organizations. We express our appreciation to all sponsors for their kind gestures.

Table 15: Graduation Awards, 2019

Award Category	Name	ID Number	CGPA
Best Graduating Student of the Faculty of Accounting & Finance	Acheampong Emmanuella Essiffua	10040837	3.89
Best Graduating Student, Department of Accounting	Norvor Mariam	10020184	3.85
Best Graduating Female Student in Accounting	Norvor Mariam	10018010	3.89
Best Graduating Student, Department of Banking and Finance	Acheampong Emmanuella Essiffua	10048274	3.9
Best Graduating Diploma in Accounting Student	Nii-Fio, Justine Antwi	10084240	3.71
Best Graduating Student in Economics courses	Alomatu Delali Eunice	1001714	95.5
Best Graduating Student in Taxation and Fiscal Policy	Ametame Mawuli Cyprian	10048759	82.5
Best Graduating Student in Management Accounting	Asante Jenniffer	10065860	93
Best Graduating Student in Advanced Audit and Assurance	Tetteh Aarteifio Tiorkor Angela	10084054	99
Best Graduating Student in Computerized Accounting and Information Systems	Gator Carlos	10087322	93
Best Graduating Student in Bank Management	Apanye Prosper	10049707	95
Best Graduating Student in Investment and Portfolio Management	Ganiyu Aisola Faisolat	10043005	93
Best Graduating Student in International Trade Finance	Acheampong Emmanuella Essiffua	10048274	92
Best Graduating Student in Banking & Investment Analysis	Nortey Noi Kelvin	10048026	92.6
Best Graduating Student in Business Analysis & Financial policy	Ahinakwah Naa Adjeley	10062920	91
Best Student in Money and Capital Market	Alomatu Delali Eunice	10048026	96

9.4 Award of Scholarship by CIB

The Chartered Institute of Bankers (CIB), Ghana awarded a scholarship to the overall Banking and Finance student, Acheampong Emmanuella Essiffua, to enroll on the CIB programme. The scholarship package included registration, and exemption. The CIB hopes to extend the package to students who attain a minimum Cumulative Grade Point Average of 3.5.

10.0 Faculty Activities

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

10.1 Orientation of Fresh Students

The 2019/2020 orientation for fresh students in the Faculty took place on September 2nd – 6th, 2019 in LBC 601, 603 and 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, as well as the support services available to them, professional courses, and academic issues.

10.2 Matriculation of 2019/2020 Fresh Students

All fresh students admitted for the 2019/2020 academic year to various levels in the faculty took part in the matriculation ceremony on Friday October 4, 2019. The matriculation register was successfully signed online by all fresh students in the Faculty.

10.3 Undergraduate Dissertation Proposal Defence

Level 400 students in the Faculty presented their dissertation proposals from 28th – 31st October and Saturday November 2, 2019. The breakdown by department is as follows:

Table 16: Distribution of dissertation groups by Department

Department	Regular Session	Weekend Session	Total
Accounting	87	36	123
Banking and Finance	29	3	32
Actuarial	3	0	3
Total	119	39	158

10.4 Final Undergraduate Dissertation Defence

The final defence of the 2018/2019 undergraduate dissertation was held from Monday April 23, 2019 to Saturday April 28, 2019 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). The defence was successful.

10.5 Examinations

The second semester, 2018/2019 and first semester 2019/2020 academic year examinations were written during the period under review. The 2nd Semester 2018/2019 examination was held between May 13 and June 2, 2019 while that of 1st Semester 2019/2020 examination will be held from December 7 – 23, 2019. The conduct of the two examinations was generally successful with conference marking of examination scripts following immediately.

10.5.1 Examination Malpractice – Second Semester 2018/2019

There were three (3) cases of alleged students' involvement in examination malpractices that occurred in the second semester of the 2018/2019 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 2018/2019

Programme	Gender		Total Number of Students
	Male	Female	
BSc. Accounting	1	0	1
BSc. Banking and Finance	0	0	0
Diploma in Accounting	1	1	2
TOTAL	2	1	3

Source: Faculty of Accounting and Finance, July 2019

Table 18: Examination Malpractice Sanctions – Second Semester 2018/2019

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

Source: Faculty of Accounting and Finance, July 2019

Table 19: Sanction by Department: Accounting Department - Second Semester 2017/2018

No	Name of Candidate	Index No.	Level	Course Code / Title	Sanctions
1	Anima-Manu, Priscilla	10086374	200	PDIM208 Introduction to Management Information Systems	Cancellation of paper and rustication for two (2) semesters
2	Otabil, Enoch	10085057	200	PDBA222 Management Accounting	Cancellation of paper

Source: Examination Unit, Academic Affairs

10.5.2 External Assessors

As part of the Quality Assurance practices of the University, the Faculty in collaboration with the Academic Directorate hosted seven (7) external assessors. They were:

1. Prof. Kofi A. Osei - University of Ghana`
2. Prof. Robert Hinson - University of Ghana
3. Dr. Anokye M. Adam - University of Cape Coast
4. Prof. Anthony K. Ahiawodzi - Knutsford University
5. A. Q. Q. Aboagye - University of Ghana
6. Dr. Felix Kwame Aveh - GIMPA
7. Prof. Aheto John Kwabla Bright - Camc/Physco HR
8. Prof. Edward Marfo-Yiadom - University of Cape Coast

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 2019 Internship Report

The Faculty took delivery of One thousand three hundred and fifteen (1,315) internship reports of final year students in the Departments of Accounting, and Banking and Finance from the Industrial Relations Office in November 2019 for assessment. The breakdown of the reports is:

BSc Accounting	-	733
BSc Banking and Finance	-	288
Diploma in Accounting	-	294
Total	-	1270

10.7 The Professional Master Class Programme

The 3rd edition of the Professional Master Class programme for final year students came off from March 11-16, 2019. Some practitioners were invited to speak to final year students on topics to prepare them for the job market. Tables 20 and 21 show the topics presented during the week:

Table 20: Resource Persons of Accounting Department

Topics	Resource Person
Keys to Starting a Business after School	Dr. Michael K. Griffiths – President/CEO of Family Network
Keys to Starting a Business after School	Mr. Ernest Gavor – National President (Engine Business Network)
Keys to Starting a Business after School	Madam Erasung Hadijah – CEO of Mydafoods
Managing your Personal Finance after School	Mr. Elvis Kwame Agyapong – Head of Management Accounting Unit, Kasapreko Company Ltd.
Managing your Personal Finance after School	Mr. Romanus Arthur – Deputy Portfolio Manager, Crystal Capital Investments Ltd, Accra.
Managing your Personal Finance after School	Madam Smile Phyllis Gaewu – Managing Director of ES Fox Media Ltd
Building the Right Mindset for a Professional Career in Accounting	Mr. Kwame Amaning Christ – Internal Audit Manager of Ecobank Ghana Ltd and Anglophone West Africa.
Preparing for the Job Market	Rev. Gabriel Asenso -
Integrity and Accountability in Corporate Governance- The Role of the Young Graduate	Rev. Dr. Kofi Osei-Kusi – Global CEO of the Osei Kusi Foundation, Ghana & USA)

Table 21: Resource Persons of Banking and Finance Department

Topics	Resource Person
Managing your personal finance after school	Mr. Kwakye Owusu Achiaw, Head of Business Segment at Standard Chartered Bank Head Office
Building the right mindset for a professional career in the banking and finance sector	Mr. Charles Ofori -Acquah,,Chief Executive Officer and his team from the Chartered Institute of Bankers (CIB) Mrs. Anastacia Cathering Arko, Head of Wealth Management at Databank Limited
Keys to starting a business after school	Mr. Kojo Eagan, CEO of Vision Fund Human Resource Mrs. Evelyn Owusu Kwakye, Officer at ECG

10.8 Re-Accreditation of Programmes

The Faculty, during the year under review, underwent re-accreditation of two of its programmes: BSc Actuarial Science and MBA Internal Auditing. The correction for the BSc Actuarial Science has been re-submitted to the NAB and is awaiting certification. The assessors' report of the MBA Internal Auditing, however, has yet to be brought to the faculty for the necessary action.

10.9 Research Activities

10.9.1 Faculty and Departmental Research Seminars

The Faculty held a number of research seminars during the year 2019 and was well 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.	Mrs. Gladys A. A. Nabieu			Fiscal Rules, Fiscal Performance, and Economic Growth in Sub-Saharan Africa (SSA)
2	Mr. Richard Amankwah			Stakeholder perceptions of Institutional intervention outcomes of a Professional Accountancy Organization in Ghana
3	Mr. Ashiagbor Albert Ayi	Tuesday, 2 nd April, 2019	Graduate School Block (GH1)	The TIGE Family of Distribution: A New Look
4	Mr. Isaac Ofoeda	Wednesday, 6 th November, 2019	Student Centre 503	“Anti-Money Laundering Regulations and Financial Market Development”
5	Mr. Eric Boachie Yiadom & Mr. Richard Fosu Amankwa	Wednesday, 6 th November, 2019	Student Centre 503	“Environmental Risk, FDI and Tax Reforms in Africa”

Department of Accounting				
1	Mr. John Kwaku Amoh	Tuesday, 5th March 2019	Graduate School Block (GH1)	“The Foreign Direct Investment - Financial Sector Development Nexus- A Tale Of Two Cities”
2	Mr. Isaac Ofoeda	Tuesday, 5th March 2019	Graduate School Block (GH1)	“Anti-money Laundering Regulations and FDI Flows”
3	Mr. Saeed Salahudeen	Tuesday, 1st October 2019 at 2 pm.	Graduate School Block (GH1)	“Ghana’s financial crisis: can Islamic finance help minimise the severity and frequency of such a crisis in the future?”
4	Mr. John Kwaku Amoh, Mr. Kwasi Awuah-Werekoh and Mr. Kenneth Ofori-Boateng	Tuesday, 1st October 2019 at 2 pm.	Graduate School Block (GH1)	“Do corrupting activities hamper economic growth? Fresh empirical evidence from an emerging economy”
Department of Banking and Finance				
1	Mr. Christopher Quaidoo	Wednesday, 20th February, 2019		“Assessment of Perception of the Conduct of Monetary Policy in Ghana”

10.9.2 Request for Publication Grant by Faculty Members

During the period under consideration fifteen (15) lecturers in the Faculty submitted requests for the payment of the publication grant for publishing in ranked journal. The lecturers were:

No.	Name	Number of Papers
1.	Dr. Ibrahim Mohammed	3
2.	Dr. Raymond Dziwornu	1
3.	Dr. Victoria Nyakoa Sam	1
4.	Dr. James N. Doku	1
5.	Dr. Mrs. Josephine Ofosu Mensah-Ababio	1
6.	Dr. Abdullah Abdul-Mumuni	3
7.	Dr. Isaac Boadi	2
8.	Dr. Kosi Osei Adu	1
9.	Mr. Godwin Musah	1
10.	Mr. John Kweku Amoh	4
11.	Mr. Abubakar Musah	2
12.	Mrs. Kathryn Assefuah	1
13.	Mr. Richard Amankwah Fosu	2
14.	Mr. Eric Boachie Yiadom	2
15.	Mr. Mohammed Issah	2
	Total	27

10.9.3 Research Publications

The total of research output of the Faculty during the year was twenty-five (25), and was published by sixteen (16) lecturers. Five (5) lecturers from the Department of Accounting published eight (8) papers, while eleven (11) lecturers from the Department of Banking and Finance published nineteen (19) papers. Table 24 shows the detail of research papers of Lecturers in 2018.

10.9.4 Queen Elizabeth II Diamond Jubilee Scholarship-Advanced Scholar Award

A Senior Lecturer in the Department of Banking and Finance, Dr. Isaac Boadi received the UPSA/UNB Fellowship award and went to the University of New Brunswick, Canada for a three-month research fellowship in Entrepreneurship. He was among six other faculty members from the Faculty of Management Studies. They will return in February, 2020.

10.9.5 Collaboration

The Faculty had a meeting with the Chartered Institute of Bankers to discuss exemptions packages for the students and areas of collaboration. The faculty again had a meeting with ICAG to revise the MOU between the two institutions.

10.9.6 Professional Coaching

A professional Coaching session was organised for all final year students in the faculty from Monday 4 – Friday 8 November, 2019. The programme was initiated by the Vice-Chancellor to groom our students for the job market. The programme was well attended and liked by the students. Another session will be organised for the students in the second semester.

10.9.7 Transfer of Examination Scripts to PRAAD

As part of effort to decongest the records room of the Faculty, DIMC transferred examination scripts to the Records Centre of the Public Records and Archives Administration Department (PRAAD) for storage. The Faculty appeals to DIMC to complete the transfer process to make room for storage of documents that occupy the offices of Heads of Departments and Administrators.

10.9.8 Orientation for Lecturers

The Faculty organised orientation for newly recruited lecturers in the month of November. The purpose of the orientation was to introduce them to systems and practices of the University. The newly employed lecturers used the opportunity to ask questions for clarification. At the end of the orientation the lecturers were ready to integrate well in the University.

11.0 Staff Development

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

11.1 Conferences, Seminars and Workshops

Table 23 is a list of Local and International Conferences, Workshops and Seminars attended by faculty members during the year under review.

12.0 Student Activities

12.1 Start Right Conference

On September 12, 2019, the Department of Accounting Students Association organized a Start right Conference on the Theme, 'The Journey' for all fresh students at the Auditorium. The main aim of the programme was to introduce fresh students to Campus life and enlighten them on how to cope with stress. The Gender Coordinator talked to the students and encouraged them on the importance of taking their academic work more seriously.

12.2 The Young Investors Challenge's Final

The Department of Banking and Finance participated in the Finals of Investors Challenge Investment competition with UMB Investment Holdings held at the British Council Hall.

12.3 ROTC Programme

The Department of Banking and finance had a seminar on the intention of ROTC and Public University on training level 300 and 400 students on commodities trading in the financial markets on Tuesday, February 12th, 2019, at 2:00 p.m. at UPSA Auditorium.

12.4 DASA Election

Department of Accounting Students Association held election to elect new executives to steer the affairs of the Association for the 2019/2020 academic year. The election was successfully held on Friday April 12, 2019. The newly elected executives who have been sworn in to office are:

1. Serwor Elisha Kabutey

President

2. Elorm Abla Dziwornu

Vice-President

3. Glala Joan Ama

Secretary

4. Asiedu Bernard Agyei

Auditor

5. Asakeya Asaah Karl

Financial Contoller

6. Doku Donkor Johnson

Programme and Press Secretary

7. Amenyoh Precious Akpene

Women's Commissioner

12.5 Bereavement

The Department of Accounting lost a level 200 BSc Accounting and Finance student who was buried on December 7, 2019. The Department participated in the funeral service and mourn with the family. May the soul of Mr. Emmanuel Nii Ayithey Kofi Nunoo rest in peace!

13.0 Major Achievements

The Faculty made a number of achievements in relation to its strategic goals set for 2019.

13.1 FAF Professional Day Celebration

The Faculty held its third edition of the FAF Professional Day Celebration in March 2019 on the theme: 'Strengthening Ghana's Financial Sector: the role of the Accounting and Finance Professional. The main speaker was a representative of the Governor of the Bank of Ghana. He advised students to acquire employable skills including competency and creativity. The programme was well attended and successful.

13.2 NCTE Approved Documents

The Faculty has defended and received administrative approval from the National Council for Tertiary Education (NCTE) for the following new programmes:

- MSc. Insurance Risk Management
- MSc. Procurement
- MSc. Pensions Management

The programme document for the MSc Insurance Risk Management has been defended with the National Accreditation Board (NAB). The MSc Procurement and Pensions Management are yet to be defended.

13.3 PhD in Accounting Programme

The Faculty completed and submitted a proposal for a new programme entitled: PhD/MPhil in Accounting. The NCTE is yet to invite the faculty to defend the proposal. The course synopsis of the curriculum has been completed for submission to the Academic Audit and Review Committee.

13.4 FAF Best Lecturer Award

The Faculty awarded three (3) lecturers for outstanding performance during the 11th graduation ceremony. The lecturers were given 43 inch and 32- inch Flat Screen Television Sets.

1. Dr. Christine Avortri
- Overall FAF Best Lecturer
 2. Mr Michael Minlah
- Best Lecturer, Banking and Finance
- Mr John Kwaku Amoh- Best Lecturer, Accounting.
The Faculty and two departments sponsored the three awards. This is expected to motivate and encourage lecturers in the Faculty to give their best.

13.5 Workshop on Weighted Promotion Criteria

The Faculty organised a workshop on promotion criteria for lecturers in the Faculty. The resource persons were the Director of Research and Consultancy, Dr Ibrahim Mohammed, and the Deputy Director of Academic Affairs, Mr. Anthony Afeadie. The workshop was well attended.

13.6 FAF Mentorship Programme

As part of efforts to improve the quality of teaching and increase publication, the Faculty introduced a mentorship programme for lecturers. Younger faculty members were assigned to senior faculty members to mentor in the areas of teaching, research, and other areas of professional development. Newly recruited lecturers in the faculty were also assigned to senior faculty members to mentor.

13.7 Donation of Notice Board

The Chartered Institute of Bankers (CIB), Ghana as part of efforts to enhance collaboration between the Faculty, donated a CIB branded Notice Board to the Faculty. The Faculty expresses its appreciation to the Institute for the donation.

13.8 Design of Pull-Up Banner

The Faculty has designed two (2) pull-up banners to aid in the marketing of its programmes as well as to educate students on the vision and mission of the Faculty.

13.9 Supply of Faculty branded Pen Drive

The Faculty procured and supplied 100 faculty-branded pen drives to lecturers to aid them in their teaching and research work.

13.10 Practical Attachment

The Faculty, through the support of some lecturers, have created opportunities for our students to undertake stock taking of some firms to gain practical experience. At the same time, students also earn some amount of money for the job done. The Faculty hopes to scale up this exercise for more students to benefit from this programme.

13.11 Tracer Study

The Quality Assurance Directorate undertook a tracer study of students who have completed their programmes in the faculty from 2007 to 2017. The result of the tracer study provides relevant strategic information for Management's consideration. The report will be used to support re-accreditation exercises in the Faculty and in the entire University.

13.12 ICAG Research Engagement

The Faculty received approval for a proposal submitted to the Institute of Chartered Accountants, Ghana to undertake a research study on the topic: "Link between ICAG Syllabus and Examination content: a case of compliance". The Faculty has put a team together to undertake the research assignment which is being done in collaboration with the Research and Consultancy Centre

14.0 Challenges

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 2020

The projections for 2020 are based on the Faculty's and University's vision on teaching, research, and community service. The projections are to:

- Complete the accreditation process for the three new programmes given administrative approval by the National Council for Tertiary Education (NCTE).
- Obtain clearance to start the PhD/MPhil Accounting programme.
- Ensure that each lecturer publishes at least one paper in 2019 to enhance research output.
- Foster stronger collaboration with companies for practical attachment for students
- Rebrand and hold the FAF Professional Day Celebration in March 2020
- Organise two FAF Small Businesses Seminars for businesses in UPSA's catchment area.
- Strengthen the lecturers' mentorship programme introduced to mentor junior members.
- Complete and submit a report on the research being undertaken for the ICAG.

16.0 Recommendations

The following recommendations are made for Management's 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. God richly bless you!

18.0 Conclusion

The Faculty will continue to provide quality teaching and life-long learning experience for our students, engage in demand driven research and also become relevant to our community.

FACULTY OF MANAGEMENT STUDIES



Mrs. Fidelis Quansah
Dean,
Faculty of Management Studies

1.0 DEAN'S MESSAGE

The Faculty of Management Studies (FMS), creates an excellent teaching and learning experience for its students through the provision of competitive academic and professional programmes. The programmes in the Faculty are offered through two Departments, Business Administration and Marketing.

The dynamics of the job market today demand innovative teaching and learning approaches that adequately equip students with the relevant knowledge to help them develop an in-depth understanding and appreciation of issues and processes in the relevant subject areas. We strive to strategically position our students so that they can match-up with emerging global trends. To realise this, the FMS adopts systematic and innovative methods in teaching and learning for our students. This starts from the regular update of course outlines and identification of important resources that the students require to pursue the course. Teaching and learning in the Faculty is practically oriented and student centred. All the critical knowledge areas of management are covered in our course delivery. The Faculty employs top-notch skills in the delivery of courses to ensure that real value is created for our students. One of the resources that has enhanced the Faculty's capacity to develop students' skills in the application of knowledge is the Business Incubator Centre. Through this Centre, students with viable business

ideas are assisted to hone them and pitch their businesses before investors to allow for scale-up. The FMS has a unique mandate to engage in various collaborative research with key stakeholders at the local, national, and international levels. Non-Governmental Organisations and the private sector are also not left out. The Faculty has a wide range of expertise that enables it to respond to the different research, advisory, and consultancy needs of its stakeholders. The engagement with our key stakeholders is a win-win situation that allows us to recognise and meet their special research and consultancy needs.

Through its research activities, the FMS makes significant contributions to intellectual discourse at both the national and international levels. Faculty members do avail themselves to serve on various national and international knowledge and policy based networks and boards.

The FMS recognises that many employers of today, look out for various soft skills from prospective employees. Consequently, the Faculty has continued to support and encourage student associations and other groups through training on relevant issues and the development of appropriate attitudes and perspectives in the world of work so that they can become the preferred choice of employers.

The aforementioned issues affirm the unique status of the FMS in the University. This uniqueness stems from how we teach, shape, and mentor our students. Our emphasis on the application of knowledge gives our students a competitive edge over students elsewhere.

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 of the Faculty 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

- The Faculty will continue to improve on the University's environment and image by introducing at least four new programmes.
- To support in enhancing institutional competitiveness by ensuring that members are using the University's Learning Management Platforms
- The Faculty will 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 App
- Create a pool of reviewers to encourage individual and team publications
- Promote international and national collaboration with Faculty
- To provide more community service

2.0 MANAGEMENT TEAM

**Mrs. Fidelis Quansah
DEAN**

**Dr. Emmanuel .S. Asamoah
VICE DEAN**

HEADS OF DEPARTMENT

**Dr. Andrews. A. Akolaa
HOD, Marketing**

**Dr. Ernest Mensah Abraham
HOD, Business Admin.**

SENIOR MEMBERS ADMINISTRATION

**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 1: Programme Portfolio



3.1 Update on the Accreditation of Existing & New Programmes

Table 1: Update on the Accreditation of Existing & New Programmes

S/N	Existing Programme	State of Programme
3.1	Re-accreditation of MBA Corporate Governance	Response to queries and revised document submitted to the National Accreditation Board
3.2	Re-accreditation of MSc/MPhil Leadership	Revised documents and responses to queries submitted to NAB, Certificate not received
3.3	Re-accreditation of Diploma in Management	Revised document and responses to queries were submitted but additional issues were still raised which is yet to be submitted.
	New Programmes	
3.4	Global MBA in Impact Entrepreneurship and Innovation	Approved. The programme was mounted in the 2019/2020 academic year
3.5	M.A. Brands and Communications Management	Programme approved and Mounted for the 2019/2020 Academic Year.
3.6	M.A in Peace and Security Intelligence Management	Programme approved and Mounted for the 2019/2020 Academic Year.
3.7	Accreditation of Master of Business Administration in Project Management and Finance	Proposal reviewed by Academic Audit and submitted to the NCTE.
3.8	BSc. Logistics and Transport Management	Proposal was revised and re-submitted to the NCTE
3.9	BSc. Hospitality Management	Proposal has been submitted to NCTE
3.10	MPhil in Marketing	Accreditation document has been submitted to NAB
3.11	BSc. Human Resource Management	The department is in the process of developing the relevant documents for the accreditation of the programme
3.12	MBA Human Resource Management	The department is in the process of developing the relevant documents for the accreditation of the programme
3.13	B.A Social Administration	The department is in the process of developing the relevant documents for the accreditation of the programme
3.14	MPhil/PhD in Management	The document has been reviewed by the Academic Audit and submitted to the NCTE

Source: Quality Assurance, 2019

4.0 STAFFING

4.1 Recruitment

Eleven (11) members of staff were appointed to the Faculty during the period under review. All staff members have reported. The details are presented in table 2.

Table 2: Recruitment of Teaching Staff

No.	Name	Rank	Area of specialisation	Effective date
1.	Ms. Ivy Heward- Mills	Business Coach/Lecturer	Management	2019
2.	Dr. Marijke Okyireh	Lecturer	Management	2019
3.	Mr. Sylvester Adinam Mensah	Senior Lecturer	Management	2019
4.	Mrs. Jennifer Ayamga	Assistant Lecturer	Management	2019
5.	Dr. Gamel Matthew Abotiyane	Lecturer	Management	2019
6.	Dr. Emmanuel Owiredu Akonnor	Lecturer	Management	2019
7.	Mr. Michael Osei	Assistant Lecturer	Management	2019
8.	Razeena Mohammed Siitah	Assistant Lecturer	Management	2019
9.	Dr. Mapaah Quansah	Lecturer	Marketing	2019
10.	Mr. Bede Akorige Atarah	Lecturer	Marketing	2019
11.	Ms. Yaa Amponsah Twumasi	Assistant Lecturer	Marketing	2019

Source: Human Resource Directorate, December, 2019

4.2 Staff Strength

The staff strength in the Faculty as at December, 2019 stands at One Hundred and three (103). This comprises ninety- nine (99) academic and four (4) non-academic staff as shown in table 3.

Table 3: Staff Strength of Faculty of Management Studies by Rank /Designation

Academic Staff						Non Aca.	
Gender	Prof.	Asso. Prof	Sen.Lec.	Lecturers	Asst.Lec	Admin Staff	Total
Male	3	1	8	29	30	1	72
Female	1	0	3	14	10	3	31
Total	4	1	11	43	40	4	103

Source: Faculty of Management Studies, December, 2019

4.3 Qualification of teaching Staff

The Faculty has in all 99-teaching staff; 33.3% are with their doctorate degrees, 49.5% are at various stages of their PhD programme (See Appendix A for the list of those who enrolled in (2019) and the remaining 17.2% are yet to start as indicated in table 4

Table 4: Statistics of Qualification of teaching Staff in the Faculty.

Gender	Qualification			Total
	PhD	PhD On-going	Masters	
Male	26	32	13	71
Female	7	17	4	28
Total	33	49	17	99

Source: Management Studies, December 2019

4.4 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.	Professor Abednego Okoe Feehi Amartey	Department of Marketing	Associate Professor	Full Professor
2.	Dr. Anthony Sumnaya Kumassey	Business Administration	Lecturer	Senior Lecturer
3.	Dr. Haruna Rufai	Business Administration	Lecturer/ Research Fellow	Senior Lecturer / Research Fellow
4.	Mr. Ibn Kailan Abdul-Hamid	Marketing	Assistant Lecturer	Lecturer

Source: Human Resource Unit, 2019

4.5 Renewal of Appointment

Four (4) members of staff had their appointments renewed during the year under review.

Table 6: List of members who had their appointments renewed

No	Name	Position	Effective Date
1.	Mrs. Beatrice Akosua Adjapong	Faculty Officer	2019
2.	Mr. Gerald Joseph Nyanyofio	Coordinator, SOGS	2019
3.	Dr. Andrews Adugudaa Akolaa	HOD, Marketing	2019
4.	Mr. Munkaila Abdulai	Coordinator, SOGS	2019

Source: Human Resource Unit, 2019

4.6 Appointments

Ten (10) Faculty members were appointed to various units during the year under review as shown in table 7.

Table 7: Appointments of Lecturers to various Units

No	Name of Lecturer	Current Unit
1.	Dr. Ampem Darko Aniapam	Dean, Weekend School
2.	Dr. Alberta Bondzie-Simpson	Vice-Dean, Distance Learning Center
3.	Dr. Emmanuel Asamoah	Vice-Dean, Management Studies
4.	Dr. Ernest Abraham	Head of Department Business Administration
5.	Dr. Anthony Sumnaya Kumasey	Faculty Research Officer
6.	Dr. George Agbembiese	Marketing Departmental Research Officer
7.	Dr. Ummu Markwei	Business Administration Departmental Research Officer
8.	Mr. Ibn Kailan Abdul –Hamid	Coordinator, MA in Brands and Communications Mgt
9.	Mr. Andrew Ayiku	Coordinator, MBA Impact Entrepreneurship and Innovation
10.	Mr. Joel Okoe Quarcoo	Coordinator, MPhil/MSc. Leadership

Source: Human Resource Unit, 2019

4.7 Awards

The Vice- Chancellor of the University, Prof. Abednego Okoe Amartey was awarded the Marketing man of the year 2018 during the CIMG Awards night held on 27th September 2019, at the Accra International Conference Centre. Again, he was awarded the Industry Leader of the Year Award by Ghana Business Awards in October, 2019. He was also the most respected CEO in the Education sector which was awarded by Ghana CEO Awards in December, 2019.

4.8 Conferment of Fellowship by the Chartered Institute of Marketing(CIM)-UK

The Chartered Institute of Marketing – UK conferred fellowship status on Dr. Andrews

Adugudaa Akolaa on August 2, 2019. He also obtained MSc. International Business in July, 2019 from University of Ghana, Legon.

4.9 Award of Doctorate Degree

Two (2) Faculty members successfully completed their PhD programmes during the year under review as shown in table 8.

Table 8: List of Lecturers awarded with Doctorate Degrees

S/N	Name	Degree Awarded
1.	Dr. Mrs. Aku Shika Andoh	PhD in Marketing, University of Ghana.
2.	Dr. George Agbemebias	PhD in Management, Putra University of Business, Malaysia

Source: Human Resource Unit, 2019

4.10 Resignation

During the period under review, a lecturer in the Department of Business Administration Dr. James Kwame Mensah resigned from the service of the University.

4.11 Academic Staff on Study Leave

The following members of the Faculty were granted study leave with pay during the year under review:

Table 9: List of Academic Staff on Study Leave

	Name of Lecturers	Programme	Country	Status
1	Mr. Thomas Tachie-Eyiah	PhD in Marketing	University of Professional Studies Accra	Study Leave with pay
2	Mr. Leeford Edem Kojo Ameyibor	PhD in Marketing and Management	WITS Business School in Johannesburg, South Africa	Study Leave with pay
3	Mr. Linus Kudo	PhD in Employment Relations and Human Resource Management	University of Griffith, Australia	Study Leave with pay
4	Mr. Marco E. Mensah	PhD in Marketing and Management	University of Macquarie, Australia	Study Leave with pay
5.	Mrs. Tiniwaah Nyarko	PhD in Management	Ca'Fascori University, Vernice	Study Leave with pay

Source: Human Resource Directorate, November, 2019

4.12 International Collaboration

4.12.1 Collaboration with University of New Brunswick, Canada

Under the initiative of the Vice- Chancellor and the Dean for the Centre of International Collaboration, six (6) of our faculty members who received the UPSA/UNB Fellowship, left for the University of New Brunswick, Canada on Friday, 29th November, 2019 to begin a three-month stay and are due to return on the 5th of March, 2020. They were awarded the Queen Elizabeth II Diamond Jubilee Scholarship which supports the development of Entrepreneurship Training at UPSA. The selected faculty members are:

1. Dr. Ummu Markwei
2. Dr. Augustine Awuah Peprah
3. Dr. Frederick Doe
4. Ms. Benedicta Quao
5. Mr. Andrew Ayiku
6. Dr. Anthony Sumnaya Kumassey

4.13 NLA University College Collaboration

Following the approval of the Erasmus grant with NLA University College in Norway, an agreement was signed which allows students and Faculty mobility. This year we were privileged to have a Faculty member from the NLA University and it is expected that the Faculty will send two students and a Faculty member to Norway by August, 2020.

5.0 STUDENTS POPULATION

The Faculty has a student population of five thousand and ninety-four (5094), undertaking the undergraduate and diploma programmes. Out of this number, 83.6% and 16.4% are undertaking the degree and the diploma programmes respectively as shown in Tables 10-14.

Table 10: Student Enrolment for Bachelor of Business Administration

Bachelor of Business Administration									
	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	390	321	147	143	27	35	564	499	1063
200	271	234	148	122	34	44	453	400	853
300	272	213	85	128	30	52	387	393	780
400	189	178	100	103	37	57	326	338	664
GRAND TOTAL	1122	946	480	496	128	188	1730	1630	3360

USIS, December, 2019

Table 11: Student Enrolment for Bachelor of Science Marketing

Bachelor of Science Marketing									
	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	60	66	20	20	11	8	91	94	185
200	43	26	32	49	23	15	98	90	188
300	46	35	39	57	20	41	105	133	238
400	83	68	28	27	11	8	122	103	225
GRAND TOTAL	232	195	119	153	65	72	416	420	836

*USIS, December, 2019***Table 12: Student Enrolment for BSc. in Real Estate Management and Finance**

Bachelor of Science in Real Estate Management and Finance									
	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	26	15					26	15	41
200	16	9					16	9	25
GRAND TOTAL	42	24					42	24	66

*USIS, December, 2019***Table 13: Student Enrolment for Diploma in Management**

Diploma in Management									
	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	117	164	10	15	5	5	132	184	316
200	104	106	10	17	6	3	120	126	246
GRAND TOTAL	221	270	20	32	11	8	252	310	562

USIS, December, 2019

Table 14: Student Enrolment for Diploma in Marketing

Diploma in Marketing									
	Morning		Evening		Weekend		Total/Gender		Total
	M	F	M	F	M	F	M	F	
100	41	63	2	6	3	1	46	70	116
200	64	67	2	14	4	3	70	84	154
GRAND TOTAL	105	130	4	20	7	4	116	154	270



6.0 ENROLLMENT FOR THE PAST THREE YEARS

The Faculty studied the enrollment of students for the past three years. Table 15 presents the statistics:

Table 15: Enrolment for the Past Three Years

Programme/Year	2017	2018	2019
Bachelor of Business Administration			
Level 100	576	745	1063
Level 200	541	614	853
Level 300	820	664	780
Level 400	1131	952	664
	3068	2975	3360
Bachelor of Science Marketing			
Level 100	100	113	185
Level 200	174	122	188
Level 300	229	195	238
Level 400	391	302	225
	894	732	836
Bachelor of Science in Real Estate Management and Finance			
Level 100	0	25	25
Level 200	0	41	41
Diploma in Management			
Level 100	278	246	316
Level 200	176	263	246
	444	509	562
Diploma in Marketing			
Level 100	159	154	116
Level 200	86	155	154
Sub Total	245	309	270
GRAND TOTAL	4661	4550	5094

Source: Faculty of Management Studies, December, 2019

7.0 ADMISSIONS FOR 2019/2020 ACADEMIC YEAR

The Faculty offered admissions to a total of two thousand one hundred and fifteen (2115) students for the 2019/2020 academic year. One thousand, six hundred and eighty-three (1683) students were for the degree programme whilst four hundred and thirty-two students (432) were for diploma. The tables below depict students who were admitted and registered to the Faculty.

Table 16: Statistics of Admitted and Registered students in the Faculty.

Programme	Morning		Evening		Weekend		Total
	M	F	M	F	M	F	
BBA							
Level 100	390	321	147	143	27	35	1063
Level 200	3	1	38	36	12	17	107
Level 300	0	2	45	85	10	24	166
BSc in Marketing							
Level 100	60	66	20	20	11	8	185
Level 200	5	1	10	20	8	5	49
Level 300	6	9	14	22	5	16	72
BSc. in Real Estate Finance							
Level 100	26	15	0	0	0	0	41
Diploma in Marketing	41	63	2	6	3	1	116
Diploma in Management	118	163	10	15	5	5	316
Total	649	641	286	347	81	111	2115

8.0 Graduation Statistics for Faculty of Management Studies

The 11th Graduation of the students from the Faculty took place on Friday, 26th July, 2019 for the 2018/2019 Academic year. During this period, the faculty graduated One thousand three hundred and ninety (1390) students for the various programmes. The details are presented in the tables below

8.1 Graduation Statistics by Gender

Table 17: Summary of 2019 Bachelor of Business Administration Graduating Class Classified by Gender

	MALE	FEMALE	TOTAL
1st Class	11	12	23
2nd Class Upper	135	129	264
2nd Class Lower	163	137	300
3rd Class	112	80	192
Pass	34	32	66
Total	455	390	845

Source Faculty of Management Studies, 2019

Table 18: Summary of 2019 BSc. Marketing Graduating Class Classified by Gender

	MALE	FEMALE	TOTAL
1st Class	1	3	4
2nd Class Upper	25	27	52
2nd Class Lower	44	32	76
3rd Class	49	38	87
Pass	22	16	38
Total	141	116	257

Source Faculty of Management Studies, 2019

Table 19: Summary of 2019 Diploma in Management Graduating Class
Classified by Gender

	MALE	FEMALE	TOTAL
Distinction	2	5	7
Credit	43	75	118
Pass	35	30	65
Total	80	110	180

Source: Faculty of Management Studies, 2019

Table 20: Summary of 2019 Diploma in Marketing Graduating Class Classified by Gender

	MALE	FEMALE	TOTAL
Distinction	1	0	1
Credit	18	39	57
Pass	28	31	59
Total	43	65	108

Source: Faculty of Management Studies, 2019

8.2 Graduation Awards for the Past Three Years

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

Bachelor of Business Administration

Table 21: Classification by class obtained for the past three years

Year of Completion	2017	2018	2019
First Class	7	6	23
Second Upper	258	265	264
Second Lower	371	371	300
Third Class	278	194	192
Pass	84	51	66
	998	887	845

Source: Faculty of Management Studies August, 2019

Fig 2: 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	2017	2018	2019
Distinction	3	5	7
Credit	20	81	118
Pass	34	46	65
Total	57	132	180

Source: Faculty of Management Studies August, 2019

Fig 3: Graph of Classification for Diploma in Management by class obtained for the past three years



Bsc. Marketing**Table 23: Classification of BSc. Marketing by class obtained for the past three years**

Year of Completion	2017	2018	2019
First Class	1	2	4
Second Upper	61	47	52
Second Lower	167	88	76
Third Class	199	72	87
Pass	100	44	38
	528	253	257

Source: Faculty of Management Studies August, 2019

Fig 4: Graph of Classification for BSc. Marketing by class obtained for the past three year

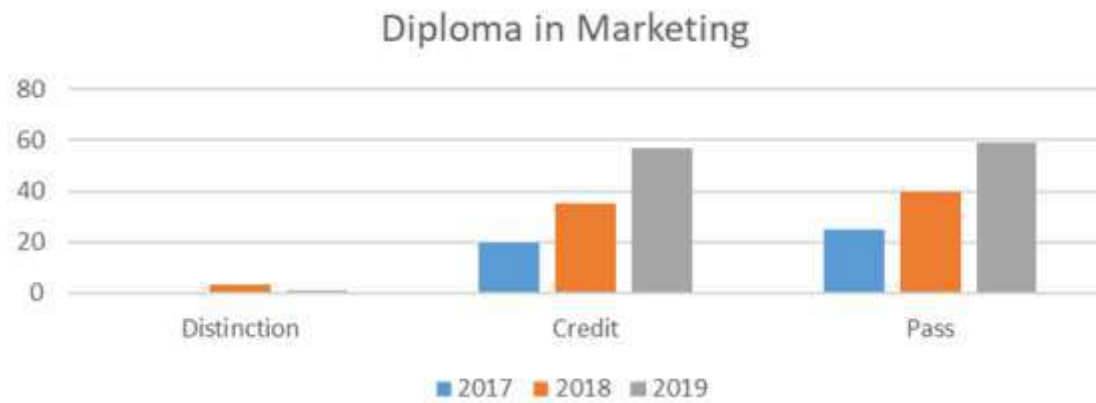
Diploma in Marketing

Table 24: Classification by class obtained for the past three years

Year of Completion	2017	2018	2019
Distinction	0	3	1
Credit	20	35	57
Pass	25	40	59
Total	45	78	108

Source: Faculty of Management Studies August, 2019

Fig 5: Graph of Classification for Diploma in Marketing by class obtained for the past three years



8.3 AWARD WINNERS FOR ACADEMIC PRIZES FROM THE FACULTY

The tables below present winners for Academic prizes from the Faculty for the 2019 graduating class:

Table 25: Winners of Academic prizes from the Faculty

AWARD CATEGORY	NAME	ID NUMBER	FCGPA
Best Graduating Student (Faculty of Management)	Dwebeng Paul	10084207	3.89
Best Graduating Student (Business Administration)	Dwebeng Paul	10084207	3.89
Best Graduating Student (BSc. Marketing)	Afloe Abigail	10048355	3.69
Best Graduating Student (Diploma in Marketing)	Ladzekpo Jonathan Setsofia	10083368	3.5
Best Graduating Student (Diploma in Management)	Boateng Samuel	10090508	3.61

AWARD CATEGORY	NAME	ID NUMBER	MARKS
Best Graduating Student (Corporate Governance)	Simpri Akua Josephine	10084751	88
Best Graduating Student (Marketing Research)	Adjei Bismark	10040862	89
Best Graduating Student (Introduction to Total Quality Management)	Gyamfi Bonsu Manuela	10050356	91
Best Graduating Student (Entrepreneurship Development)	Aidoo Rachael Juanita	10062605	94
Best Graduating Student (Public Administration)	Dwebeng Paul	10084207	88
Best Graduating Student in Introduction to Environmental Management Courses (Faculty of Management requirement)	Dwebeng Paul	10084207	80
Best Graduating Student in Management of Small and Medium Scale Enterprises	Nyabu Tetteh Michael	10049361	96

Source: Faculty of Management Studies, 2019

9.0 FACULTY ACTIVITIES

The Faculty undertook numerous activities during the year under review covering academic, research and community services

9.1 Academic Activities

9.1.1 Orientation for Fresh Students

The Orientation for fresh students commenced on Monday, 2nd September, 2019. It was an interactive meeting to give the students first-hand information about the Department /Faculty. The Management team of the Faculty as well as Faculty members were given the opportunity to interact with the freshmen. They were briefed on some issues they had to know about the University.

9.1.2 Monitoring of lectures

The Faculty continued to monitor the students and lecturers attendance during the period under review. The Management of the University provided smart podiums for faculty use in lecture hall and this made teaching and learning very effective.

9.1.3 Matriculation for 2019

The 2019 Matriculation ceremony for the fresh students was held on October 4, 2019. Two thousand one hundred and nineteen (2119) students were matriculated. This comprised of Bachelors and Diploma students. Below are statistics of students from the undergraduate level.

Table 26: Statistics of Matriculated students from the Faculty

Bachelor of Business Administration							
	MORNING		EVENING		WEEKEND		
	M	F	M	F	M	F	
Level 100	390	321	147	143	27	35	1063
Level 200	3	1	38	36	12	18	108
Level 300	0	2	45	85	10	24	162
TOTAL	393	324	230	264	49	77	1,337
Diploma in Management							
	MORNING		EVENING		WEEKEND		
	M	F	M	F	M	F	
Level 100	118	163	10	15	5	5	316
TOTAL	118	163	10	15	5	5	316
Bachelor of Science in Real Estate Management & Finance							
	MORNING		EVENING		WEEKEND		
	M	F	M	F	M	F	
Level 100	26	15	0	0	0	0	41
TOTAL	26	15	0	0	0	0	41

Bachelor of Science in Marketing							
	MORNING		EVENING		WEEKEND		
	M	F	M	F	M	F	
Level 100	60	66	20	20	11	8	185
Level 200	5	2	11	20	8	5	51
Level 300	6	9	14	23	5	16	73
TOTAL	71	77	45	63	24	29	309
Diploma in Marketing							
	MORNING		EVENING		WEEKEND		
	M	F	M	F	M	F	
Level 100	41	63	2	6	3	1	116
TOTAL	41	63	2	6	3	1	116

Source: Faculty of Management, Studies

9.1.4 A Day's Workshop on Quantitative Research

The Faculty of Management Studies organised a one-day workshop on Quantitative Research Analysis on the theme “Mediation through Regression Analysis”. The Research Workshop took place on Friday, February 22, 2019, from 10:00 am to 2:00 pm at GH 1 (Idris Egala Building) for Senior Members. The resource person was Dr. Eric Delle. The purpose of the workshop was intended to sharpen the Quantitative Analysis Skills of Colleagues.

9.1.5 Graphic Business Quiz Competition

Graphic Business, an economic and financial newspaper initiated a quiz contest for tertiary schools to help stimulate intellectual competition among students in the various tertiary schools nationwide with the aim of developing students' interest in entrepreneurship.

Some students from the Department of Business Administration were nominated to represent the University at the competition held from 18th – 22nd February, 2019 at the British Council.

9.1.6 Book Launch

The Vice Chancellor Prof. Abednego Okoe Feehi Amartey co-authored and launched a book entitled “Sales Management: A Primer for Frontier Markets” on Wednesday, 27th February, 2019 at the University's Auditorium. Present for the occasion were the co-authors for the book, Prof. Ogechi Adeola, Associate Professor of Marketing and Director of Sales and Marketing Academy at the AACSB, and Prof. Robert Ebo Hinson, Head of the Department of Marketing and Entrepreneurship at the University of Ghana Business School, Legon.

9.1.7 Professional Master Class Programme for 2019

The 2019 Professional Master Class programme started on Monday, March 11, 2019 at the LBC block. The theme for this year's programme was: “Strategic Positioning of the UPSA Graduate in a

Competitive Job Market.”. The launching of the programme took place in the Justice Aryeetey, Auditorium at 1:00 pm. The Keynote Speaker for the programme was Mr. Joseph Nyarkotei Dorh, the Managing Director of Prime Insurance. The six-day programme gave opportunity to final year students to interact with seasoned men and women from industry.

9.1.8 Small and Medium Scale Enterprise (SME) Success Story

The Faculty organised the second annual SME success story series seminar on Tuesday, 23rd April, 2019 at the Auditorium. Dr. Frederick Doe of the Business Administration department spearheaded this initiative. The theme for the seminar was “Small Business Today: Industrial Giants Tomorrow” The objective for the programme was to bring together former students who offered SME Management courses to brief students on how they were putting the course into practice and how helpful it had been to develop their entrepreneurial intentions. It was also to encourage current students taking the course to start their own businesses.

Three former UPSA students participated in the plenary discussion and this included Mr. Gabriel King Akpalu, Executive President, SOL Network; Mr. Milton Annan, Executive Director, Brothers Image Advertising Ltd; and Mr. Daniel Vaetta, Founder & Team Leader of Danvee Studios.

9.1.9 Management and Professional Day Celebration 2019

The Faculty celebrated its 5th Management and Professional Day on Friday, 12th April, 2019 at the Auditorium. The theme for the programme was, “The Future of work: Entrepreneurship and Leadership roles in contemporary times”. The Dean of the Faculty, Mrs. Fidelis Quansah chaired the programme. Mr. Patrick Awotwi, Commercial Director of Coca Cola and Mr. Richard Osei-Owusu of Interglobal Partners were the facilitators for the Programme. The Vice Chancellor, Professor Abednego Feehi Okoe

Amartey was present to grace the occasion.

Prof. Abednego Feehi Okoe Amartey, Vice-Chancellor, Mr. Patrick Awotwi, Commercial Director of Coca Cola, Mr. Richard Osei-Owusu, Head, Finance and Administration-Interglobal Partners, Mr. Munkaila Abdulai, UPSA Alumni President were given citation for the good work in society. Mr. Kingsley Anagba and Mr. Mustapha Iddirisu, lecturers in the Faculty were awarded with citations for their hardwork. Mr. Raymond Kwaku Yeboah-Donkor, Mr. David Elewosi Gagbe, Mrs. Beatrice Akosua Adjapong and Ms. Gloria Troudy Maxbord were given certificates of honor.

The Following students were adjudged the best students in the Faculty for the period:

Table 27: Students awarded during Management and Professional day

	Names	Programme
1.	Theodora Enam Kuwornu	Bachelor of Business Administration
2.	Elizabeth Lamisi Issaka	Bachelor of Science in Marketing
3.	Ejere Blessing	Diploma in Management
4.	Emmanuella Agbey	Diploma in Marketing

9.1.10 Examination

Two examinations were held during the year under review. The first was in second semester 2018/2019 academic year and the second was in first semester 2019/2020 academic year. The table below presents the dates and activities that took place during the period.

Table 28: Periods Examinations were written and activities during the period.

Semester	2 nd Semester 2018/2019 Academic Year	1st Semester 2019/2020 Academic Year
Date for Examinations	13 th May, 2019- 2 nd June, 2019	6 th December, 2019- 21 st December, 2019
Conference Marking	14 th May, 2019 – 13 th June, 2019	10 th December, 2018-8 th January, 2019
Script Audit	14 th June, 2019- 10 th July, 2019	3 rd January, 2019-15 th January, 2019

Source: Faculty of Management Studies, 2019

9.1.11 Examination Malpractice

During the second semester examinations for 2018/2019 academic year, twenty-eight (28) students from the faculty were involved in examinations malpractice. The statistics are presented in table 29.

Table 29: Examinations Malpractice for second semester 2018/2019 academic year

Programme	Gender		Total
	M	F	
Bachelor of Business Administration	6	2	8
Bachelor of Science in Marketing	3	1	4
Diploma in Management	4	0	4
Diploma in Marketing	10	2	12
Total	23	5	28

UPSA Academic Affairs Database, 2019

9.1.12 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 of the Faculty:

- Prof. Daniel Agyapong from the University of Cape Coast
- Dr. Obi Berko from the University of Ghana, Legon
- Mr. Takyi- Asiedu from Zenith University College
- Prof. Robert Hinson from the University of Ghana, Legon

The external moderators arrived on Wednesday, 19th June, 2019 to Sunday, 23rd June, 2019. Their terms of reference was to ensure that the academic standards of UPSA awards are comparable to similar awards in other Universities.

The examiners worked assiduously and completed their task within the stipulated time. A report on the exercise was forwarded to the department, Faculty and subsequently to the Director of Academic Affairs for further action.

9.1.13 Auditing of documents for Ghana Technology University College (GTUC) for graduation

As part of the requirement for affiliation on Diploma programmes for the Ghana Technology University College, the University of Professional Studies, Accra was expected to audit marked scripts, course outlines, student files to enable students graduate successfully. A team of three from the Faculty were sent to the affiliate University on Friday, 20th September, 2019 to audit these documents. A detailed report was submitted to the Director of Academic Affairs for their perusal.

The team included the following:

- Dr. Ernest Mensah Abraham
- Dr. Andrews Adugudaa Akolaa
- Mrs. Beatrice Akosua Adjapong.

Table 30: List of Students Presented for Graduation for the 2018/2019 academic year

Programme	No of Students Presented
Diploma in Marketing	7
Diploma in Management	31

Source: GTUC 2019

FACULTY OF MANAGEMENT STUDIES, 2019

9.1.14 Launching of New Programmes

Three new MBA programmes from the Faculty was rolled out this academic year and launched on Wednesday, September 25, 2019 at the Justice Aryeetey Auditorium. They are:

MA Peace and Security Intelligence Management
 MA Brands and Communications Management
 MBA Impact Entrepreneurship and Innovation
 The programme started at 10:00 am and the chairman for the programme was Mr. Adam Sulley. The occasion was graced by the Pro Vice-Chancellor, Prof. Charles Barnor, Deans, Vice Deans, HoDs, Coordinators of the programmes, Professionals from industry, Lecturers and students. As part of the launch, there was an information session for each of the programmes.

9.1.15 Entrepreneurship Seminar

A team of Entrepreneurship lecturers in the Faculty organized a seminar on Monday, 14th October, 2019 at the Justice Aryeetey, Auditorium block from 9:00 am to 4.00pm for all level 300 students. This was done to bring some entrepreneurs to campus to brief students on how to start and grow their businesses, as well as sharing what challenges businesses face when they are in operation. The Chairman for the programme was Dr. (Mrs.) Helen Arkorful. Other speakers for the programme were; Madam Roselyn Ashigbe (Founder & CEO of Food & Fruits Processing), Mr. Obed Twum (CEO of

Green Limited), Mr. Rexford Barfo (Ferfed Business Consult Limited), and Mr. Hammond (CEO of Green Roots Limited) financial reporting.

9.1.16 Departmental/ Faculty Meetings

The department/faculty held two meetings during the year under review. This was to discuss the first and second semester results for the 2018/2019 academic year.

9.1.17 Launching of Entrepreneurship Initiative Club.

The Faculty in collaboration with the National Entrepreneurship and Innovation Plan (NEIP) launched its Students Entrepreneurship Initiative club on Monday, 28th October, 2019 at the Justice Aryeetey Auditorium. The Chairman for the programme was the Pro-Vice-Chancellor, Prof. Charles Barnor who launched the club and applauded the government for its support. Madam Abigail Swad Laryea, Deputy CEO of NEIP, Under the Ministry of Development, advised students to come up with creative ideas since the funds for setting up businesses were now available at the Ministry. The Dean of the Faculty, also encouraged students to come up with brilliant ideas to boost their chance of winning awards for setting up their businesses.

9.1.18 Power of Professional Presence

Management introduced a professional coaching programme for all final year students to equip them with the knowledge on the Power of Professional Presence. The Facilitator for the

programme was Ms. Ivy Heward- Mills. The coaching period took place at the Justice Aryeetey Auditorium on Monday, November 11, 2019 for Business Administration students. Wednesday, November 13, 2019 for Marketing students and Saturday, November 16, 2019 for Weekend students from the Faculty. Below is a picture of the Coaching Session.

9.1.19 Public Lecture by the Vice-Chancellor

Following the award of the Vice- Chancellor, Professor Abednego Okoe Feehi Amartey as the CIMG Marketing Man of the Year 2018, UPSA in collaboration with CIMG organised a public lecture with the theme: “Public Sector Marketing:

A catalyst for National Development”, at the Academy of Arts and Science on Friday, 8th November, 2019. Present for the programme were dignitaries from various public sector units, Faculty members, Senior members, and students of the University.

9.2 Faculty Research Activities

9.2.1 Departmental /Faculty Research Seminar

The Faculty organised research seminars during the year under review. Below is a list of presenters for the seminar as well as topics presented as displayed in Table 32.

Table 32: List of Lecturers who presented Research Work during the Departmental/Faculty Seminars

DATE	PRESENTER	RESEARCH TOPIC	VENUE
16 TH October, 2019	Dr. Mark Boadu	The role of social responsibility in Organizational Identity Communication, Co-Creation and Orientation in an opaque context”.	GH 3
16 TH October, 2019	Mr. Anthony Nkrumah Agyabeng	Informal Settlements and Urban Development Discourse: Conceptualising the like”.	GH3
23 rd October, 2019	Mr. Akwasi Sarfo Kantanka	“Values , Indigenous Corporate Brands Consumer Decisions Making in the Banking Industry”	GH 1
23 rd October, 2019	Mr. John Paul Kosiba	“Mobile Money usage and continuance Intention among Micro Enterprises in an emerging Markets: The Mediating Role of Agent Credibility”.	GH1
13 th October, 2019	Mr. Benjamin Baroson Angenu	“Commercial Tourism Business People in Rural Ghana: Understanding Migration Lifestyle and Business Motivation”	GH4
13 th October, 2019	Mr. Joshua Ofori Essiam	“Influence of Student Engagement on Academic Performance in Higher Education in Ghana”	GH4

9.2.2 Final Dissertation Defense for 2018/2019 Academic Year

The presentation of Final defense by level 400 students started from Monday 22nd April, 2019 to 27th April, 2019. The exercise was organised in collaboration with the Research Unit of the University. One Hundred and Eighty-six (186) groups comprising mainstream and weekend students defended their proposal for the Business Administration whilst Thirty-three (33) groups were for Marketing during the period under consideration.

The table below summarises the total groups who defended their proposals: Students' dissertation started on Monday, 22nd April 2019 to Saturday, 27th April, 2019

Table 33: Statistics of students who defended their proposal
Table 33: Number of Groups presented for defense by the various departments

Programme	Regular	Weekend	Total
Business Administration	167	19	186
Marketing	25	8	33

Source: Faculty of Management Studies, 2019

9.2.3 Research Proposal Defense for 2019/2020 Academic year

The Faculty held its proposal defense for level 400 students from Monday 28th October, 2019 to 30th October, 2019 for regular students and 2nd November, 2019 for weekend students. A total of One Hundred and forty-one (141) groups comprising mainstream and weekend students defended their proposal for the Business Administration whilst eight (8) groups were for Marketing during the period under consideration.

The table below summarises the total groups who defended their proposals:

Table 34: Number of Groups presented for defense by the various departments

Programme	Regular	Weekend	Total
Business Administration	121	20	141
Marketing	7	1	8

Source: Faculty of Management Studies, 2019

9.2.4 Seminar for Level 300 Students

The Research team of the Faculty of Management Studies, as part of its efforts to enhance students' research work, organised a seminar for all level 300 morning and weekend students on Thursday 21st February, 2019 and Friday, 22nd February, 2019 respectively at the LBC, 206 to enable them work on their dissertation effectively. The aim of the seminar was to introduce the students to Research work, selection of topics, the dos and don'ts as well as the time lines for completing the project work, and the components of writing a paper. The time for the seminar was 3:00 p.m. to 4:00pm to enable the Evening session students to also participate in the seminar.

9.2.5 Seminar for Level 200 Diploma Students

The Research team of the Department of Business Administration as part of its efforts to enhance students' research work, organised a seminar for all the level 200 Diploma morning Students on Friday, 1st March, 2019 at the LBC, 606B.

9.3 Community Services

9.3.1 Faculty of Management Studies Support to the Village of Hope

The Faculty, during its week celebration, supported the Village of Hope Orphanage, also known as the CDH, in the Central Region on Thursday, March 28, 2019. Items such as toiletries, disinfectants and foodstuffs were donated for over two hundred (200) orphans in the home.

9.3.2 Training Session for staff of some Melcom and Health workers

The Faculty, in collaboration with Melcom, held a training session on customer service for its staff and some health workers from various health institutions on Tuesday, 24th September, 2019 at room 501 student's centre. The opening ceremony was graced by the Pro Vice-Chancellor, Professor Charles Barnor and the Director of Academic Affairs, Dr. Edward Bannerman-Wood. Present for the occasion was Mr. Godwin Avenorgbo, Communications Director of Melcom Group; the Dean of the Faculty, Mrs. Fidelis Quansah; the Acting Dean for Centre for Education and International Collaboration, Dr. Koryoe Anim-Wright and some facilitators of the programme. Participants were awarded with certificates after the training.

9.3.3 Programmes and Activities at the Business Incubator

The Faculty's incubator received sponsorship for students to the tune of one hundred and fifty thousand Ghana cedis (150,000.00) a year which would be paid to students after pitching.

Again, the incubator organised nine (9) different programmes for students. There were also competitions which won some students cash prizes.

Table 35: Activities at the Business Incubator

26 th September 2019	Steps in designing your Business Idea: Aim at helping students develop their business ideas
2 nd October 2019	SEO Africa one-day free training and mentoring for students.
9 th – 11 th October 2019	The Young Entrepreneurs Startup Exhibition Fair under the theme World of Opportunities, together towards Tomorrow.
28 th October 2019	Launch of UPSA Entrepreneurship Club
29 th October 2019	Visit by the incubator students to the Nestle Ghana Tema Factory Tour to learn about their processes and operations
1st Nov., 2019	Call for application for Business Plan competition
3 rd Nov., 2019	Training session for the Entrepreneurship club members on Presentation skills and PowerPoint design
8 th November 2019	Time with Entrepreneurs: Featuring Mr. Derrick Viiyi Annoh. CEO Sparxxs Foods and Beverages
19 th November 2019	Time with Japan International Corporation (JICA) representatives

Source: Business Incubator, 2019

10.0 STUDENTS ACTIVITIES

Table 36: presents the different activities undertaken by the student bodies in the Faculty.

Table 36: Students Activities for the year under review

No	Programme	Date	Venue
1.	Mapping out pragmatic steps in preparing young people for the future of work and entrepreneurship	25 th October, 2019	Auditorium
2.	Women Innovation Lab. “Meet the challenge, navigate the future”.	14 th November, 2019	Auditorium
3.	ABAS Prayer day		Auditorium
4.	Donation to St James Basic School, Teiman	25 th October, 2019	Oyarifa, Teiman
5.	Health Walk, Breast cancer screening , diabetes screening and health talk	26 th October, 2019	Oyarifa, Teiman

Source: Students Association, 2019

10.1 Death of Student

The Department of Business Administration lost one (1) student, Mr. Kwabena Kwarteng a level 200 diploma student during the period under review. May his souls rest in peace.

11.0 MAJOR ACHIEVEMENTS

- The Faculty mounted three (3) new programmes which are the MA Brands Management and Communication, MBA Impact Entrepreneurship and Innovation, and MA Peace and Security Intelligence Management
- The Vice-Chancellor who is a member of the Faculty, was adjudged the CIMG Man of the Year 2018.
- Launch of the Entrepreneurship Club.
- Successful training of Melcom staff and the medical/health services sector
- International Collaboration with NLA University College, Norway and New Brunswick Universities, Canada.
- Support to Village of Hope, Central Region
- Faculty has been able to raise a seed capital for the Center for Sustainability Development and Agricultural Business (CENSDA) and a research fund for the Faculty. This fund will be launched in the early part of 2020.
- Establishment of the Center for Sustainability Development and Agricultural Business (CENSDA).
- The Faculty has received sponsorship for students at the incubator to the tune of one hundred and fifty thousand Ghana cedis (GH 150,000.00)

12.0 CHALLENGES

- Regarding the use of the LEAS, we still have internet connectivity issues which sometimes leads to the failure to complete tasks.
- Time table management was an issue in the first semester but improved in the second semester and still needs to be fine-tuned. Lecture room allocation and time table should be reviewed.
- Teaching materials for the professional programmes were insufficient.

13.0 RECOMMENDATIONS.

- The Learning management system, Moodle needs to be vitalised.
- We recommend that the LEAS be made more user-friendly to encourage higher usage.

14.0 FOCUS FOR 2020

- Secure approval from NCTE and NAB for new programmes at the Bachelors, Masters and Doctorate levels and also explore and develop other new industry relevant programmes in the coming year.
- Perform closer monitoring of our dual professional certification; thus ensuring partial or full completion of the professional programmes at the end of their study.
- Drive a sense of volunteerism among our students; thus, students will be tasked to engage in some community action activities in line with the University's broad community action plan.
- Intensify collaborations between internal and external faculty as well as industry players.
- Support research related activities and launch a research fund for the faculty
- Improve the level of services to all stakeholders
- Re-tool and strengthen course level advisors and make them relevant to the academic processes.
- Liaise with ISTD in the development of the Research app.

15.0 CONCLUSION

The Faculty of Management Studies achieved a number of successes. We will continue to encourage and actively promote Faculty capacity building, publications, as well as strengthen networking. The Faculty shall also ensure an improvement in student performance, and effective teaching and learning. We are hopeful that we will achieve more in the coming year.

FACULTY OF INFORMATION TECHNOLOGY & COMMUNICATION STUDIES



Dr. John Bosco Damnyag Dean, Faculty of Information Technology and Communication Studies

Dean's Message

On behalf of the staff and students of the Faculty of Information Technology and Communication Studies, I wish to express our gratitude to the Almighty God and Management of the University for the various activities carried out from the beginning of the year 2019 through to its successful end.

In February this year, I took over the management of the Faculty from the former Dean, Mr. Godwin Adagewine and with the support of the Heads of Departments namely; Dr. Godfred Yaw Koi-Akrofi, Dr. Mrs. Theodora Dame Adjin-Tettey and the Faculty Officer, Mr. Bob Nakuku Baduon; and Departmental Officers, Ms. Hajia Sadia Mahama and Mrs. Belinda Adzomani-Diapim; the Faculty was able to achieve modest but useful goals. The management team of the Faculty is most grateful to the former Dean and Vice-Dean, Mr. James Ami-Narh, for the good initiatives. As indicated in the report, the year under review focused on staff development and promotion, research, academic and professional centered training of students, and new programmes development. It is our hope that the coming year will be much more exciting for the Faculty and for the University as a whole.

2.0 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
- Conducting research by our academics is meant to improve practice and advance knowledge
- 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, and 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 2019

The overarching strategic objective of the Faculty is to promote blended unique academic and professional education, research and outreach initiatives that sustain human well-being and improve the quality of human life. These are to be achieved through:

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

4.0 Faculty Management Team

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

Dr. John Bosco K. Damnyag

- Dean

Mr. Bob Nakuku Baduon

- Faculty Officer

Mr. Albert Akanlisikum Akanferi

-Faculty Examinations Officer

4.1 Departmental Management Teams

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

Acting Head of Department - Dr. Godfred Yaw Koi-Akrofi

Departmental Officer - Ms. Hajia Sadia Mahama

For the Communication Studies Department, the under-mentioned run the Department:

Acting Head of Department - Dr. (Mrs.)

Theodora Dame Adjinn-Tettye

Departmental Officer - Mrs. Belinda Adzomani-Diapim

4.2 Research Officers

Faculty of IT and Communication Studies -

Mr. Patrick Yin Mahama

Department of Information Technology Studies -

Dr. Ben Teye Ocra

Department of Communication Studies -

Dr. (Mrs.) Theodora Dame Adjinn-Tettye

4.3 Patrons of Students' Associations

Information Technology Students Association (ITSA) - Dr. Ben Teye Ocra

Communication Students' Association (ComSA) -

Mr. Charles Nii Ayiku Ayiku

5. Programme Portfolio

The following undergraduate programmes were offered in the Faculty for the morning, evening and weekend 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 has ninety-eight (98) 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	47	19	1	0	66
Female	23	5	2	1	32
Total	70	24	3	1	98

Source: FITCS Departmental staff files, 2019.

Table 2: Categorical breakdown of staff strength of the Faculty according to academic qualifications

Department	Prof	PhD/Snr	PhD	Lecturer	Asst. Lecturer
Department of Information Technology Studies	0	5	9	5	10
Department of Communication Studies	0	1	3	21	15
Total	0	6	12	26	25

Source: FITCS Departmental staff files, 2019.

The lists of the teaching staff of the Faculty are presented in tables 3 and 4 respectively.

Table 3: Staff list of the Department of Information Technology Studies

FULL-TIME STAFF			
No.	NAME	RANK & POSITION	QUALIFICATION
1.	Dr. John Bosco K. Damnyag	Senior Lecturer/ Dean	PhD in Computational Finance
2.	Mr. James Ami-Narh	Senior Lecturer/Director ISTD	MBA MIS
3.	Dr. Godfred Yaw Koi Akrofi	Senior Lecturer/ Ag. HOD	PhD in MIS
4.	Mr. Lawrence K. Aziale	Lecturer (Secondment)	MPhil
5.	Dr. Harriet Lamptey	Lecturer	PhD in Information Systems
6.	Dr. Ben Ocran	Lecturer	PhD in Info. Tech
7.	Dr. Kofi Koranteng Adu	Lecturer	PhD in Info. Tech
8.	Dr. Hannah Tanye	Lecturer	PhD in Info. Systems
9.	Dr. Isaac Asampana	Lecturer	PhD in Comp. Science
10.	Dr. Emmanuel Kitcher	Senior Lecturer	PhD in Computer Engineering Sciences
11.	Dr. Mohammed Nurudeen	Lecturer	PhD. in Engineering & Computer Applications Technology
12.	Dr. Samuel Chris Quist	Lecturer	PhD in Computer Science
13.	Dr. Stephen Nabareseh	Lecturer	PhD in Data Mining & Predictive Analytics
14.	Dr. Samuel Nii Boi Attuquayefio	Lecturer	PhD in Info. Tech
15.	Dr. Selasi Kwame Ocansey	Lecturer	PhD in Comp. App. Tech

16.	Dr. Patrick K. Kudjo	Lecturer	PhD, Comp. Sc.& Application
17.	Mr. Albert A. Akanferi	Lecturer	MBA in MIS
18.	Mr. William Allassani	Lecturer	MBA in MIS
19.	Mrs. Maud Ashong Elliot	Assistant Lecturer	MPhil in Info. Tech
20.	Miss Augustina D. Aggor	Assistant Lecturer	MPhil
21.	Mr. Adnan Odartey Lamptey	Assistant Lecturer	MBA-MIS
22.	Mrs. Eleanor Afful	Assistant Lecturer	Msc Info. Tech
23.	Mr. Richard T. K. L. Dayie	Assistant Lecturer	Msc Info. Tech
24.	Mr. Ofoeda Joshua Kwaku	Assistant Lecturer	MPhil MIS
25.	Mr. David A. Darko	Assistant Lecturer	MSc. in Info. Tech
26.	Ms. Lina Emeza Modzifa	Assistant Lecturer (study leave)	MA in Info. Tech
27.	Mr. Akwetey Henry Matey	Assistant Lecturer	MPhil in Info. Tech
28.	Mr. Selasie A. Brown	Assistant Lecturer	MSc. in Info. Tech
29.	Mr. Frank Kataka Banaseka	Lecturer	MPhil in Info. Tech
30.	Dr. Emmanuel Owusu - Oware	Senior Lecturer	PhD in Info. Technology
31.	Mr. Kuuboore Marcellinus	Assistant Lecturer	MPhil in Com Eng.
32.	Mrs. Amanda Quist Okronipa	Assistant Lecturer	Information Technology
33.	Miss Dorcas Boateng	Assistant Lecturer	Information Technology
ADJUNCT LECTURERS			
1.	Mr. Patrick Dasoberi	Lecturer	MSc. in Info. Tech
2.	Mr. Solomon Kutiaame	Lecturer	MSc. in Info. Tech
3.	Mr. Gabriel Dak Sosu	Lecturer	MBA in MIS
4.	Mr. James Tankia	Lecturer	MBA in MIS
5.	Dr. Nii Larteyfio Michael	Lecturer	PhD in Business Info. Mgt.
6.	Mr. Albert Kotey Neequaye	Lecturer	MPhil in Info. Tech
7.	Mr. Ebenezer Anohah	Lecturer	MSc. in Info. Tech
8.	Mr. Paul Aazagreyir	Lecturer	MSc. Geo Info. Sys.

Table 4: List of teaching staff of the Department of Communication Studies

FULL-TIME STAFF			
NO	NAME	RANK & POSITION	QUALIFICATION
1	Dr. Theodora Adjin-Tettey	Lecturer	PhD MPhil Communication Studies, B.A Information Studies Basic Certificate in Advertising
2	Godwin Adagewine	Senior Lecturer	LLM, LLB Bachelor of Law
3	Dr. Adwoa Amankwah	Senior Lecturer	Doctor of Literature and Philosophy
4	Dr. Hasiyatu Abubakari	Lecturer	PhD in Africa Studies (Africa Languages, Linguistic and Literature)
5	Dr. Messan Mawugbe	Lecturer	PhD International & Intercultural Communication
6	Charity Boateng	Lecturer	MA in English, BA (Drama)
7	Brian Akrong	Lecturer	MA TESL, PGC Public Admin., BA English & Theatre Arts Dip. Theatre Arts
8	Peace Mawunyo Adzadi	Lecturer	MBA (HRM) BA French With Spanish
9	Patrick Yin Mahama	Lecturer	MPhil Political Science BA Politics with History
10	Bright Gakpe	Lecturer	MA Communication Studies, BEd, Home Economics
11	Manfred Ashiboe Mensah	Lecturer	MA Communications and MA International
12	Joseph Brantuo	Assistant Lecturer	MPhil. French & BA French
13	Jacob Anderson	Assistant Lecturer	MPhil. English

14	Abena Kyeraa Duah	Assistant Lecturer	Mphil Communication and Media Studies
15	Mohammed Sadat	Lecturer	MPhil Linguistics BA English and Linguistics
16	Stevens Justice Avenyo	Assistant Lecturer	MPhil French MA Adult Education BA French & Linguistics
17	Eric Ziem Bibiebome	Assistant Lecturer	MPhil, Linguistics
18	Ernest Nkrumah Addo	Assistant Lecturer	MPhil English BA English with Sociology
19	Gifty Edna Anani	Lecturer	MPhil (TESL) MA (TESL) B.Ed English
20	Rebecca Baah-Ofori	Lecturer	MPhil. in Communication Studies, Bachelor of Arts, English
21	Abigail Ayiglo	Lecturer	MPhil Linguistics BA Information Studies with Linguistics
22	Vincentia Abui Akrobotu	Lecturer	MA Communication Studies Diploma in Communication Studies Diploma Public Relations and Advertising
23	Andreas Awute	Assistant Lecturer	MPhil French
24	Iliasu Adam	Assistant Lecturer	MA Public Administration MA Journalism Diploma Journalism
25	Andrew Quao	Lecturer	MA in Communication and Media Studies
26	Caroline Yegblemenawo	Assistant Lecturer	MPhil French

27	Charles Nii Ayiku	Lecturer	MBA Management Information Systems MA Public Relations MA Distance Education & E-Learning PGCE Public Admin. PGCE Mass Communication BA Journalism
28	Inusah Awuni	Assistant Lecturer	Mphil Philosophy MA African Studies
29	Ivy Jones Mensah	Lecturer	MPhil Linguistics MA T.E.S.L
30	Shirley Banini	Lecturer	MPhil English
31	Vera Fordjour	Assistant Lecturer	MPhil English MA TESL
32	Martin Segtub	Lecturer	MPhil Communication and Media Studies
33	Samuel Darko	Lecturer	Qualifying Certificate in Law, Ghana School of Law, Makola, 2017 MA Gender, Peace and Security, Kofi Annan Peacekeeping Training Centre, 2014
35	Diana Sebbie	Assistant Lecturer	MPhil Communication Studies [2014]
36	Ida Assem Sodoke	Assistant Lecturer	MPhil. Applied Linguistics
37	Mohammed Tawfik Adamu	Assistant Lecturer	MPhil. Communication and Media Studies.
38	Ato-Kwamena Dadzie	Lecturer	Master of Journalism, Carleton University, Ottawa, ON, Canada (2014)
39	Joseph Ocloo	Lecturer	MPhil. French
40	Maame Ama Boadiwaa	Lecturer	MPhil. French
41	Rashidi Ogunmola	Lecturer	MPhil. French
42	Ms. Patience Anim	Lecturer	Mphil., English MA. English
43	Mr. Angel Kongo	Lecturer	MPhil., Philosophy & English
44	Miss Abigail Narkie Oduro	Assistant Lecturer	French
ADJUNCT LECTURERS			
1	George Louakou	Lecturer	MPhil. French
2	Moses Tettey	Lecturer	MPhil. French
3	Emmanuel Nketia	Lecturer	MPhil. French
4	Hadzi Apelete Mensah	Lecturer	MPhil. French
5	Ibrahim Haruna Yeboah	Lecturer	MA Teaching English as Second Language

6	Alhassan Hudu-Lare	Lecturer	MA Linguistics
7	Levina Nyameye Abunya	Lecturer	PhD in Linguistics
8	Comfort Dovlo	Lecturer	MA T.E.S.L
9	Nathan Quao	Lecturer	MA International Affairs
10	Dr. Isaac Tandoh	Lecturer	PhD Management – Marketing Communication
11	Sandra Yeboah Nyarko	Lecturer	Mphil Communication & Media
12	Margaret Ansei	Lecturer	MA Public Relations

6.2 Appointment to Extra-Curricular positions

The following officers were appointed to manage the affairs of some key positions in the Faculty of Information Technology and Communication Studies:

- In February 2019, Dr. John Bosco K. Damnyag was appointed as Dean of the Faculty, after six years commendable tenure of office of Mr. Godwin Adagewine as the Dean;
- Dr. Theodora Adjin-Tettyey was appointed Acting Head of Department of Communication Studies;
- Dr. Godfred Yaw Koi-Akrofi also appointed Acting Head of Department of Information Technology Studies; and
- Dr. Ben Teye Ocra was appointed Research Officer of Department of Information Technology Studies.

6.3 Confirmation of lecturers

The lecturers recruited in 2018 were confirmed in November 2019 as contained in the table below.

Table 6: List of Lecturers of Faculty of Information Technology and Communication Studies confirmed.

Lecturers of Department of Communication Studies		
No.	Name	Rank
1	Mr. Mohammed Tawfik Adamu	Assistant Lecturer
2	Dr. Adwoa Owusu Amankwah	Senior Lecturer
3	Mr. NII Amartey Amartei	Assistant Lecturer
Lecturers of the Department of Information Technology Studies		
1	Dr. Mohammed Nurudeen	Lecturer
2	Dr. Godfred Yaw Koi Akrofi	Lecturer
3	Mr. Frank Kataka Banaseka	Lecturer
4	Dr. Emmanuel Kitcher	Senior Lecturer

6.4 Recruitment

During the year under review, fifteen (15) teaching staff were recruited to augment the existing number. The tables below display the appointed staff and their areas of specialisations.

Table 7: Recruited staff of the Faculty of Information Technology and Communication Studies Recruitment

DEPARTMENT OF INFORMATION TECHNOLOGY STUDIES			
No.	Name	Rank	Specialty
1	Dr. Samuel Nii Boi Attuquayefio	Lecturer	Information Technology
2	Dr. Stephen Nabareseh	Lecturer	Information Technology
3	Dr. Selasi Kwame Ocansey	Lecturer	Information Technology
4	Dr. Samuel Chris Quist	Lecturer	Information Technology
5	Dr. Patrick K. Kudjo	Lecturer	Information Technology
6	Mrs. Amanda Quist Okronipa	Assistant Lecturer	Information Technology
7	Miss Dorcas Boateng	Assistant Lecturer	Information Technology
8	Dr. Emmanuel Owusu-Oware	Senior Lecturer	Information Technology
DEPARTMENT OF COMMUNICATION STUDIES			
	Dr. Messan Mawugbe	Lecturer	Communication & Public Relations
1	Mr. Ato -Kwamena Dadzie	Lecturer	Communication & Public Relations
2	Mr. Joseph Ocloo	Assistant Lecturer	French
3	Mr. Rashidi Ogunmola	Assistant Lecturer	French
4	Miss Maame Ama Boadiwaa	Assistant Lecturer	French
5	Miss Abigail Narkie Oduro	Assistant Lecturer	French
6	Mrs. Patience Anim	Assistant Lecturer	English and Communication
7	Miss Patience Calyse Tagoe	Assistant Lecturer	English and Communication

6.4.2 Academic Staff on Secondment

These staff members have been on secondment and leave of absence:

- Mr. Lawrence K. Aziale, an Information Technology Lecturer is on secondment as the DCE of the Jasikan District in the Oti Region since March 2017;
- Dr. Ebenezer Malcalm, an Educational Technologist, is on leave of absence.
- Mr. Richard Quarshigah, a Public Relations Lecturer, is also on leave of absence.

6.5 Staff development

The list of teaching staff of the Faculty of Information Technology and Communication Studies who are pursuing Doctorates of Philosophy (PhDs) on the approval of Management are presented in the table below:

Table 8: Department of Information Technology Studies staff on further Studies

NO.	NAME	PROGRAMME	INSTITUTION	EXPECTED YEAR OF COMPLETION
1	Mr. James Ami-Narh	PhD in Information Technology	Edith Cowen University, Australia	2020
2	Mr. Lawrence K. Aziale	PhD in Information Systems	Central University of Nicaragua	2020
3	Mr. Albert A. Akanferi	Doctor of business administration	Swiss Management College	2020
4	Ms. Maud Ashong Elliot	PhD in ICT	University of Ghana	2020
5	Ms. Augstina Dede Agor	PhD in Computer Science	KNUST	2020
6	Mr. Joshua Ofoeda	PhD in Computer Science	University of Ghana	2020
7	Mr. Selasie Aformaley Brown	PhD in Computer Science	University of Energy & Natural Resources	2022
8	Mr. Adnan Odartey Lamptey	PhD in Marketing	University of Professional Studies	2022
9	Ms. Lina Emefa Modzifa	PhD in Educational Tech.	University of Strathclyde UK	2021
10	Ms. Eleanor Afful	PhD in MIS	University of Ghana	2023
11	Mr. David Aboagye Darko	PhD in Information Systems	University of South Africa	2021

Table 9: Department of Communication Studies

S/N	NAME	PROGRAMME	UNIVERSITY	EXPECTED YEAR OF COMPLETION
1	Ms. Abigail Ayiglo	PhD in Teaching English as a Second Language	University of Ghana	2020
2	Mr. Ernest Nkrumah Addo	PhD in English	UNISA, South Africa	2020
3	Mr. Mohammed Sadat	PhD in English Phonology	University of Ghana	2020
4	Mr. Patrick Yin Mahama	PhD in Public Administration and Policy Management	University of Ghana	2020
5	Ms. Peace Adzadi	PhD in Management Learning and Leadership	Lancaster University, UK	2020
6	Ms. Ivy Jones-Mensah	PhD in Language, Linguistics and Literature	University of South Africa	2021
7	Ms. Gifty Edna Anani	PhD in English Language	University of Venda, South Africa, Limpopo Province	2020
8	Ms. Rebecca Baah-Ofori	PhD in Development Communication	University of Ghana	2021
9	Ms. Vera Esenam Fordjour	PhD in English Language	University of Venda, South Africa, Limpopo Province	2020
10	Ms. Shirley Banini	PhD in English Language	University of Venda, South Africa, Limpopo Province	2022
11	Ms. Ida Assem Sodoke	PhD in Linguistics	University of Ghana	2023
12	Ms. Diana Sebbie	PhD in Communication Studies	University of Ghana	2023
13	Ms. Caroline Akpene Yegblemenawo	PhD in French as a Foreign Language	University of Cape Coast	2021
14	Mr. Stevens Justice Avenyo	PhD in French as a Foreign Language	University of Cape Coast	2021
15	Mr. Andreas Awute	PhD in French as a Foreign Language	University of Cape Coast	2021

Table 10: Summary of Staff on further Studies and Expected Year of Completion

NO	Number of Lecturers on PhD Programme	Expected Year of completion
1	13	2020
2	7	2021
3	4	2022
4	3	2023

7. Student enrolment

The student population of the Faculty by the close of 2019 was two thousand, two hundred and ninety-six (2,296). The population was made up of one thousand, four hundred and ninety-two (1,492) students of the two Bachelor degree programmes and eight hundred and four (804) students for the diploma programmes. The tables below illustrate the figures thereto:

Table 11: Population of Bachelor of Science in Information Technology Management Students, 2019

BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY MANAGEMENT									
	MORNING		EVENING		WEEKEND		GENDER TOTAL		TOTAL
	M	F	M	F	M	F	M	F	
100	305	40	34	8	18	2	357	50	407
200	105	12	24	6	13	2	142	20	162
300	45	12	33	5	1	1	79	18	97
400	34	3	38	4	0	0	72	7	79
GRAND TOTAL							650	95	745

Source: USISS, November 2019

Table 12: Population of Diploma in Information Technology Management students, 2019

DIPLOMA IN INFORMATION TECHNOLOGY MANAGEMENT									
	MORNING		EVENING		WEEKEND		GENDER TOTAL		TOTAL
	M	F	M	F	M	F	M	F	
100	133	28	45	5	4	0	182	33	215
200	101	21	13	4	4	0	118	25	143
GRAND TOTAL							300	58	358

Source: USISS, November 2019

Departmental Gender Distribution, 2019

Table 13: Gender population distribution, Department of Information Technology Studies

PROGRAMME	Male	Female	Total
BSc. ITM	650	95	745
Diploma ITM	300	58	358
Total	950	153	1103

Source: USISS, November 2019

Table 14: Bachelor of Arts in Public Relations Management

BACHELOR OF ARTS IN PUBLIC RELATIONS MANAGEMENT									
	MORNING		EVENING		WEEKEND		GENDER TOTAL		TOTAL
	M	F	M	F	M	F	M	F	
100	111	250	12	20	4	3	127	273	400
200	24	73	10	32	0	1	34	106	140
300	18	55	20	44	0	0	38	99	137
400	15	27	5	23	0	0	20	50	70
GRAND TOTAL							219	528	747

Table 15: Diploma in Public Relations Management

DIPLOMA IN PUBLIC RELATIONS MANAGEMENT									
	MORNING		EVENING		WEEKEND		GENDER TOTAL		
	M	F	M	F	M	F	M	F	
100	51	165	16	28	0	1	67	194	261
200	50	113	4	17	1	0	55	130	185
GRAND TOTAL							122	324	446

Source: USIS, November 2019

Table 16: Gender Distribution of Department of Communication

PROGRAMME	Male	Female	Total
B.A PRM	219	528	747
DIPLOMA PRM	122	324	446
TOTAL	341	852	1193

Source: USIS, November 2019

Table 17: Population of Bachelor of Science in Information Technology Management Students, 2018

Bachelor of Science in Information Technology Management									
	Morning		Evening		Weekend		Gender 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 18: Population of Diploma in Information Technology Management students, 2018

Diploma in Information Technology Management									
	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 19: Bachelor of Arts in Public Relations Management, 2018

Bachelor of Arts in Public Relations Management									
	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 20: Diploma in Public Relations Management, 2018

Diploma in Public Relations Management									
	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 21: Bachelor of Science in Information Technology Management, 2017

BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY MANAGEMENT									
	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: USISS, December 2017

Table 22: Diploma in Information Technology Management, 2017

Diploma in Information Technology Management									
	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 23: Bachelor of Arts in Public Relations Management, 2017

Bachelor of Arts in Public Relations Management									
	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 24: Diploma in Public Relations Management, 2017

Diploma in Public Relations Management									
	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

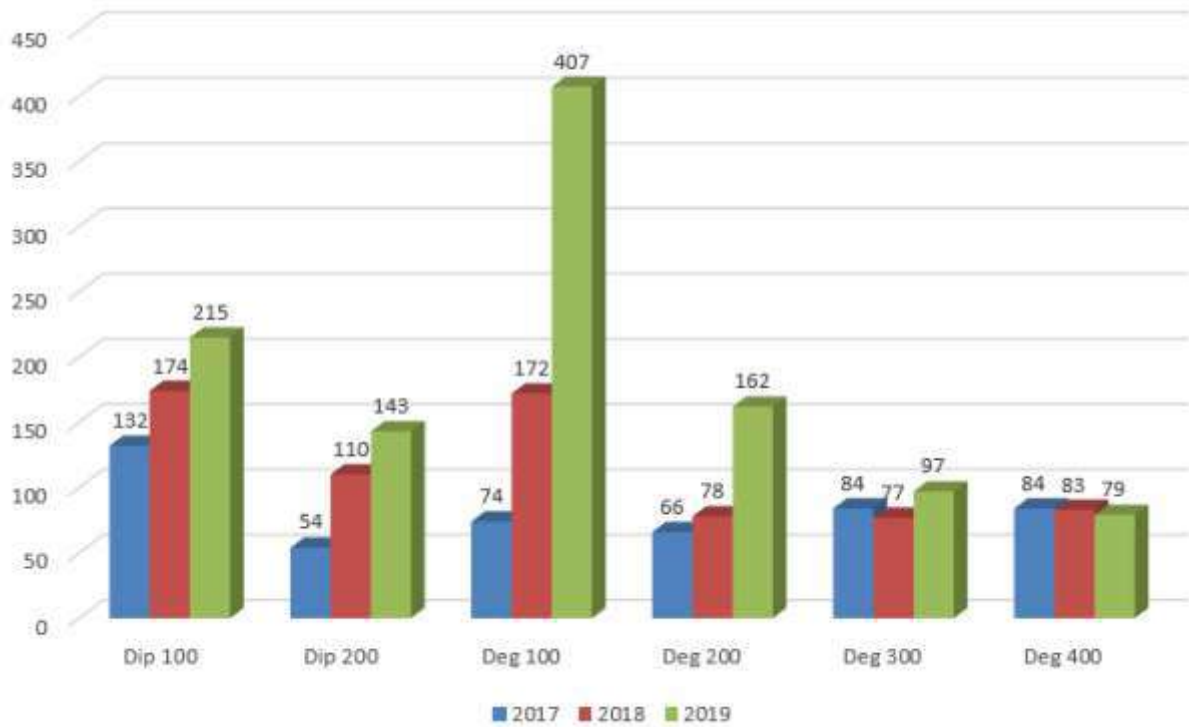
Source: USIS, December 2017

Table 25: Comparison of 2019 with 2018 and 2017 population of students

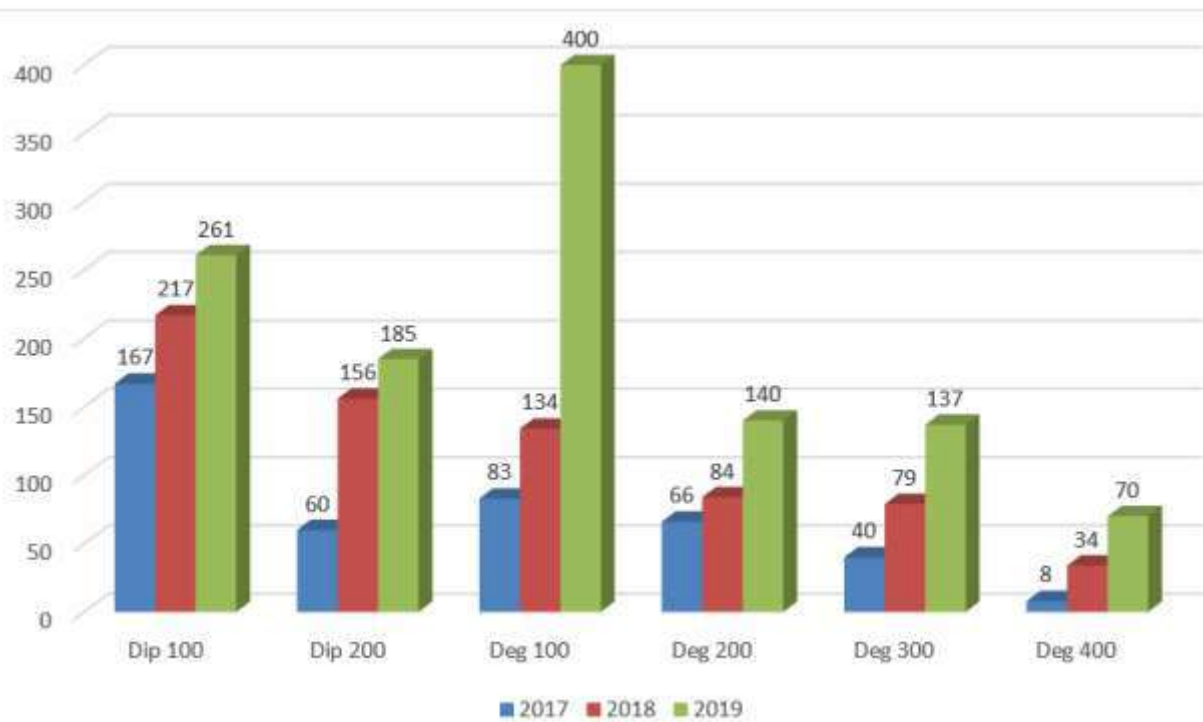
No.	Programme	Year		
		2017	2018	2019
1	Bachelor of Science in Information Technology Management	308	410	745
2	Bachelor of Arts in Public Relations Management	197	331	747
3	Diploma in Information Technology Management	186	284	358
4	Diploma in Public Relations Management	227	373	446
Total		918	1,398	2,296

Source: USIS, December 2017, 2018 and 2019

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



Graphical table 2: Graphical table of Population of BA. and Diploma in PRM



Departmental Gender Distribution

Tables 18 and 19 depict the gender distribution of the student population according to the Department of Information Technology Studies and Department of Public Relations Management.

Table 26: 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 27: 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 28: Gender Distribution of 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: USISS, December 2017

Table 29: Gender Distribution of Department of Public Relations Management, 2017

Programme	Male	Female	Total
BA PRM	79	118	197
Diploma PRM	70	157	227
Total	149	275	424

Source: USIS, December 2017

7.1 Admission statistics

Six hundred and twenty-six (626) applicants were offered admission to the Bachelor of Science in Information Technology Management programme and two hundred and twenty-seven (227) students were also given admission to study Diploma in Information Technology Management at level 100.

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

Table 30: Admission Statistics for the Department of Information Technology Studies, 2019

Programme/Level	Morning		Evening		Weekend		Total
	M	F	M	F	M	F	
Bachelor of Science in IT Level 100	413	61	44	10	20	3	551
Bachelor of Science in IT Level 200	6	1	18	3	7	2	37
Bachelor of Science in IT Level 300	9	0	19	5	4	1	38
Total	428	62	81	18	31	6	626
Diploma in IT Level	168	33	59	8	9	0	277

Source: USIS, November 2019

Seven hundred and thirty-three (733) applicants were admitted to the Bachelor of Arts in Public Relations Management programme. Two hundred and seventeen (217) applicants were also admitted to level 100 to pursue Diploma in Public Relations in 2019.

Table 31: Admission Statistics for the Department of Public Relations Management, 2019

Programme	Morning		Evening		Weekend		Total
	M	F	M	F	M	F	
BA in PR Level 100	172	390	13	26	8	10	619
BA in PR Level 200	5	12	6	17	2	4	46
BA in PR Level 300	2	18	12	34	0	2	68
Total	179	420	31	77	10	16	733
Diploma in Public Relations Management	76	229	24	35	1	5	217

Source: USIS, November 2019

Table 32: Admission Statistics for the Department of Public Relations Management, 2018

Programme	Morning		Evening		Weekend		Total
	M	F	M	F		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
Diploma in Public Relations	54	136	7	17	1	2	217

Source: USIS, Aug 2018

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:

- 2017 - 504 Students admitted;
- 2018 - 949 Students admitted; and
- 2019 - 1,853 Students admitted.

Comparatively, many qualified students were admitted in 2019 to the Faculty of Information Technology and Communication Studies' programmes than the previous years.

8. Graduation

In 2019, the Department of Information Technology Studies graduated one hundred and forty-six (146) students consisting of seventy-two (72) Bachelor of Science in Information Technology Management and seventy-four (74) Diploma students during the 11th Congregation.

Table 33: Graduation statistics for the Department of Information Technology Studies, 2019

PROGRAMME	CLASS	MALE	FEMALE	TOTAL
	1 st Class	1	1	2
	2 nd Class Upper	18	1	19
	2 nd Class Lower	20	5	25
	3 rd Class	20	0	20
	Pass	6	0	6
Total				72
	Distinction	0	0	0
	Credit	26	6	32
	Pass	36	6	42
Total				74

Source: 11th Congregation Brochure and published Supplementary lists, 2019.

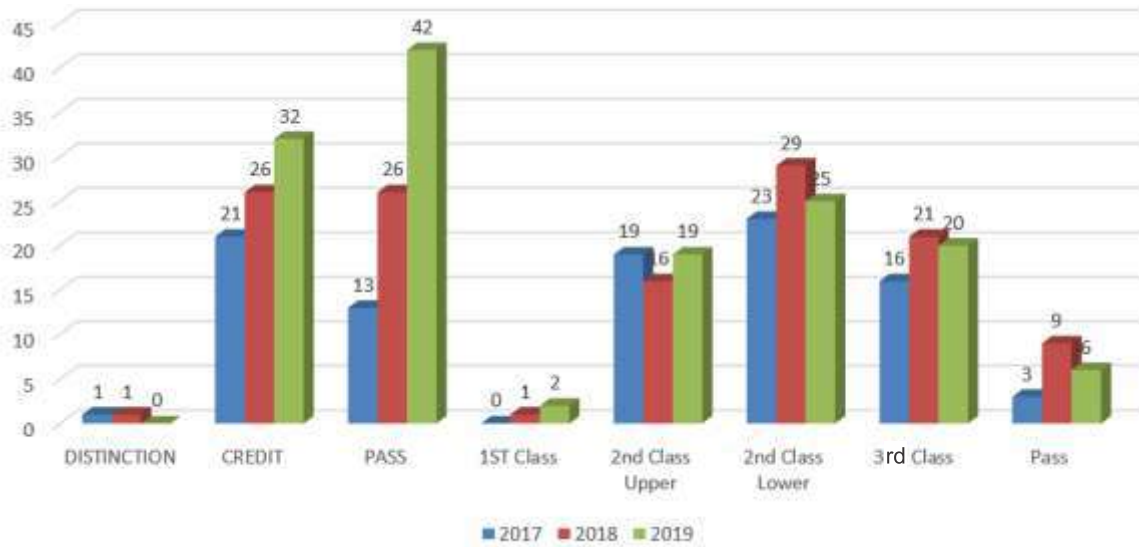
For the Department of Communication Studies, thirty-six (36) Bachelor of Arts in Public Relations Management and one hundred and twenty-five (125) Diploma in Public Relations Management students completed their programme, totaling one hundred and sixty-one (161) graduates in 2019.

Table 34: Graduation statistics for Department of Communication Studies, 2019

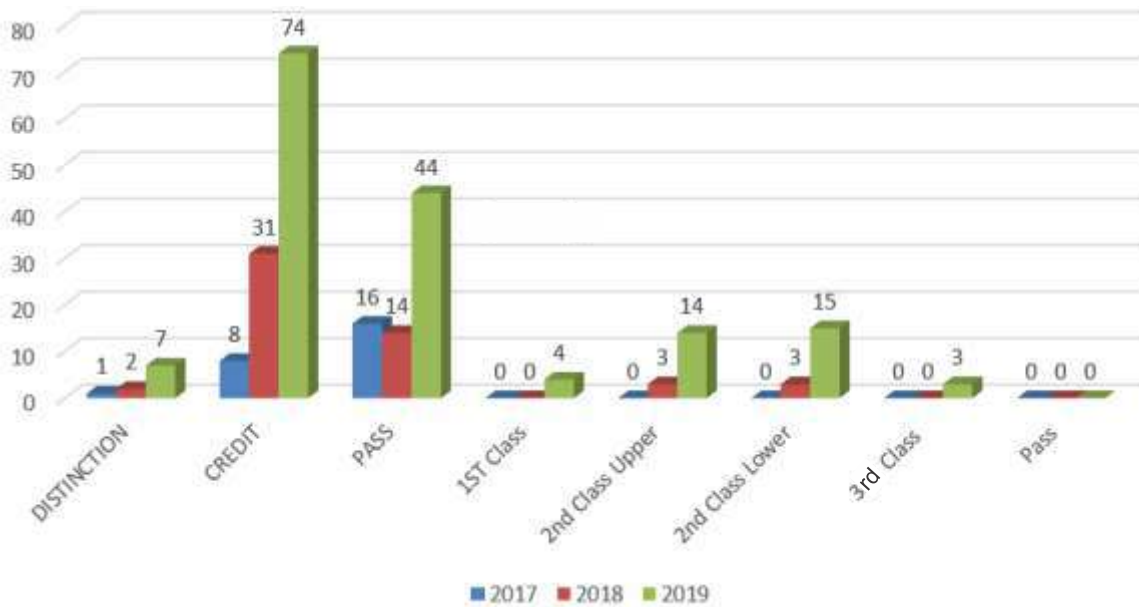
PROGRAMME	CLASS	MALE	FEMALE	TOTAL
	1 st Class	2	2	4
	2 nd Class Upper	7	7	14
	2 nd Class Lower	6	9	15
	3 rd Class	1	2	3
Total				36
	DISTINCTION	3	4	7
	CREDIT	29	45	74
	PASS	15	29	44
Total				125

Source: 11th Congregation Brochure and published Supplementary lists, 2019.

Graphical table 3: BSc and Diploma in IT Management



Graphical table 4: BA and Diploma in PR



The proceeding table presents the list of graduands who won awards in the various academic categories of the Faculty of Information Technology and Communication Studies.

Table 39: Graduation awards of students, 2019

NO.	PRIZE	WINNER	ID NO.	CGPA
1	Best graduating student in the Faculty of Information Technology and Communication Studies	MARTEY, Sandra Akweley	10062379	3.75
2	Best graduating student in the Department of Public Relations Management	MARTEY, Sandra Akweley	10062379	3.75
3	Best graduating student in the Department of Information Technology	ACHEAMPONG, Emmanuel Dwamena	10041627	3.61
4	Best graduating student in Diploma in Public Relations Management	AKRONG, Gladys Chanelle	10085809	3.63
5	Best graduating student in the Diploma of Information Technology Management	KWABEA, Selina Obiri	10084152	3.47
6	Best graduating student in Programming	SOSU, Selorm Kofi	10086006	3.21
7	Best graduating student in System Analysis and Computer Network	SOTTIE Abraham	10085540	3.54
8	Best graduating student in Public Speaking	OPARE Benjamin Ntow	10062170	3.65
9	Best graduating student in Issues and Crisis Management	MARTEY, Sandra Akweley	10062379	3.75

Source: 11th Congregation Brochure & USIS, 2019.

8.1 11th Graduation Ceremony, 2019

The Faculty of Information Technology and Communication Studies and the Faculty of Law held their Congregation on 1st July, 2019. Miss Sandra Akweley Martey, a Bachelor of Arts in Public Relations Management student, was adjudged the overall best graduating student with final cumulative grade point average of 3.75. As the Valedictorian, Miss Martey delivered a very impressive speech on behalf of her graduating colleagues. The President of the Republic of Ghana, His Excellency Nana Addo Dankwa Akuffo Addo was in attendance as the Guest of Honour..

9. Faculty activities

9.1 Involvement with the Academic Affairs Directorate

During the year under review, the Faculty 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 decentralisation 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 programmes 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 2019 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 2017/2018 and first semester of 2018/2019 academic years. Consequently, the results of the two semesters were therefore released on time 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 28th October - 1st November 2019. All necessary corrections were made to enable students graduate successfully.

9.6 Orientation of fresh students

Fresh students of the Departments of Information Technology Studies, and Public Relations Management had training sessions with the Examination Officer on 3rd September, 2019 and 16th October, 2019 respectively. The interactive/participatory orientation treated the following topics:

- 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
- Health Issues

9.7 Free Vacation Classes for SHS students

As part of its Corporate Social Responsibility, the University of Professional Studies, Accra (UPSA) under the Vice-Chancellor's Community Initiative Programme launched the Free Vacation Classes for Senior High School students from 3rd July to 9th August, 2019. The beneficiaries of this initiative were communities within the University's catchment area. About six hundred and sixty-one (661) students benefitted from this maiden free SHS Vacation Classes.

The lecturers of UPSA and the other non-UPSA staff volunteers taught the following subjects during the free SHS vacation classes. The subjects were English, French, Mathematics, ICT, Science and Leadership. At the end of the programme, the beneficiary students were very much delighted and grateful to UPSA for fashioning out a programme of this nature for them.

Table 43: List of schools covered for the free vacation classes

NO.	PUBLIC SCHOOLS	LOCATION
1.	Presbyterian Boys SHS	Legon
2.	West Africa SHS	Adentan
3.	Frafraha Senior High	Frafraha
4.	Kwabenya Senior High	Kwabenya
5.	St. Johns Grammar	Dome
6.	Islamic Senior High	Ashongman
7.	Achimota Senior High	Achimota
PRIVATE SCHOOLS		
NO.	PRIVATE SCHOOLS	LOCATION
8.	Faith Community Baptist Senior High School	Madina Zongo Junction
9.	Preset Pacesetter SHS	Fire Stone
10.	Action Progressive Institute	Madina Estate
11.	Albert Academy	Madina Mkt.
12.	Elim Senior High School	Near Ritz Junction
13.	Madina Senior High School	Madina
14.	St. Peters Senior High	Ogbojo
15.	Delcam College	Adentan
16.	Ideal College	Near UPSA

At the closing ceremony of the programme were Hon. Abubakar Sidique Boniface, MP for Madina and Minster at the Presidency, Chief Director of Ministry of Inner Cities and Zongo Development, Mrs. Mahama Biyira; HoDs, Faculty Officer of FITCS, as well as lecturers and beneficiaries.

The extra-curricular activities undertaken by the students of the Faculty in 2019 are shown below in the table.

Table 44: Information Technology Students' programmes carried out in 2019

Activities	Date	Venue
Launch of Faculty Week Celebration on the	11 th March, 2019	Graduate Block Hall (GH7)
“Tech Chat 19” we discussed “The Impact of Women in the Tech world”.	12 th March, 2019	Graduate Block Hall (GH4)
Workshop on Microsoft Azure	13 th March, 2019	IT Computer Lab
Makeup session by a professional makeup artist.	14 th March, 2019	Graduate Block Hall (GH7)
Sports activity	15 th March, 2019	School Field
Tour dubbed “Cape Coast Experience” - Embarked on a journey to the Kakum National Park, Elmina Castle and the Hans Cottage.	16 th March, 2019	Cape Coast
General assembly - Swearing in of Committee Members by the Chief Justice	10 th October, 2019	LBC Auditorium
The executive body of the 2019/2020 academic year donated a printer, projector, wall clocks, HDMI cables, HDMI converters, extension boards and A4 sheets to the Department of Information Technology Management on 16 th October 2019.	7 th November 2019.	LBC 403

9.8 Professional Master Class Programme

The Professional Master Class for all final year students (Degree and Diploma) of the Faculty was held on 11th – 15th March, 2019 and detail information can be found in the table below:

Table 45: Information on Master Class Programme Resource Persons and Topics

NO.	TOPIC	RESOURCE PERSONS
1	Using Information Technology to gain competitive advantage	Mr. Daniel Odai, IT Manager, Vodafone Ghana.
2	The role of the Systems Analyst in industry: A key role in IT solution facilitation.	Mr. Afoh Manasseh, Consultant to CBG and formerly General Manager, IT Heritage Bank.
3	The practicality of life: The countless opportunities for IT graduates.	Mr. Emmanuel Gadasu, GIT PLUS Limited.
4	Critical IT Infrastructure and Innovation	Mr. Ninson Nkrumah Justice, Executive Director, Infinity Africa (Ghana) Limited
5	Adding value to yourself beyond the classroom: What do employers require of a Graduate?	Mr. Paa Yaw Mireku Odei, CEO, Peneryo IT Solutions
6	21st Century Media Pitching; A PR professional's Perspective	Mr. Clarence Amoatey, APR, IPR's PR Discovery of the Year and MD of Touchpoint Magna Carta
7	Evolving Trends in Crisis Communication for Security Agencies".	Colonel Mbawine Atintande (Rtd), Former Director of Ghana Armed Forces Communications Directorate
8	Topic: Public Trust in CSO's: The Role of PR	Josephine Appiah Nyamekye, APR of CDD Ghana
9	Honesty and Transparency: PR's Approach to Corporate Credibility and Competitive Advantage	Mr. Gayheart Mensah, External Affairs Director of Vodafone
10	Managing the PR Professional's Image	Ivy Heward-Mills, Founder and Executive Director of Insignis & Couth Ltd

9.9 News Room Contest

The students of the Department of Communication Studies put up a strong and determined performance to conquer Wisconsin International University College to win the 2019 inter-tertiary Newsroom Competition.

The contestants (students) from the Department of Communications Studies, hinged on the 'professional' comeback spirit to topple their rivals at the debate session to the admiration of the audience. At the end, UPSA accumulated 151 points against 143 by Wisconsin to lift the coveted trophy.

Speaking at the closing ceremony, the Pro-Vice-Chancellor, Prof. Charles Barnor, congratulated the contestants for making the University proud. He observed that the scores by the judges were a true reflection of the performance by both schools and called on the organizers to sustain the competition.

The Newsroom competition is a simulated news writing, integrated communication, and debating contest among communication faculties aimed at combining theory with practice. An Accra-based integrated communications firm, Cheetah Communications, organised the contest.

9.10 National IPR Students Conference 2019

The Institute of Public Relations, Ghana (IPR - Ghana) in collaboration with The Public Relations Management Students Association of the University of Professional Studies, Accra (PReMSA - UPSA) successfully held the third edition of Ghana's national IPR students conference on 12th March, 2019 at the LBC Auditorium, UPSA during Public Relations Management Students Association's annual week celebration.

The conference witnessed a convergence of public relation management students from sister

universities such as Ghana Institute of Journalism (GIJ), Islamic University College of Ghana and the host, UPSA. The event was attended by lecturers of the Department of Public Relations of the Faculty of Information Technology and Communication Studies.

Mr. Donald Dwah, a resource person from IPR handled the first aspect of the session. In the spirit of public relations, he interacted with the students and urged them to try to always make it a point to understand the audience they engaged first, the growth of the internet and make it a point to continuously provide relevant content to clients and other publics. Mr. Dwah further gave the participants a helpful formula to be applied during work, to effectively communicate aiming at informing and educating the audience. The educative interaction centred mainly on grooming, teaching crisis management and various interrelated disciplines in the communications industry. After some practical tests of all the participating institutions, UPSA was pronounced the winner.

9.11 Educational Tour for Public Relations Management 2019 Graduate Awardees

The Blue Skies Company invited the Public Relations Management Students Awardees of 11th Congregation for educational tour and presentation. The tour took place on 19th July, 2019 at the Blue Skies Warehouse, Nsawam.

The following persons comprising staff and awardees undertook the tour:

- Dr. Theodora Dame Adjin-Tettey - Ag. Head of Department of Public Relations
- Opare Benjamin - Awardee
- Akrong Gladys Chanelle - Awardee
- Aidam Kenneth - PReMSA President
- Mr. Charles Nii Ayiku Ayiku - Lecturer
- Mr. Stevens Justice Avenyo - Lecturer
- Mrs. Belinda Adzomani Diapim - Departmental Officer

They team from FITCS were presented with some products of the Blue Skies Company. Some certificates of honour were also given to the awardees.

10. Research Seminars

The Faculty adhered to the University's schedule for research seminars and presented the under listed papers during the period. Lecturers of the Faculty presented a total of fifteen (15) research papers in the two semesters.

DEPARTMENT OF INFORMATION TECHNOLOGY		
NO.	PRESENTERS	RESEARCH TOPICS
1	Frank Banaseka. & Selasie Brown	Path Loss Analyses of Electromagnetic Signal Propagation Model in Soil medium for Wireless Underground Sensor Networks.
2	Emmanuel Kitcher	Information and Communi

10.1 Research publications

The respective members of the Faculty of Information Technology and Communication Studies published the following research papers in 2019 as displayed in the table below:

Table 47: Publications of Faculty members of Department of Information Technology Studies

Author	Publication
	<p>Damnyag, J.B.K., Aazagreyir, P., & Kuuboore, M. (2019). Fuzzy Logic Approach to Petroleum Products Buying Decision in Ghana: A Case of Private Cars Owners in Accra. <i>International Journal of Computer Science Engineering and Information Technology Research</i> 9(2)</p> <p>Aazagreyir, P., Damnyag, J.B.K., & Kuubore, M. (2019). Brilliant but Needy Students Selection Using Fuzzy Logic. <i>International Journal of Computer Engineering and Information Technology</i>, 11(8)</p> <p>Damnyag, J.B.K., Aazagreyir, P., & Kuuboore, M. (2019) GIS-Based Analysis of Locations of Filling Stations in La-Nkwantanang Madina Municipal Assembly Against Ghana's Planning Standards. <i>International journal of Geographical Information Science</i></p>
	<p>Ocansey, S.K. and Wang, C., 2019, July. Search Over Encrypted Cloud Data with Secure Updates. In <i>2019 IEEE 19th International Conference on Software Quality, Reliability and Security Companion (QRS-C)</i> (pp. 380-386). IEEE.</p> <p>Ocansey, S. K., & Oduro, C. F. (2019). Achieving Lightweight Verifiable Privacy Preserving Search Over Encrypted Data. <i>JOIV: International Journal on Informatics Visualization</i>, 3(3), 269-274</p> <p>Ametepe, W., Wang, C., Ocansey, S. K., & Li, X. (2019). Lightweight Intuitive Provenance (LiP) in a distributed computing environment. <i>International Journal of Computers and Applications</i>, 41(6), 436-448.</p>

Patrick Kwaku Kudjo	Kudjo, P. K , Jinfu Chen, Solomon Mensah, Richard Amankwah, and Christopher Kudjo . The Effect of Bellwether Analysis on Software Vulnerability Severity Prediction Models. Software Quality Journal (Accepted with Minor Revision) .
	Kudjo. P, K , Jinfu Chen, Solomon Mensah, Selasie Aformaley Brown and George Akorfu. An Automatic Software Vulnerability Classification Framework Using Term Frequency -Inverse Gravity Moment and Feature Selection: Journal of Systems and Software (Accepted with Minor Revision) .
	Chen Jinfu, Kudjo, P. K , Zufa Zhang, Chenfei Su, Yuchi Guo, Rubing Huang, and Heping Song. A Modified Similarity Metric for Unit Testing of Object -Oriented Software Based on Adaptive Random Testing. International Journal of Software Engineering and Knowledge Engineering . 2019 29(04):577-606.
	Omari Michael, Chen Jinfu, Ackah-Arthur, and Kudjo, P. K . Elimination by Linear Association: An Effective and Efficient Static Mirror Adaptive Random Testing. IEEE Access . 2017, 7(1)71038-71060.
	Koi-Akrofi , G.Y., Akwetey, H. M., & Koi -Akrofi, J. (2019). Understanding the Characteristics, Benefits and Challenges of Agile IT Project Management: A Literature -based perspective. <i>International Journal of Software Engineering & Applications (IJSEA)</i> , Vol. 10, No. 5, pp. 25-44.
	Koi-Akrofi, G.Y., Akwetey, H. M., & Afful, E. (2019). I.T. project success: practical frameworks based on key project control variables. <i>International Journal of Software Engineering & Applications (IJSEA)</i> , Vol. 10, No. 5, pp. 55 -69.
	Koi-Akrofi, G.Y., Koi -Akrofi, J., Odai, D. A., & Twum, E. O. (2019). Global telecommunications fraud trend analysis. <i>International Journal of Innovation and Applied Studies</i> , Vol. 25, No.3, pp. 940 -947.
	Koi-Akrofi , G.Y., Koi -Akrofi, J., Odai, D. A., & Twum, E. O. (2019). Organizational performance measurement frameworks: the case of an acquired telecoms company. <i>International Journal of Innovation and Applied Studies</i> , Vol. 25, No.3, pp. 948 -963.
	Tanye Hannah, Asampana Isaac & Akanferi A. Albert (2019). A Review on Elements for Successful Distance Learning in Higher Education. Published in <i>International Journal of Multidisciplinary Research and Publications</i> . DOI: 10.5281/zenodo.3247511
	Akanferi A Albert , Asampana Isaac, Tanye Hannah (2019). Factors Influencing the Switching Behaviours of Subscribers' of

Akanferi A. Albert	Tanye Hannah, Asampana Isaac & Akanferi A. Albert (2019). A Review on Elements for Successful Distance Learning in Higher Education. Published in International Journal of Multidisciplinary Research and Publications. DOI: 10.5281/zenodo.3247511
	Akanferi A Albert , Asampana Isaac, Tanye Hannah (2019). Factors Influencing the Switching Behaviours of Subscribers' of Telecommunication Services: The Perspective of Tertiary Students in Ghana. Published in International Journal of Scientific Engineering and Science (IJSES). DOI: 10.5281/zenodo.3233942
	Tanye H., Akanferi. A. Albert & Asampana I. (2019). Has the Implementation of Learning Management System Facilitated Faculty Pedagogy Change? Published in International Journal of Computer Applications (IJCA). DOI: 10.5120/ijca2019918996
	Akanferi A. Albert , Asampana, I., Tanye, H. A. Matey, H. A. and Ami - Narh, J. (2019). Employing Actor Network Theory to Explore the Implementation of ICT in the Ghanaian Public Sector: The Case of DVLA. International Journal of Research and Innovation in Social Science (IJRISS) Volume III, Issue X, October 2019 ISSN 2454-6186.
	Tanye, Hannah A., Asampana, Isaac, Akanferi, Albert A. (2019). Addressing Elearning Issues: National Policy Considerations. International Journal of Research and Innovation in Social Science (IJRISS) Volume III, Issue X, October 2019 ISSN 2454-6186
	Tanye Hannah, Asampana Isaac & Akanferi Albert (2019). A Review on Elements for Successful Distance Learning in Higher Education. Published in International Journal of Multidisciplinary Research and Publications. DOI: 10.5281/zenodo.3247511
	Akanferi A Albert, Asampana Isaac , Tanye Hannah (2019). Factors Influencing the Switching Behaviours of Subscribers' of Telecommunication Services: The Perspective of Tertiary Students in Ghana. Published in International Journal of Scientific Engineering and Science (IJSES). DOI: 10.5281/zenodo.3233942
	Tanye H., Akanferi. A. & Asampana I. (2019). Has the Implementation of Learning Management System Facilitated Faculty Pedagogy Change? Published in International Journal of Computer Applications (IJCA). DOI: 10.5120/ijca2019918996

	<p>Afful L., Ami-narh J., Asampana I. (2019). Prospects and Challenges in Embracing Internet of Things with open Innovation strategies in SME's: An exploratory study in Ghana. Published in International Journal of Latest Engineering and Management Research (IJLEMR)</p>
	<p>Akanferi A. A., Asampana, I., Tanye, H. A. Matey, H. A. and Ami -Narh, J. (2019). Employing Actor Network Theory to Explore the Implementation of ICT in the Ghanaian Public Sector: The Case of DVLA. International Journal of Research and Innovation in Social Science (IJRISS) Volume III, Issue X, October 2019 ISSN 2454 -6186</p>
	<p>Tanye, Hannah A., Asampana, Isaac, Akanferi, Albert A. (2019). Addressing Elearning Issues: National Policy Considerations. International Journal of Research and Innovation in Social Science (IJRISS) Volume III, Issue X, October 2019 ISSN 2454 -6186</p>

Table 47: Publications of Faculty members of Department of Communication Studies continued.

Author	Publication
Theodora Adjin-Tettey	<p>Adjin-Tettey, T. D. (2019). Coverage of Climate Change: Graduate Students' Climate Change Policy Awareness and Assessment of Ghanaian Media. <i>The International Journal of Climate Change: Impacts and Responses</i> 11 (3): 35-52. doi:10.18848/1835-7156/CGP/v11i03/35-52.</p> <p>Adjin-Tettey, T. D. , & Mbatha, B. (2019). Use and Appropriation of New Media Technologies by Teens: "The e -Teen Model" perspective. <i>Galactica Media: Journal of Media Studies</i> , (1), 16 -42, ISSN 2658 - 7734 https://doi.org/10.24411/2658-7734-2019-00001</p>
Adwoa S. Amankwah	<p>I. Amankwah, A. S. & Mbatha, B. T. (2019). Unlocking the Potential of New Media Technologies for Political Communication about Elections in Ghana. <i>Communication - South African Journal for Communication Theory and Research</i>. Taylor & Francis, Routledge. DOI:10.1080/02500167.2019.1639782. Available at https://doi.org/10.1080/02500167.2019.1639782. ISSN 0250-0167 (Print)</p> <p>Amankwah, A. S. (2019). Motivations for Millennials' Digital Communication on 2016 Elections in Ghana - Lessons for 2020. Proposal accepted</p>
Hasiyatu Abubakari	<p>Abubakari, H. Contrastive focus particles in Kusaal (2019). In: Emily Clem, Peter Jenks & Hannah Sande (eds.) <i>Theory and description in African Linguistics: Selected papers from the 47th Annual Conference on African Linguistics</i>, 325 -347. Berlin: Language Science Press. http://langsci-press.org/catalog/book/192 DOI:10.5281/zenodo.3367154</p> <p>Abubakari, H. (2019). Predicate Cleft Constructions in Kusaal. In James Essegbey, Dalina Kallulli and Adams Bodomo (eds.), <i>The grammar of verbs and their arguments: a cross -linguistic perspective</i>. Cologne: Rüdiger Köppe Verlag. https://www.koeppe.de/titel_the-grammar-of-verbs-and-their-arguments</p>

Ivy Jones Mensah	<p>Jones Mensah, I. (2019). The English Noun in Paradigm. Published Book</p> <p>Jones Mensah, I. (2019). Solid Waste Management in Adentan Municipality. <i>Journal of Business and Professional Studies, Vol. 11, 2019. Published Article</i></p> <p>Jones Mensah, I. (2019). Language Shift and Maintenance Of Ga In Accra. Online Journal of education and practice Published Article</p>
Jacob Anderson	Anderson, J. & Bibiebome, E. (2019). Analysing John Evans Atta Mills' Speeches Projecting him as 'A Man of Peace'. <i>International Journal of English Language & Translation Studies. 7(3). 105-110</i>
Eric Ziem Bibiebome	Anderson, J. (2019) & Bibiebome, E. . Analysing John Evans Atta Mills' Speeches Projecting him as 'A Man of Peace'. <i>International Journal of English Language & Translation Studies. 7(3). 105-110</i>

10.2 Conferences, Seminars and Workshops

Conferences, seminars and workshops participated in by members of the Faculty of Information Technology and Communication Studies are listed below:

Table 48: Conferences, seminars and workshops attended by members of the Department of Information Technology Studies, 2019.

Date	Lecturer	VENUE	Conference	ROLE	SPONSOR
28 - 29 January 2019	Dr. Ben Ocran	Germany	Africa –Germany Workshop 2019	Delegate	GIZ-German Govt
26 th February – 1 st March, 2019	Dr. Ben Ocran	Accra	Promoting The Concept And Practice Of Community Foundations	Delegate	Motts Foundation-USA
19 th - 20 th June 2019	Dr. Ben Ocran	Accra	Enhancing Capacity to Teach Cybercrime at Universities in Africa” Accra, Ghana Venue: Kofi Annan International Peacekeeping Training Centre (KAIPTC),	Delegate	United Nations

23 rd July 2019	Dr. Ben Odra	Accra	Redefining Sustainability and Social Impact In Ghana	Presenter	UNDP & Sustainable Square
1 st October, 2019	Dr. Ben Odra	Accra	National Childs Rights Conference	Presenter	EU & oAfrica
15 th August, 2019	Dr. Ben Odra	Accra	Inclusive Business and Social Impact	Panelist	AVPN
6 th August, 2019	Dr. Ben Odra	Accra	Returning To One Afro-Philanthropic Conference	Panelist	United Diaspora
September 19, 2019	Dr. Ben Odra	Accra	Kosmos Innovation Center (KIC), AgriTech Challenge Investment Award Event	Delegate	Kosmos Energy
1 – 5 November 2019, Accra (Ghana)	Dr. Ben Odra	Accra	Autumn School For Sustainable Entrepreneurship 2019 E-Waste And The Circular Economy	Presenter	Engagement Global-Germany
22-25 July 2019	Dr. Selasi Ocansey	Bulgaria	2019 IEEE 19th International Conference on Software Quality, Reliability and Security Companion	Paper Presentation	Jiangsu University, China
May 2019	Frank K. Banaseka	University of Ghana, Legon	University of Ghana, Legon	Lead for a group of IT students	Self
August 2019	Frank K. Banaseka	University of Professional Studies, Accra (UPSA)	Promoting Lifelong Learning Culture Among Tertiary Students for Ghana's Growth and Development: The Central Role Lecturers	Participants	UPSA

26 th to 28 th July, 2019	David Aboagye-Darko	University of New York, USA	5 th International Conference on Artificial Intelligence and Security (ICAIS), 2019	Author- (Security Approaches and Crypto Algorithms in Mobile Cloud Storage Environment to ensure Data Security)	Self
26 th to 28 th July, 2019	David Aboagye-Darko	University of New York, USA	Cloud Management Systems – Load Balancing Algorithms and VDI Implementation Techniques	(Cloud Management Systems – Load Balancing Algorithms and VDI Implementation Techniques)	Self
July 15 -19, 2019	Patrick Kwaku Kudjo	Beijing, China.	ACM SIGSOFT International Symposium on Software Testing and Analysis (ISSTA'19)	Participants	Jiangsu University
July 22 -26, 2019	Patrick Kwaku Kudjo	Sofia, Bulgaria.	IEEE International Conference on Software Quality, Reliability, and Security (QRS'19)	Paper Presentation	Jiangsu University
October 18, 2018	Patrick Kwaku Kudjo	Wuhan, China.	Chinese Conference on Trusted Computing and Information Security	Paper Presentation	Jiangsu University
November 11 - 15 2019	Patrick Kwaku Kudjo	San Diego, California, United States	IEEE/ACM International Conference on Automated Software Engineering (ASE2019)	Paper Presentation	Jiangsu University

November 9 - 13, 2019	Damnyag K. John Bosco	Las Vegas USA	International Conference of Data Science and Analytics	Paper Presentation	Tropicana Inn Hotel
23 rd July 2019	Sadia Mahama	University of Cape Coast	Professional Development in the 21 st Century University Administration	Participant	GAUA
23 rd July 2019	Sadia Mahama	National Council for Tertiary Education Conference Hall	National Conference for Administration Professionals	Participant	Self
17th and 18th April 2019	Eleanor Adwoa Forbea Afful	LBC Auditorium, UPSA	5 th International Conference on Business Management and Entrepreneurial Development (ICBMED) 2019	Participant	UPSA
August 8, 2019	Eleanor Adwoa Forbea Afful	Maiden Lecturers' Lecture Series	East Conference Wing of the new Ultra-Modern Auditorium, UPSA	Participant	UPSA, University of London and National Development Planning Commission (NDPC)
August 12th to 16th, 2019	Eleanor Adwoa Forbea Afful	Africa convention in quantitative methods and risk management	New Ultra-Modern Auditorium, UPSA	Participant	UPSA

October 23, 2019	Eleanor Adwoa Forbea Afful	National Cyber Security Awareness Month(CSAM)	Kofi Annan International Peacekeeping Training Centre (KA IPTC	Participant	UPSA
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Table 49: Conferences, seminars and workshops attended by the Department of Communication Studies members, 2019

NAME	POSITION	CONFERENCE AND TITLE OF PAPER	DATES	SPONSORSHIP	VENUE
LOCAL CONFERENCES					
		2019 National Communication Summit	October 25, 2019	Ecobank – Ghana	Ecobank Head Office, Ridge-Accra
		Workshop on AHP Grantmanship	22-23 August 2019	University of Ghana, Legon	University of Ghana, Legon
		Communication Educators Association of Ghana conference	27 – 28 June, 2019	GARNET	University of Education, Winneba
		GARNET – WACREN Ghana Workshop on Mass Communication Education and Students Media	25 – 26 June, 2019	GARNET – WACREN	School of Graduate Studies, GH 9, UPSA
		National Philanthropy Summit.	April 3-4, 2019	Ghana Forestry Commission	Accra International Conference Centre, Accra
		Faculty Research Seminar: Faculty of Information Technology and Communication Studies: University of Professional Studies, Accra. Presentation: Information	April 10, April 2019	UPSA	UPSA

Mr. Patrick Mahama	Lecturer	Graduate Thesis Examiners and Supervisors Workshop. Institute of Statistical, Social and Economic Research	June 6-7, 2019	Self	(ISSER) Conference Hall, University of Ghana.
Ivy Jones Mensah	Assistant Lecturer	Public Speaking and Presentation Skill (conference), (Participant)	6 th November, 2019	University of Education, Winneba	University of Education, Winneba; Central Campus
Sadat Mohammed	Lecturer	Conference for Pidgin English in Ghana	October 24, 2019	French Embassy	University of Ghana
Vincentia Abui Akrobotu	Lecturer	GARNET – WACREN Ghana Workshop on Mass Communication Education and Students Media	25 – 26 June, 2019	GARNET – WACREN	School of Graduate Studies, GH 9, UPSA
Betty Eno Mends	Assistant Lecturer	GARNET – WACREN Ghana Workshop on Mass Communication Education and Students Media	25 – 26 June, 2019	GARNET – WACREN	School of Graduate Studies, GH 9, UPSA

Peace Adzadi	Lecturer	GARNET – WACREN Ghana Workshop on Mass Communication Education and Students Media	25 – 26 June, 2019	GARNET – WACREN	School of Graduate Studies, GH 9, UPSA
		The Rudiments of Academic Publishing, Linguistics Association of Ghana	18/01/19	LAG	AUCC campus
		E-resources for Graduate School University of Cape Coaststudents,	13/02/19	UCC	UCC library
		Conference in honor of Attah Britwum. Department of French, UCC	13/03/19	Self	Language Centre, UCC
		Ghana French Digital week. “ l’enseignement-apprentissage du français à l’heure du numérique “	12/06/19	The French Embassy	Alliance Française
		Ghana French Digital week. “les ressources offertes par l’Institut français de Paris.”	13/06/19	The French Embassy	Ghana Institute of Languages (City Campus)

Stevens Justice Avenyo	Assistant Lecturer	E-resources for Graduate School University of Cape Coaststudents,	13/02/19	UCC	UCC library
		Conference in honour of Attah Britwum. Department of French, UCC	13/03/19	Self	Language Centre, UCC
		Ghana French Digital week. “les ressources offertes par l’Institut français de Paris.”	13/06/19	The French Embassy	Ghana Institute of Languages (City Campus)
		Ghana French Digital week. “les ressources offertes par l’Institut français de Paris.”	13/06/19	The French Embassy	Ghana Institute of Languages (City Campus)
		GARNET – WACREN Ghana Workshop on Mass Communication Education and Students Media	25 – 26 June, 2019	GARNET – WACREN	School of Graduate Studies, GH 9, UPSA
		E-resources for Graduate School University of Cape Coaststudents,	13/02/19	UCC	UCC library
		Conference in honor of Attah Britwum. Department of French, UCC	13/03/19	Self	Language Centre, UCC

		E-resources for Graduate School University of Cape Coast students,	13/02/19	UCC	UCC library
		Conference in honour of Attah Britwum. Department of French, UCC	13/03/19	Self	Language Centre, UCC
		Ghana French Digital week. “les ressources offertes par l’Inbestitut français de Paris.”	13/06/19	The French Embassy	Ghana Institute of Languages (City Campus)
		Ghana French Digital week. “les ressources offertes par l’Inbestitut français de Paris.”	13/06/19	The French Embassy	Ghana Institute of Languages (City Campus)

Abigail Ayiglo	Lecturer	3 rd School of Languages Conference on 'The light bulb is up of the air'. The acquisition of English Preposition by young native speakers of Ewe.	22-24/10/2019	University of Ghana, Legon	University of Ghana, Legon
		CPD Workshop on Professional Development in the 21 st Century University Administration	13/07/2019	GAUA	University of Cape Coast
		A Workshop on Corporate Governance: The Role of Human Resource Management	08/11/2019	IHRMP	Accra City Hall, Kimbu – Accra
		Institute of Human Resource Mgt. Practitioners (IHRMP) Annual General Meeting	08/11/2019	(IHRMP)	Accra City Hall, Kimbu – Accra
		GARNET – WACREN Ghana Workshop on Mass Communication Education and Students Media	25 – 26 June, 2019	GARNET – WACREN	School of Graduate Studies, GH 9, UPSA

INTERNATIONAL CONFERENCES					
Dr. Theodora Dame Adjin-Tettey	Lecturer	South African Communication Association (SACOMM) 2019 Conference.	28 - 30 August, 2019.	University of Cape Town, South Africa.	University of Cape Town, South Africa.
Dr. Adwoa S. Amankwah	Senior Lecturer	4th International Conference on Communication & Media Studies	26th - 28th September, 2019.	University of Bonn, Bonn, Germany	University of Bonn, Bonn, Germany.
Dr. Hasiyatu Abubakari	Lecturer	Organizing committee member: Workshop on Mabia languages III (Held during the West African Languages Congress). Félix Houphouët-Boigny	August 2019	Self	University, Abidjan, Côte d'Ivoire.
Samuel Appiah Darko	Lecturer	A Speaker at African Investigative Journalism Conference (AIJC)	28-31 October, 2019	University of Witwaters	Johannesburg, South Africa

11. Achievements in 2019

In 2019, the students, faculty and other members of staff worked assiduously to make UPSA a distinctive environment for learning and research, and an active academic campus. The under listed were some of the achievements of the Faculty in 2019:

- Change of name of the Department of Public Relations - The Department of Public Relations was changed to the Department of Communication Studies as stipulated after the required processes were followed.
- Improved students' attendance to lectures through monitoring and introduction of the policy of assigning marks for attendance.
- Improved enrolment of fresh students.
- Increased enrolment of students into the various programmes.
- NCTE has granted the Department reaccreditation to continue to run the Bachelor of Arts in Public Relations and Diploma Public Relations Management programmes for the next four (4) years.
- Succeeded in getting NCTE and NAB to assess the Master of Business Administration in Corporate Communication programme.
- Appointed new Lecturers to the Faculty to boost teaching and learning.
- Completion of PhDs by four (4) teaching staff (Dr. Theodora Dame Adjin-Tetty, Dr. Hasiyatu Abubakari, Dr. Isaac Asampana and Dr. Harriet Lamptey) of the Faculty.
- Ensured significant reduction of ICs.
- Instituted functional academic advisors concept in the Faculty IT support services carried out.

12. Focus for 2020

The Faculty is poised in invigorating the existing practices through innovation and embarking on research projects and measures to stimulate the potentials of the Faculty. The ensuing listed activities are earmarked for implementation in 2020.

- i. Increase student enrolment for the programmes in the departments through stocking the computer laboratory with adequate computers to promote practical and efficient studies of students, and making teaching IT more interesting
- ii. Develop more programmes
- iii. Increase scholarly productivity through research and publications
- iv. Encourage and support faculty members to qualify and apply for promotion
- v. Embark on community service activities to promote and maintain interconnectivity between UPSA and the communities around
- vi. Embark on income generating activities

The under-listed new programmes were being developed to complement existing ones and similarly expand the scope of available programmes to cover other industries. 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)

The above-mentioned programme documents were submitted to NCTE for further action.

- Department of Communication Studies
- Bachelor of Arts in Communication (Journalism option)
- Diploma in Communication (Journalism option)
- All necessary documents on the Master of Business Administration in the Corporate Communication programme were completed and submitted to NCTE for approval. By the 2020/2021 academic year, it is hoped that the programme will be mounted.

13. Challenges

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

- Delay in processing of ICs resolved by the Departments; the changeover sometimes creates problems for both the Department and students
- Delay in paying Adjunct Lecturers allowances posed nuisance to the Faculty as the affected lectures thronged the Faculty and Departmental offices checking on their allowances.

14. Recommendation

It is recommended that:

- The Examination Unit should process the ICs in time to avoid students' anxiety and its implications
- We appeal to those working on payment of allowances of adjunct lecturers to always hasten the process to enable them to receive their allowances on time

15. Acknowledgment

Management of the Faculty commends both teaching and non-teaching staff of the Faculty for working assiduously in implementing activities of the Faculty in 2019.

We wish to recognise the cooperation enjoyed from Management of UPSA, Deans, Heads of Department/Units of the University and other staff members.

16. Conclusion

Management of the Faculty of Information Technology and Communication Studies is hopeful that 2020 will be a year of greater success.

FACULTY OF LAW



Prof. Kwame Frimpong
Dean, Faculty of Law

DEAN'S MESSAGE

The Faculty of Law has come of age as it graduated its first batch of the Three (3) Year LLB students. The graduation ceremony took place on 1st July, 2019. We were honoured by the presence of the President of the Republic, His Excellency Nana Addo Dankwa Akufo-Addo, who accepted our invitation to be the Special Guest of honour. Our ultimate goal is to make the Faculty a unique centre of excellence in the pursuit of legal education in the country. To this end, we shall leave no stone unturned in challenging the unjust and unacceptable obstacles that exist in the pursuit of legal education in the country, particularly at the professional level. We shall, accordingly, be relentless in our efforts to seek a complete overhaul of the status quo at the professional level. We strongly hold the belief that a large pool of qualified legal professionals is a must for the nation, and should never be compromised. We are counting on all those who know or ought to know and understand that the training and production of qualified legal professionals is one of the key pillars in any country's efforts to achieve a true democratic system of governance, which is anchored on the rule of law. UPSA's Faculty of Law is positioned to play a leading role in the national priority.

1.0 INTRODUCTION

The Faculty of Law, which was established in 2016 seeks to produce a 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 been admitting students to the various programmes and graduated its first batch in July, 2019. In spite of the normal challenges associated with a new Faculty of Law, we are striving hard to create a conducive environment for learning

2.0 VISION STATEMENT

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

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

- I. Equip students with a 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 professional practical skills through course work where they develop the level of skills necessary to become practitioners in these roles in the future.

V. Enable graduates of the programme to plan, integrate, and direct the application of their skills within a strategic legal practice framework.

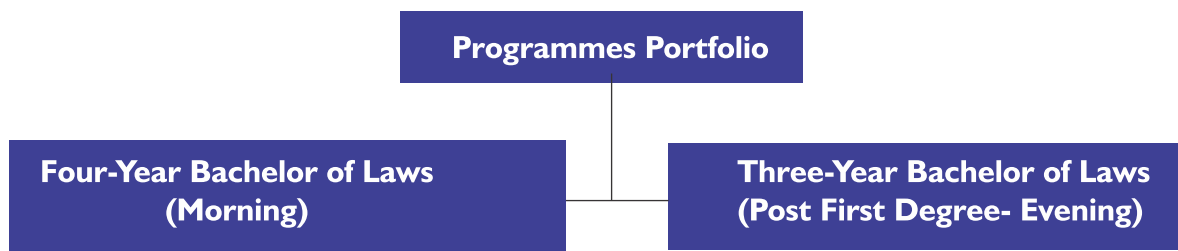
5.0 PROGRAMMES OFFERED

The Faculty Offers the following programmes:

1. Four (4) year LLB 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 a selection test and an interview.

2. Three (3) Year LLB Degree (Full Time) (Evening) for which the entry requirement is a good first degree from an institution recognised by NAB and a pass in a selection test and an interview.

Figure 1: Programmes Portfolio



6.0 OVERVIEW OF 2018 GOALS FOR 2019

This examines the goals the Faculty set for itself in the 2018 Report. It helps us to determine whether we are growing or stagnating. Where there are failures, then we need to re-examine our strategies and look for possible solutions.

The goals for 2019:

I. Recruitment of more Lecturers with Doctorate Degrees or those of the rank of Senior Lecturer and above. – Not achieved

II. The plans for a legal education that embraces elements of professional training through clinical legal education. – Ongoing, but with challenges

III. The Faculty submitted a proposal to the Office of the President of the nation to jointly organize Annual National Conferences on topics of special importance to the nation. We are awaiting the response.
– After persistent follow-ups, we finally had a response that we should liaise with the Ghana National Planning Commission. This initiative, however, was abandoned and new ones are being developed.

IV. To publish the 2017 Ghana @ 60 Conference Proceedings. – This has been done and more details are given in section 17.3.

V. Focus research and training programmes on Corporate Law and corruption. – This has been implemented. Explained under 2019 activities.

VI. Moot court training will be diligently carried out. – This has not been carried out because of some challenges as explained in section 18.0.

VII. Introduction of a Law Journal. – Not achieved, but intended for implementation in 2020.

7.0 STRATEGIC GOALS AND OBJECTIVES FOR 2019

- 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.

8.0 MANAGEMENT TEAM

I. ACADEMIC

Professor Kwame Frimpong	-	Consulting Dean
Professor Edmund Kwaw	-	Head of Department, Private Law
Dr. Francisca Kusi-Appiah	-	Head of Department, Public Law

II. ADMINISTRATIVE

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

9.0 STAFFING

The total staff strength of the Faculty as at December, 2019 is twenty-one (21), and the breakdown is as follows:

Table I: Staff Strength of the Faculty

Gender	Senior Members		Total
	Teaching	Non-Teaching	
Male	15	1	16
Female	10	2	12
Total	25	3	28

Table 2: Academic Staff Rank

Professor	Associate Professor	Senior Lecturer	Lecturer	Assistant lecturer	Total
1	1	2	6	15	25

Table 3: Qualification Breakdown

Professors	PhD	Masters	PhD in progress
2	3	18	2

9.1 Appointments

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

Table 4: New Appointments within the Year

No	Name	Rank	Effective Date
1	Ms. Afia Agyeman Amponsah-Mensah	Assistant Lecturer	15 th October, 2019
2	Mrs. Afia Serwaa Essandoh	Lecturer	15 th October, 2019
3	Ms. Ethel Fiattor	Assistant Lecturer	18 th October, 2019

Source: Human Resource Directorate, 2019

9.2 Appointment as Acting Heads of Departments

Professor Edmund Kwaw and Dr. Francisca Kusi-Appiah were appointed Acting Heads of Departments for Private and Public Law respectively in line with Section 33.7 of the University's Status. The effective date for the appointment was March 1, 2019.

9.3 Engagement of Adjunct Lecturers

The Faculty, through the Human Resource Directorate, engaged the under listed as Adjunct Lecturers in the Faculty.

1. Dr. Kwaku Agyeman-Budu - Senior Lecturer
2. Dr. Josiah De-graft Quansah - Senior Lecturer
3. Ms. Christine Ofosu-Ampadu - Assistant Lecturer
4. Ms. Rachel Haziell - Assistant Lecturer
5. Ms. Ethel Fiattor - Assistant Lecturer
6. Mr. Daniel Evans Dзам - Assistant Lecturer
7. Mr. Yehoda N. K. Kotey - Assistant Lecturer

9.4 Confirmation of Appointments

The appointments of the following lecturers were confirmed by the Human Resource Directorate after a confirmation interview:

Table 5: Confirmation of Appointments

S/N	Name	Rank	Effective Dates
1.	Dr. Francisca Kusi-Appiah	Lecturer	March, 2019
2.	Mr. Theophilus Tawiah	Assistant Lecturer	March, 2019
3.	Mr. Baffour Yiadom Boakye	Assistant Lecturer	March, 2019
4.	Ms. Gertrude Amarh	Assistant Lecturer	March, 2019
5.	Mr. Kofi Adinkrah Jnr.	Assistant Lecturer	March, 2019
6.	Mr. Courage Asabagna	Assistant Lecturer	March, 2019

9.5 Academic Staff on Study Leave

Mr. Baffour Yiadom-Boakye, an Assistant Lecturer in the Faculty, was granted study leave with pay for three (3) years to pursue a Degree of Doctor of Philosophy in Law at the University of Aberdeen in the United Kingdom

9.6 Resignation

Mr. Yehoda N. K. Kotey, an Assistant Lecturer, resigned from the service of the University during the report period.

10.0 STUDENT ENROLMENT

10.1 2019/2020 Academic Year Admissions

Admissions into the LLB Degree Programme for the 2019/2020 Academic Year were advertised in November 2018. To qualify for admission to the Faculty, applicants must be successful both at the Entrance Examination and Interview.

10.2 Entrance Examination

The entrance examinations for the 2019/2020 Academic Year admissions were written on Saturday, April 27, 2019 and July 6, 2019 for the Three (3)-Year and Four (4)-Year LLB Degree programmes respectively

10.3 Selection Interview

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

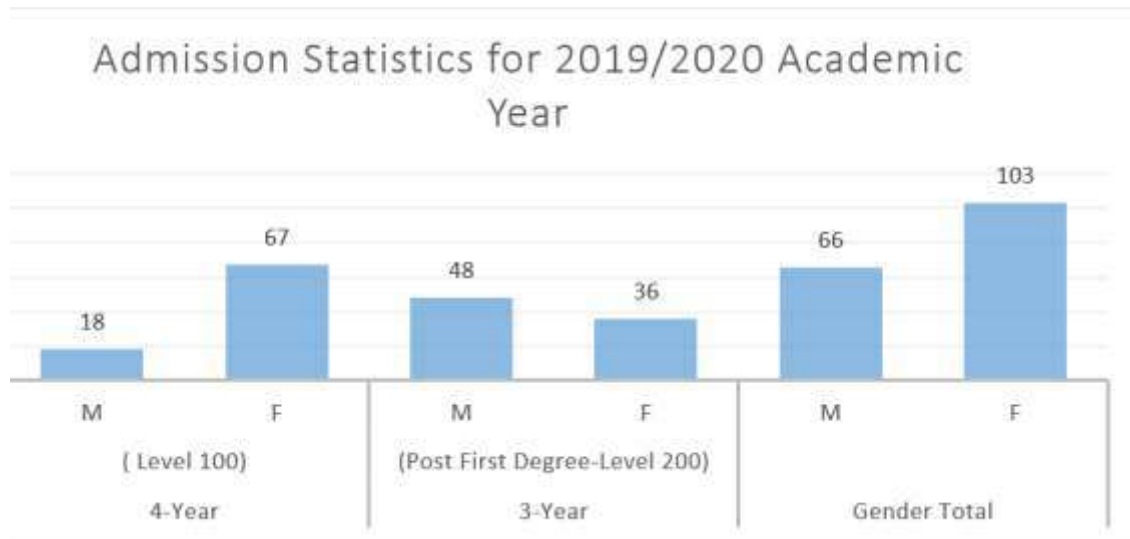
- I. First Interview – Interviews were conducted for shortlisted applicants for the Three (3) - Year programme from Monday, 27th May, 2019 – Friday, 31st May, 2019.
- II. Second Interview – Interviews were conducted for shortlisted applicants for the Four (4) - Year programme from Monday, 6th August, 2019 – Friday, 10th August 2019.

10.4 Admissions

Table 6: Admission Statistics for 2019/2020 Academic Year

Programme	4-Year (MORNING)		3-Year (Post First Degree - EVENING)		Gender Total		
	M	F	M	F	M	F	
Bachelor of Laws	18	67	48	36	66	103	
GRAND TOTAL						169	

Figure 2: Admission Statistics for 2019/2020 Admissions



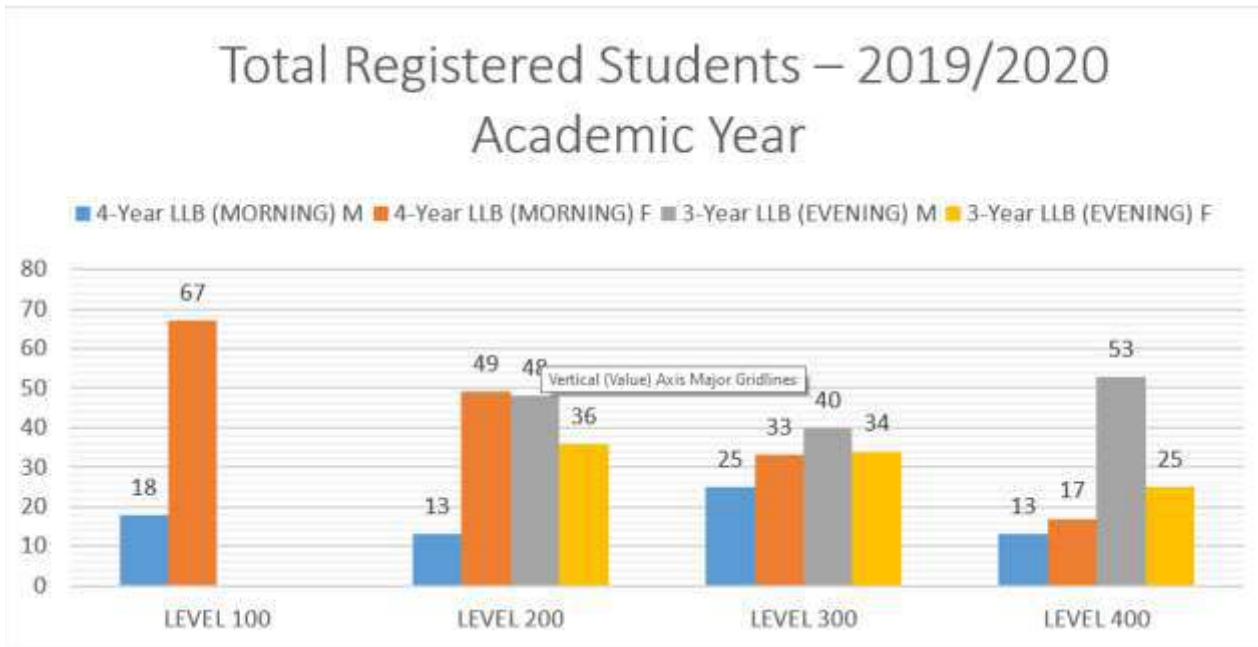
10.5 Registered Students – 2019/2020 Academic Year

Four hundred and seventy-one (471) students registered for the First Semester of the 2019/2020 Academic Year. Details are shown in table 7 below.

Table 7: Registered Students – 2019/2020 Academic Year

	4-Year LLB (MORNING)		3-Year LLB (EVENING)		Sub Total	
	M	F	M	F	M	F
LEVEL 100	18	67			18	67
LEVEL 200	13	49	48	36	61	85
LEVEL 300	25	33	40	34	65	67
LEVEL 400	13	17	53	25	66	42
					210	261
GRAND TOTAL						471

Figure 3: Total Registered Students



11.0 REGISTERED STUDENTS FOR EACH PROGRAMME

Four- Year Bachelor of Laws

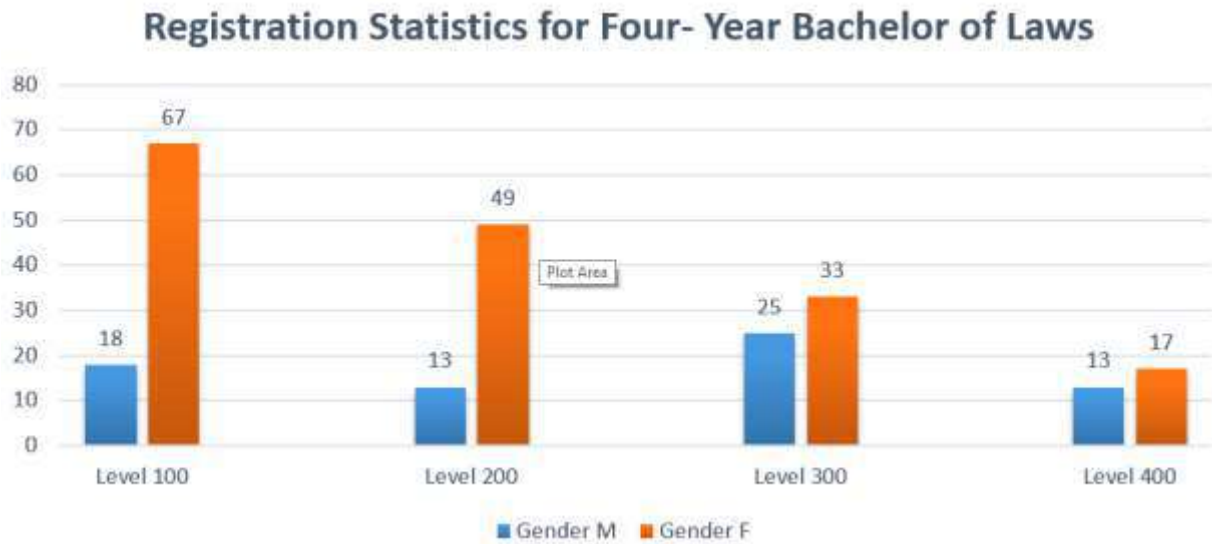
Two hundred and thirty-five (235) students registered for the Four-Year LLB in the First Semester of the 2019/2020 Academic Year as indicated in table 8 below.

Table 8: Registration Statistics for 2019/2020 Academic Year

PROGRAMME	FOUR- YEAR BACHELOR OF LAWS		
	Gender		
	M	F	
Level 100	18	67	85
Level 200	13	49	62
Level 300	25	33	58
Level 400	13	17	30
Grand Total	69	166	235

Source: Academic Affairs

Figure 4: Registration Statistics



Three- Year Bachelor of Laws

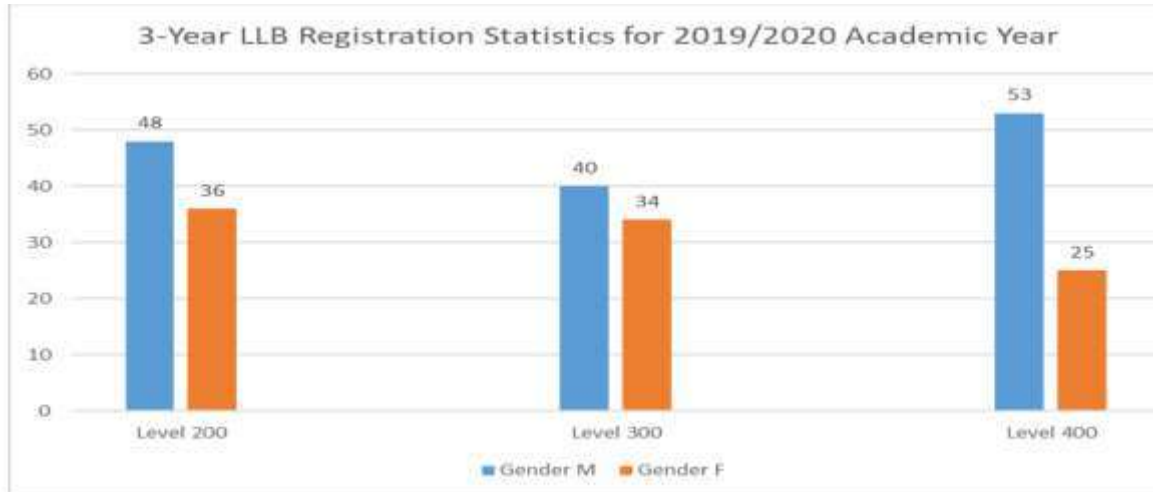
Two hundred and thirty-six (236) students registered for the Four-Year LLB in the First Semester of the 2019/2020 Academic Year as indicated in table 9 below.

Table 9: Registration Statistics for 2019/2020 Academic Year

THREE- YEAR BACHELOR OF LAWS			
	Gender		
	M	F	
Level 200	48	36	84
Level 300	40	34	74
Level 400	53	25	78
Grand Total	141	95	236

Source: USIS 2019

Figure 5: Registration Statistics for Three-Year Bachelor of Laws



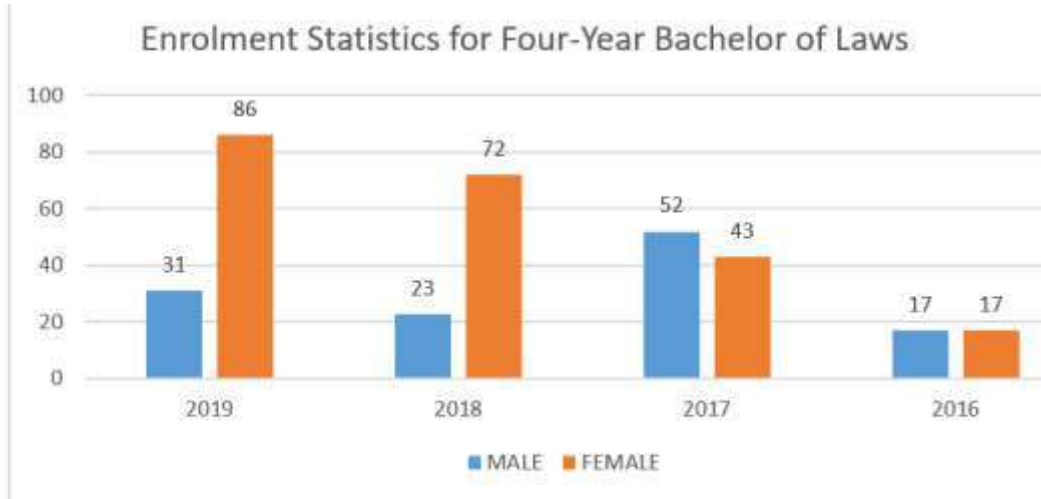
Source: USIS 2019

II.1 Student Population By Programmes and Gender for Four Years

Table 10: Enrolment Statistics for Four-Year Bachelor of Laws

YEAR	MALE	FEMALE	TOTAL
2019	31	86	117
2018	23	72	95
2017	52	43	95
2016	17	17	34

Figure 6: Enrolment Statistics for Four-Year Bachelor of Laws

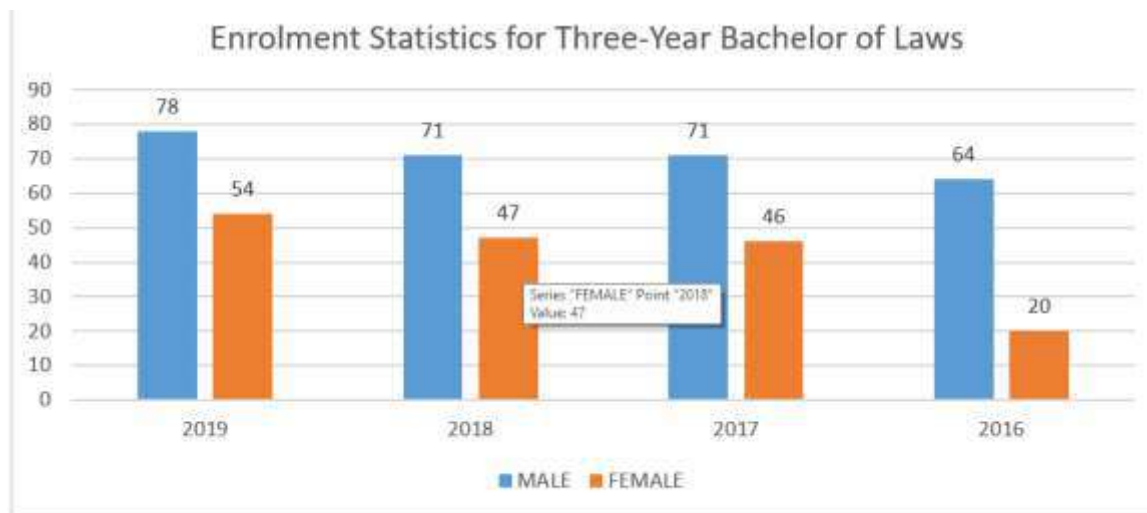


Source: USIS 2019

Table I I: Enrolment Statistics for Three-Year Bachelor of Laws

YEAR	MALE	FEMALE	TOTAL
2019	78	54	132
2018	71	47	117
2017	71	46	117
2016	64	20	84

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



Source: USIS 2019



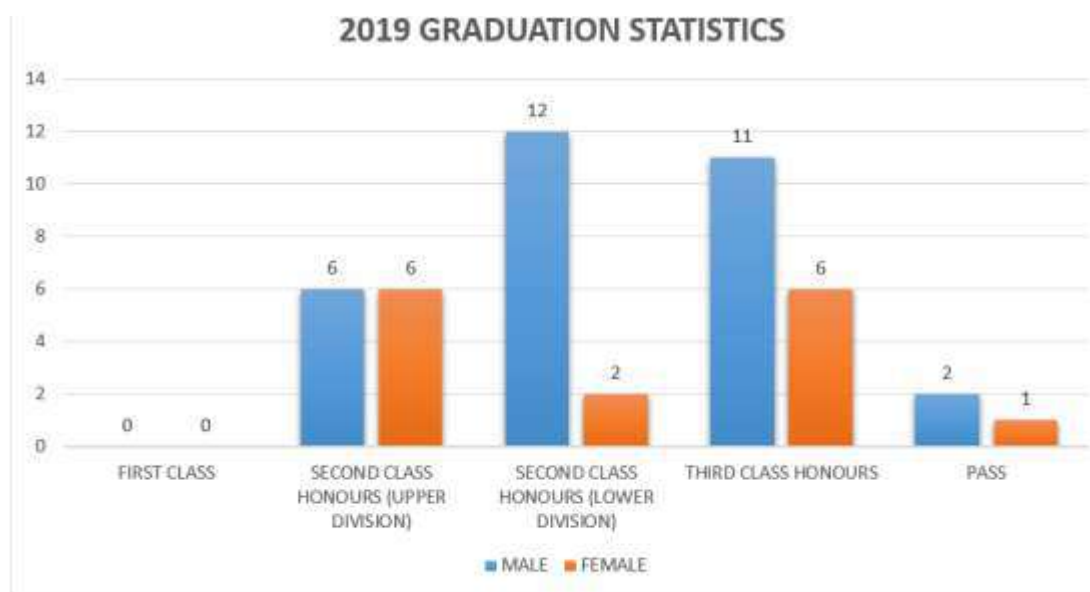
13.0 GRADUATION STATISTICS

The Faculty successfully graduated its first batch of students on 1st July, 2019 at the first session of the 11th Congregation. The ceremony saw forty-six (46) students graduating from the Faculty of Law. The President of Ghana, His Excellency Nana Addo Dankwa Akufo-Addo, who was the special guest of honour at this session, urged law graduands and legal practitioners to uphold the integrity of the profession and ensure that they respect the rule of law as they carry out their legal mandate.

Table 13: Graduation Statistics- 3-Year Bachelor of Laws (Post First Degree)

Classification Class							
First Class	0	0	0	0	0	0	0
Second Class Honours (Upper Division)	0	0	6	6	0	0	12
Second Class Honours (Lower Division)	0	0	12	2	0	0	14
Third Class Honours	0	0	11	6	0	0	17
Pass	0	0	2	1	0	0	3

Figure 8: Graduation Statistics



Source: USIS 2019

14.0 MAJOR ACTIVITIES UNDERTAKEN IN 2019

14.1 Faculty Activities

Re-accreditation of the Bachelor of Laws Programme

A team of Assessors from the National Accreditation Board met with the Pro-Vice-Chancellor, Quality Assurance Directorate, and the Faculty members on Monday, 7th October, 2019 to assess the Bachelor of Laws (LLB) Programme for re-accreditation. The re-accreditation was obligatory because the three-year accreditation given to the Faculty expired on 31st August 2019

International Association of Law Schools (IALS)

- UPSA Faculty of Law was formally admitted into the membership of the International Association of Law Schools in May 2019
- The Dean, Prof. Kwame Frimpong and Dr. Koryoe Anim-Wright, Acting Dean, CIEC, attended the 2019 African Law Deans' Forum at the University of Rwanda, School of Law in Kigali, Rwanda on May 22-25, 2019.
- Professor Edmund Kwaw attended the Law Deans' Forum in Poland, 18 to 22 September, 2019
- IALS has chosen UPSA Law Faculty as its Pilot Project for 2020. This visit will highlight some of the Faculty's best practices for adoption in other Faculties. Recommendations will also be made for improvement.

Faculty of Law Tax Conference

On the 13th of March 2019, the Faculty of Law successfully organised the UPSA Faculty of Law Tax Conference at the UPSA Auditorium under the theme: "Tax Compliance and Implications for National Development". Mr. Theophilus Tawiah spearheaded the organisation of the conference on tax. The Conference focused on current issues in the tax administration and economic development as well as the impact of new technologies on tax administration.

The Conference brought together tax experts

and distinguished speakers. Among them were Dr. Josh Bamfo, Partner and Head of Transfer Pricing Services, Andersen Tax, Lagos, Nigeria; Mr. Kwame Owusu, Head of Transfer Pricing at the Ghana Revenue Authority; Mr. Kingsley Owusu-Ewli, Tax Partner and Head of Transfer Pricing Services at PricewaterhouseCoopers (PwC) Ghana; Mr. Robin McCone, Lead Tax Partner at Ernest & Young Advisory Ghana; Ms. Ayesha Bedwei, a Tax Partner from PricewaterhouseCoopers (PwC) Ghana; Mr. Steven Gray, the Ghana Country Head of UK Export Finance and; Mr. Ali-Nakyee Abdallah, Managing Partner of Ali Nakyee and Associates and a tax expert.

Ghana Higher Education Fair

The Faculty Officer and a team from the University participated in the 12th Ghana Higher Education Fair, Third Phase, organised by I-Texon Ghana in Takoradi from Thursday, 21st February to Friday, 22nd February, 2019. It brought together students from about fifteen (15) Second Cycle Institutions in the Western Region of Ghana to have interaction 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.

Lecture Attendance Monitoring

The Faculty designed a format for monitoring attendance to lectures of both students and lecturers. 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 also to monitor compliance with the course outline schedules, course outcomes, and learning objectives.

Examinations

The Faculty collaborated with the Academic Affairs Directorate to organise the end of First and Second Semester Examinations successfully for 2019/2020 Academic Year. The Examination scripts were marked through conference marking after which the scripts and results were vetted to ensure consistency and authenticity. We are yet to conduct the 2nd Semester examinations.

Faculty Meetings

Faculty meetings were held twice in a semester in the 2019/2020 Academic Year to discuss issues of relevance to the progress of the Faculty. Prior to this meeting, Faculty Management meetings were held. The Faculty Examiners Board held three meetings in the Academic year to discuss and approve end of semester examinations.

Data Collection for Public Universities - 2019/2020

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 to monitor development in the University.

Orientation for Fresh LLB Students

The Faculty organised an orientation for freshmen admitted in the 2018/2019 Academic Year on Friday, September 13, 2019. Students were taken through the rudiments of University life and also advised to take their studies seriously. The students in turn assured the Faculty of their commitment to serious academic work.

Matriculation

The fourth batch of Law Students and fresh students of the other Faculties admitted to pursue various programmes in the 2019/2020 Academic Year were matriculated on Friday 4th October, 2019. This year, the affirmation of the matriculation oath was done online. The students

were required to print out a proof of affirmation of the oath slip, append their signature, and submit it to the Faculty immediately after matriculation.

Regularisation of Interim Assessment Examinations

The Faculty of Law set up a 5-Member Committee to come up with policies and guidelines to regulate the conduct of Interim Assessment (IA) in the Faculty. The Committee presented its report to the Faculty which was accepted and implemented during the period under review.

The Ghana School of Law Entrance Examination The Faculty organised free classes from March-June, 2019 to prepare the first batch of final year students for the entrance examination for admission to the Ghana School of Law.

Collaboration

Amnesty International Ghana collaborated with the UPSA Faculty of Law to celebrate the International Women's Day on the 8th of March 2019. The programme was chaired by the Dean of the Faculty, Professor Kwame Frimpong. International Women's Day, otherwise known as the United Nations (UN) Day for Women's Rights and International Peace, is a worldwide event celebrated annually to mark the achievements and contributions of women to development.

The 2019 International Women's Day was celebrated under the theme Balancing for Better and this resonates with goal 5 of the Sustainable Development Goals (SDGs) which stressed on Gender Equality and the need to end all forms of discrimination against all women and girls. Discrimination and inequality are human rights issues captured in most international documents such as the Universal Declaration of Human Rights (UDHR).

Guest Lecture

As part of the efforts to expose students in International Trade and Investment Law to the practical aspects of the course, a Trade and Maritime Law expert, Dr. Emmanuel Kofi Mbiah gave a lecture on Thursday, 21st November, 2019. The lecture was on the World Trade Organisation and Alternative Dispute Resolution (ADR) as a means of dispute resolution.

Educational Visit to Prisons

The Bachelor of Laws students embarked on an educational trip to Nsawam prisons on Thursday, 14th November 2019. The educational visit was arranged by the Faculty as part of the training needs of the law students. The visit, which was a practical aspect of the Criminal Law Class, was an opportunity for the students to observe directly events at the prisons and also have most of the questions answered by the experts in the field.

Our Talents Our Thanksgiving (OTOT)

The Faculty held a programme entitled, Our Talent, Our Thanksgiving on Friday, 29th November, 2019 at the Justice Aryeetey Auditorium. Activities lined up for the day included music, poetry, dance, drama, and many more. There were lots of goodwill messages and entertainment for all Faculty members, law students, as well as the University community. The Faculty organised the programme to express gratitude to the Almighty for His blessings throughout the year.

14.2 Students Activities

Law Students Union (LSU)

The Law Students Union (LSU) has been successful in bringing recognition to the Law Faculty, both on campus and externally. On campus, Union members have participated actively in SRC activities through lobbying at General Assembly meetings, adjudication with SRC Judicial Council judgements and victories in debate competitions. Union members have also received appointments in the SRC. Notable of these are the appointment of Daniel A. Martey as

Chief Justice of the SRC Judicial Council and Theophilus B. Osei as Chair of the Entertainment Committee of the SRC General Assembly. Externally, the greatest concern of the union has been its participation in the activities of the National Association of Law Students to see to the protection of the rights and interests of all law students in Ghana; particularly through the shaping of legal education in a way that is favourable to all. To this end, the Union boldly and proudly participated in the peaceful demonstration that took place on the 7th of October, 2019 and was wrongfully and violently dispersed by members of the Ghana Police Service

Clubs and Societies

- The UPSA Mooting LSU Mooting Society- 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 Moot Court is one of the most instrumental and successful societies set up under the LSU. Through the effective and visionary leadership of its first set of leaders, under Thomas K. Quansah and its current leadership headed by Alfred E. Dei, the society has been active in the lives of the students. It has been able to brand itself as a forum for union members to sharpen their skills in legal research, advocacy, and public speaking even to the extent of performing exemplarily in external contests against other Faculties of Law. The Society has benefitted tremendously from the proactive guidance of its Patroness, Madam Natasha Lamptey, as well as able leadership by the faculty as a whole.
- The Christian Legal Fellowship- the Christian Legal Fellowship has also been another source

of pride and joy for the Union. It offers itself as a means for union members to discuss and understand the moral foundation required to practise the profession ethically. It has successfully carried out this responsibility under the leadership of its first president, Jochebed Arlando and its current President, Prince Siame. Madam Mavis Kwainoe is the Patroness of the Fellowship.

- The Legal Voices- the Legal Voices is the choral body of the Union. Through its leadership, it has presented itself as an avenue for union members who are more harmoniously inclined or more vocally gifted to provide entertainment and upliftment.

- The University Debate Society of UPSA
The Debate Society of the school is included in this list even though it is not established under the LSU. The inclusion is based on the fact that the union members have participated substantially in the activities of the Debate Society. Through its participation LSU has played a dominant role to the extent that since the establishment of the Law Faculty in 2016, its union members have won every edition of the Annual UPSA Debate Society Freshman Debate. In addition, union members have risen to the positions of Vice-President and President of the Society. This has resulted in a very close relationship between the Debate Society and LSU.

The Law Challenge

Students of the Faculty participated in the maiden edition of the Law Challenge, Ghana quiz competition held from Monday 21st to Friday 25th October, 2019 at the Executive Theatre of TV3 Premises, Kanda, Accra. The Law Challenge, Ghana is an educational quiz platform initiative endorsed by the Ministry of Education, Tertiary Unit. It is aimed at strengthening the connections within and between the Law, legal education, business community, and society.

Annual Phillip C. Jessup Moot Court Competition

As part of the practical legal training, students of the Faculty participated in the national rounds of

the Annual Phillip C. Jessup Moot Court Competition at GIMPA, in Accra from Tuesday, 12th to Friday, 15th February, 2019. The Moot Court Competition is an opportunity for the students to practise their oral skills and experience practical court-room setting.

Valentine's Day Moot

As part of the sensitisation of the laws governing sexual relations, the Law Students organised a Valentine's Day Moot to throw more light on assault, rape, and defilement. In attendance was some of our Faculty staff and the UPSA Counselling Unit Officials.

Law Students Union (LSU) Week Celebration

The Law Students Union began their Maiden Week Celebration from Monday, 25th March, to 29th March 2019. Among the activities were Career Symposium, Mock Trial, Legal Outreach, and an Excursion to Burma Camp. Professor Akua Kuenyehia, Professor Obeng Mireku, and Justice Gertrude Torkornoo were some of the dignitaries who graced the week celebration.

Law Students Union (LSU) Handing Over Ceremony

The outgoing LSU Executive Council handed over to the incoming Executive Council and Senate Members. The ceremony was held on Thursday, May 9, 2019. In attendance were the Dean, Faculty Members, and students.

Prison Visitation

To enhance the practical aspect of the legal teaching, a prison visitation was organised by Ms. Mavis Kwainoe and Mrs Leticia Akyeampong for the Law Students on the 14th of November, 2019. The said visit, which was a practical aspect of the Criminal Law Class, was an opportunity for the students to observe events at the prisons and also get most of their questions answered by the personnel themselves. The group also donated packs of bottled water, assorted drinks, toiletries and some detergents.

15.0 STAFF DEVELOPMENT

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

15.1 Conferences/ Workshops/Seminars

Table 15 below shows Conferences, Workshops, and Seminars attended by members:

Table 14: Conferences/Seminars/Workshops

Name	Participant/ presented a paper/ Panelist	Programme	Dates	Sponsorship	Venue
Dr Francisca Kusi-Appiah	Panellist/ Presenter	2019 International Women's Day – “Balancing for Better”	March 8, 2019	Amnesty International Ghana	UPSA
Mr. Theophilus Tawiah	Session Coordinator	Faculty of Law Tax Conference	March 13,2019	Self	UPSA
Professor Kwame Frimpong	Participant	Faculty of Law Tax Conference	March 13,2019	Self	UPSA
Professor Edmund Kwaw	Participant	Faculty of Law Tax Conference	March 13,2019	Self	UPSA
Mrs. Leticia Akyeampong	Participant	Faculty of Law Tax Conference	March 13,2019	Self	UPSA

Ms. Mavis Ekuu Kwainoe	Participant	Faculty of Law Tax Conference	March 13,2019	Self	UPSA
Mr. Courage Asabagna	Presenter	Desk review on Legal Aid in Ghana at a National Stakeholders consultation	March 2019	Legal Aid Commission of Ghana	Accra
Mr. Courage Asabagna	Facilitator	Desk review on Legal Aid in Ghana at a National Stakeholders consultation	March, 2019	Legal Aid Commission of Ghana	Tamale
Mr. Courage Asabagna	Presenter	National Stakeholders validation workshop on the Review and Amendment of the Children's Act and other related Acts.	April 2019	UNICEF-Ghana	Volta Serene, Volta Region.
Professor Edmund Kwaw	Presenter/ Session Moderator	5 th International Conference on Business Management & Entrepreneurial Development, (ICBMED,2019)	April, 17 –18, 2019	UPSA	UPSA
Dr Francisca Kusi-Appiah	Session Moderator	5 th International Conference on Business Management & Entrepreneurial Development, (ICBMED,2019)	April 17 – 18, 2019	UPSA	UPSA

Mr. Albert Quashigah	Participant	5 th International Conference on Business Management & Entrepreneurial Development, (ICBMED,2019)	April 17 – 18, 2019	UPSA	UPSA
Mrs. Akosua Asah-Asante	Participant	Workshop on Domestic & International Arbitration with Practical Exercise	May 22 – 24, 2019	Self	Alisa Hotel, Accra
Dr Francisca Kusi-Appiah	Presenter	Revenue Management in the Mining Sector Mining Investment West Africa 2019	May 28 – 29, 2019	Self	Swiss Spirit Hotel & Suites Alisa Accra, Ghana
Mr. Courage Asabagna	Participant	Plea Bargaining in Ghana	May 2019	The United States Embassy in Ghana	Accra
Mrs. Leticia Akyeampong	Participant	38 th Mandatory Continuing Professional Education	May 18, 2019	Self	Coconut Groove Regency Hotel
Professor Kwame Frimpong	Academic Service	External Examiner	June, 2019	University of Pretoria	Pretoria
Mavis Kwainoe	Presenter	International Law in Domestic Courts: A Legal Analysis of the Upcoming Ghana International Criminal Court Draft Bill	July 12, 2019	Africa Center for International Law and Accountability (ACILA)	ACILA Conference Room, North Airport, Accra

Mrs. Leticia Akyeampong Thomas Appiah Kubi Asante	Participants	GAUA UPSA Continuing Professional Development (CPD) Workshop and Mini Congress.	July 13, 2019	GAUA	UCC, Cape Coast
Akosua Asah-Asante	Participant	Bench, Bar & Faculty Conference	July 23, 2019	Self	Labadi Beach Hotel, Accra
Mrs. Leticia Akyeampong	Participant	Conference on Admin Professionals	July 23, 2019	Self	Conference Hall, NAB Accra
Mavis Kwainoe	Participant	Forum on Justice for 44 Gambians Killed in the Gambia: Legal Challenges and Opportunities	August 1, 2019	Jammeh2Justice Ghana CSO Coalition (ACILA, CDD, POS Foundation, MFWA, CHRI, HRAC)	SSNIT, Kumasi
Eugene Ablade Oninku	Participant	Maiden Lecturers' Lecture series	August 8, 2019	UPSA	UPSA
Mrs. Leticia Akyeampong	Participant	Africa Convention in Quantitative Methods and Risk Management, OSL Risk Management, UPSA, Accra	August 12-16, 2019	Self-sponsored	UPSA
Dr Francisca Kusi-Appiah	Participant	Africa Convention in Quantitative Methods and Risk Management, OSL Risk Management, UPSA, Accra	August 12-16, 2019	Self	UPSA

Prof. Kwame Frimpong	Academic Service	External Examiner	August 2019	University of Cape Town	Cape Town
Courage Asabagna	Participant	Engineering, Procurement and Construction Law conference in Ghana.	August 2019	B&P Associates	Accra.
Prof. Kwame Frimpong	Chair/Presenter	The Seventh Stellenbosch Annual Seminar on Constitutionalism in Africa (SASCA 7)	September 18 - 20, 2019	Konrad Adenauer Foundation	Stellenbosch, South Africa
Prof. Edmund Kwaw		International Association of Law Schools (IALS) Annual Conference- Global Law Deans Meeting and Annual General Meeting	September 18 - 20 2019	September 18 - 20 2019	Gdansk, Poland
Ms. Mavis Ekua Kwainoe	Presenter	Capacity Building Workshop on Ghana's Obligations Under International Human Rights Law: A Comparative Analysis of International Human Rights Provisions in Domestic Law	September 20 - 22, 2019	Africa Center for International Law and Accountability (ACILA)	ACILA Conference Room, North Airport, Accra

Prof. Kwame Frimpong	Presenter	Guest Lecture	October 15, 2019	Corruption, Human Rights and Accountability Implications for Forced Migration	Institute for African Development (IAD), Cornell University
Courage Asabagna	Presenter	Training Program on Corporate Compliance in Ghana	October 18, 2019	Genesis Oil and Services Limited (GOGS)	Cantonments - Accra.
Prof. Edmund Kwaw	Panelist & Presenter	Workshop on Parliamentary Review and Approval/Ratification of International Agreements, organised for Members of Parliament	October 25-28, 2019	Self	Capital View Hotel, Koforidua

16.0 TRAINING PROGRAMMES

Maiden Lecturers' Lecture Series

To enhance teaching and students' learning experiences in the University, a workshop on the application of knowledge and practical skills was organised for Faculty Members on 18th August, 2019. The workshop was part of capacity and skills development of faculty members.

Maiden Edition of AFRiskConvention

In August 2019, the Research and Consultancy Centre in partnership with the School of Graduate Studies, organised the first Africa Risk Convention in Quantitative Methods and Risk Management (AFRiskConvention), a collaborative programme between UPSA and the International Institute of Professional Education and Research (IIPER), UK. The three-day convention had participants from the banking industry, oil and gas, insurance and academia in Ghana and Nigeria. Dr. Francisca Kusi-Appiah and Mrs Leticia Akyeampong participated in the convention, took exams at the end of the convention, and were issued with Certificates in Quantitative Risk Management (CQRM).

17.0 RESEARCH ACTIVITIES

17.1 Faculty Seminar Presentations

As part of the research agenda of the UPSA Faculty of law, the Faculty of Law seminar series continued in earnest in the 2018-2019 Academic Year. The Faculty instituted the Faculty Seminar Series in 2018, aside the University's Faculty Seminars where Faculty members present their academic and professional research work for peer review through discussions and critique. The Faculty Research Seminar Series is open to all the Senior Members of the University and, therefore, serve as a platform for free legal education on topics of relevance to the University community.

The Under-listed topics were presented during the period under consideration:

Table 15: Paper Presentation

	Date	Presenter	Topic
1	30 th January 2019	Mr. Theophilus Tawiah	Assessing the Public Enforcement of Directors' Duties in Ghana
2	13 th February 2019	Professor Edmund Kwaw	"The Ownership of Sperms and Ova: Towards a Customary Law Solution"
3	27 th February 2019	Mrs. Akosua Asah-Asante	The Prospects and Challenges of Using Alternative Dispute Resolution Mechanisms in Managing Organisational Conflict
4	10 th April, 2019	a. Mr. Kwasi Owusu-Agyemang b. Mr. Eugene Oninku	a. Recognition and Enforcement of Judgment in Matrimonial Cause b. An Assessment of the Powers of Directors under the Companies Act of Ghana 1963 (Act 179): Implications for the Corporate Governance and Reform
5	4 th September 2019	Professor Edmund Kwaw	Conducting a Good Legal Research
6	18 th September, 2019	Mr. Richard Duah-Ansah and Ms. Gertrude Amorkor Amarah	Achieving the Ease of Doing Business in Ghana – The Role of the Companies Act, 2019 (Act 992)
7	2 nd October, 2019	Mr. Courage Asabagna	Taxation of Charitable Organisations and Donations in Ghana: A Call for Regulation
8	27 th November, 2019	Ms. Mavis Ekua Kwainoe	"Laws on Marriages & Divorces in Ghana: How the Sweetness of the Awesome Journey of Marriage can be Maintained once Contracted with less Bitter Leaf Experiences"

17.3 PUBLICATIONS

Book Publication

The Faculty of Law compiled the papers presented at the Ghana @ 60 Conference for publication. Some of the compiled papers have been reviewed, selected, and published as a book by Galda Verlag, a reputable publisher. The Ghana @ 60 book contains relevant materials on constitutional law, human rights, criminal law, administrative law, and sustainable development which are all relevant teaching materials for the Faculty of Law. The title of the book is “The Ghana @ 60: Evolution of the Law, Democratic Governance, Human Rights and Future Prospects, Proceedings of a Conference, UPSA, Ghana”.

Chapters:

1. Ghana @ 60: A Personal Perspective by Prof. S.O Gyandoh Jnr., Professor of Law Emeritus, Temple University School of Law, Philadelphia, U.S.A
2. The Theories of Structural Conception of Human Rights in Ghana by Atupare Atudiwe P.
3. Adjudication of Human Right Cases by the Courts by Mavis Ekua Enyamah Kwainoe
4. Over Sixty Years of Bail Under The Ghanaian Criminal Justice System by Francisca Kusi-Appiah
5. Presidential Grant of Pardon and Rule of Law: The Case of Montie Trio by Lydia A. Nkansah & Maame Efuia Addadzi - Koom
6. Strengthening State Institutions After 60 Years of Independence. The Case of the Council of State in Ghana by Samuel .A. Adjei & Kwame Frimpong
7. Poor Records Management and the Mockery of Justice in Ghana by Thomas Appiah Kubi Asante
8. I Am Independent But I Speak My Master's Tongue': A Paradox of Independence And The Need To Translate the Constitution into Ghanaian Languages by Brian S. Akrong
9. Legislating Sustainable Development: Ghana's Path to Development by Edmund Ato Kwaw & P. Ebow Bondzi-Simpson

17.4 Individual Publications

I. Prof. Kwame Frimpong and Dr. Kwaku Agyeman-Budu (2019), Fighting Public Sector Corruption in Ghana: Reconciling Rhetoric and Reality, (Forthcoming), Chapter 7, in Stellenbosch Series, Vol.

II. Prof. Edmund Kwaw Multiple Choice Questions in the Law of Tort: Test your knowledge of Tort Law (2019), (Forthcoming), Icon Publishing, Accra

III. Kwaw Ato E. “The ownership of sperms and ova: towards a customary law solution” (2019), (Forthcoming), KNUST Law Journal

IV. Kusi-Appiah, F. (2019). Escaping The 'Resource Curse': A Decade of Petroleum Exploration In Ghana. (Forthcoming), Lancaster University Ghana Law Journal

V. Kwainoe M. E. E., 'An Examination of Cross Cultural Behavior In Business Negotiations Within Selected Public Institutions In Ghana' (2019) 8 IJIRD

VI. Asabagna, C. (2019) “Charitable Organisations and Donations in Ghana: A Tax Perspective”, (Forthcoming), Lancaster University Ghana Law Journal

VII. Akyeampong, L., Mensah, I. J. (2019) Solid Waste Management in Adentan Municipality, Journal of Business Research (JBR) JBRICB/1804, UPSA, Accra

VIII. Courage Asabagna & Professor Raymond Atuguba, “The International Comparative Legal Guide to: Environment & Climate Change Law 2019” Global Legal Group, 16th ed.

18.0 CHALLENGES

I. The Faculty is unable to conduct tutorials because of some constraints:

Firstly, inadequate lecturers for the type of tutorials required.

Secondly, Insufficient classrooms for the group tutorial

II. The Faculty's major problem is inadequate classrooms. Moreover, most of the lecture rooms in the AB Block do not have the needed facilities to enhance the smooth teaching. This frustrates teaching, especially for large classes.

III. Moot Court Activities: The Faculty has not been able to carry out Moot Court activities properly because of lack of space.

IV. The materials at the library are inadequate. It lacks some essential books, such as the Supreme Court Law Reports, which are essential for legal training.

V. Lack of funds for planned seminars and other Faculty activities.

19.0 OUTLOOK FOR 2020

I. International Moot Court Competitions: The Moot Court Society is earnestly preparing for the 2020 Jessup Moot Court competition. Various measures are being put in place to ensure that our team of Mooters will emerge winners in that competition. The Society is also looking forward to bringing some universities within the West Africa sub-region together under the roof of UPSA to participate in a moot competition. If it happens, it will be the first of its kind in the country.

II. Create and sustain a culture that supports commitment and teaching excellence.

III. Recruitment of more Lecturers with Doctorate Degrees, as well as those of the rank of Senior Lecturer and above.

IV. Promote a legal education that embraces elements of professional training through clinical legal education.

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 the 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.

VII. The Faculty meeting agreed to put together some materials for short courses that can be marketed to relevant institutions and people to raise money for the University.

20.0 RECOMMENDATIONS TO GROW THE FACULTY.

I. 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.

II. In the short term, the immediate acquisition of appropriate classroom facilities to enhance teaching and learning would be of great value.

III. The provision of office space and facilities for all faculty, including adjuncts.

- IV. Development of a Faculty of Law Journal to encourage legal scholarship.
- V. Encouraging individual lecturers to publish in refereed journals and also promoting collaborative research among Faculty.

21.0 CONCLUSION

We concede that there have been some challenges during the reporting period. The most critical one is the recruitment of teaching staff at the senior level. It is an uphill task. The surest way to address this endemic problem is for the University to develop an accelerated policy of training a large number of lecturers in the PhD programme to fill the gap. In the short term, it will be expensive, but in the long term it will be a major asset to the University. In spite of this and other challenges, the Faculty, within its relatively short term of existence, is gradually establishing itself as a leading Law Faculty in the country. The Faculty is now attracting a large pool of applicants and we believe, with the support of Management, we should be able to fulfil our mandate of providing quality legal education in the country.

WEEKEND SCHOOL



Dr. Ampem Darko Aniapam
Dean, Weekend School

1.0 INTRODUCTION

The Weekend School of the University of Professional Studies, Accra was established in 2009 to alleviate the problems and difficulties many workers face in the existing Morning and Evening Schools. The Weekend School has since admitted students to various undergraduate and diploma programmes and graduated its ninth (9th) batch of students in July 2019.

1.1 Our Mission

To produce scholars who aspire to become tomorrow's practitioners and leaders. The School aims to use the advancement in modern technology and enriched curricular to educate its students through the integration of academic excellence and professionalism.

1.2 Our Vision

We are aiming to become one of the top Weekend Schools of Higher Education globally, with a reputation for research and teaching.

2.0 STAFFING POSITION

The Weekend School is managed by two (2) permanent staff as shown in Table 1 below.

Table 1: The Staffing Position of the Weekend School

No.	Name	Rank /Position
1.	Dr. Ampem Darko Aniapam	Lecturer/Dean
2.	Mr. James A. Fosu	Assistant Registrar/School Officer

3.0 ACADEMIC PROGRAMMES OF THE WEEKEND SCHOOL

The Weekend School collaborates with four (4) faculties in the University for its teaching staff requirements. The faculties are:

- Faculty of Accounting and Finance
- Faculty of Management Studies
- Faculty of Information Technology and Communications Studies
- Faculty of Law

3.1 Academic Programmes

During the 2019/2020 academic year, the Weekend School continued with its existing six (6) undergraduate and four (4) diploma programmes for the year 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. Bachelor of Science in Accounting and Finance
6. Bachelor of Science, IT Management
7. Diploma in Accounting
8. Diploma in Marketing
9. Diploma in IT Management
10. Diploma in Management Studies

3.2 Additional Academic Programmes

In addition to the above, the Weekend School in collaboration with the Faculty of Information Technology and Communication Studies successfully added the following degree programme(s) to its portfolio of programmes during the 2019/2020 Academic Year. These are:

- Bachelor of Arts in Public Relations Management

3.3 Growth of Weekend Academic Programmes

From its inception in 2009 to 2016, the weekend school offered only four (4) academic programmes, namely;

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

However, between 2017 to 2019, there has been a steady growth in the number of academic programmes offered at the Weekend School. The period has seen three (3) degree and four (4) diploma programmes added to the stock of programmes offered at Weekend School. This brings the number of academic programmes offered at the Weekend School to a total of eleven (11) as at November 2019.

1. Bachelor of Science in Accounting and Finance
2. Bachelor of Science, I.T. Management
3. Bachelor of Arts in Public Relations Management
4. Diploma in Accounting
5. Diploma in Marketing
6. Diploma in IT Management
7. Diploma in Management

This effort to increase academic programmes at the Weekend School in collaboration with the various faculties of the University has stemmed the tide of decline in enrolment at the School. This was possible through the relentless effort of the School team in highlighting the benefits of being a weekend student and encouraging parents and students to enroll at the Weekend School.

4.0 STUDENTS ENROLLMENT – 2019/2020

This section highlights new applications, admissions, and total enrolment for the period under consideration.

4.1 Fresh Applicants to the Weekend School for the 2019/2020

As indicated in Table 2 below, a total number of 678 candidates applied to the Weekend School for the 2019/2020 academic year. Out of this number, 343 were male, with the remaining 335 were female.

Table 2: Fresh Applicants of Weekend School – 2019/2020

Programme	Weekend		Grand Total
	M	F	
Bachelor of Arts in Public Relations Management	15	29	44
Bachelor of Business Administration	73	123	196
Bachelor of Science in Accounting	67	52	119
Bachelor of Science in Accounting and Finance	42	24	66
Bachelor of Science in Actuarial Science	4	1	5
Bachelor of Science in Banking and Finance	5	7	12
Bachelor of Science in Business Economics	0	1	1
Bachelor of Science in Information Technology Management	42	8	50
Bachelor of Science in Marketing	36	42	78
Bachelor of Science in Real Estate Management and Finance	6	0	6
Diploma in Accounting	18	13	31
Diploma in Information Technology Management	13	0	13
Diploma in Management	14	15	29
Diploma in Marketing	6	9	15
Diploma in Public Relations Management	2	11	13
TOTAL	343	335	678

4.2 Fresh Admissions to the Weekend School For 2019/2020

As shown in Table 3 below, out of the 678 applicants to the Weekend School, 511 (representing 75.4%) were given admission to pursue various programmes at the Weekend School.

Program	Weekend		Grand Total
	M	F	
Bachelor of Science in Accounting			
Level 100	25	10	35
Level 200	13	17	30
Level 300	15	15	30
Bachelor of Business Administration			
Level 100	33	50	83
Level 200	12	22	34
Level 300	11	27	38
Bachelor of Science in Banking and Finance			
Level 100	2	2	4
Level 200	1	2	3
Level 300	1	3	4
Bachelor of Science in Marketing			
Level 100	12	10	22
Level 200	11	9	20
Level 300	5	17	22
Diploma in Marketing			
Level 100	3	6	9
Diploma in Management			
Level 100	11	8	19
Diploma in Accounting			
Level 100	14	10	24
Bachelor of Science In Information Technology Management			
Level 100	20	3	23
Level 200	7	2	9
Level 300	4	1	5
Diploma in Information Technology Management			
Level 100	9	0	9
Bachelor of Arts in Public Relations Management			
Level 100	8	10	18
Level 200	2	4	6
Level 300	0	2	2

Bachelor of Science in Actuarial Science			
Level 100	0	0	0
Level 200	1	0	1
Bachelor of Science In Real Estate Management and Finance			
Level 100	0	0	0
Bachelor of Science in Business Economics			
Level 100	0	1	1
Level 200	0	0	0
Bachelor of Science in Accounting and Finance			
Level 100	16	9	25
Level 200	8	7	15
Level 300	9	5	14
Diploma in Public Relations Management			
Level 100	1	5	6
Total	254	257	511

4.3 Fresh Enrollments to the Weekend School for 2019/2020

Out of 511 fresh admissions to the Weekend School for the 2019/2020 academic year, 399 enrolled representing 78.1% of total weekend admissions as indicated in Table 4 below. A total number of 112 representing 21.9% of freshly admitted students failed to enroll for the 2019/2020 academic year.

Table 4: Fresh Enrolments of Weekend School – 2019/2020

Programme	Weekend		Total
	M	F	
Bachelor of Science in Accounting			
Level 100	22	6	28
Level 200	8	11	19
Level 300	13	14	27
Bachelor of Business Administration			
Level 100	28	39	67
Level 200	12	18	30
Level 300	10	24	34
Bachelor of Science in Banking and Finance			
Level 100	1	1	2
Level 200	1	1	2
Level 300	1	3	4
Bachelor of Science in Marketing			
Level 100	11	7	18
Level 200	8	5	13
Level 300	5	16	21
Diploma in Marketing			
Level 100	3	1	4
Diploma in Management			
Level 100	5	5	10
Diploma in Accounting			
Level 100	10	5	15
Bachelor of Science in Information Technology Management			
Level 100	18	2	20
Level 200	6	2	8
Level 300	3	1	4

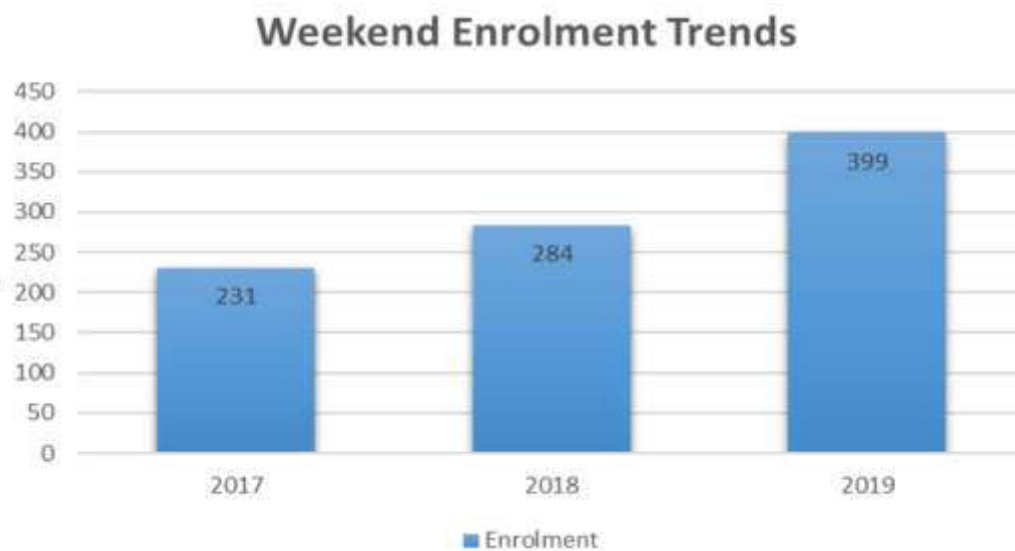
Diploma in Information Technology Management

Level 100	7	0	7
Bachelor of Arts In Public Relations Management			
Level 100	6	5	11
Level 200	1	3	4
Level 300	0	2	2
Bachelor of Science in Actuarial Science			
Level 100	0	0	0
Level 200	1	0	1
Bachelor of Science in Real Estate Management and Finance			
Level 100	0	0	0
Bachelor of Science in Business Economics			
Level 100	0	0	0
Level 200	0	0	0
Bachelor of Science in Accounting and Finance			
Level 100	15	7	22
Level 200	5	7	12
Level 300	8	4	12
Diploma in Public Relations			
Level 100	0	2	2
Total	208	191	399

4.4 Enrollment Trends of the Weekend School from 2017-2019

An analysis of the enrollment trends in Figure 1 below indicates that fresh enrolments of 2019 exceeded that of 2018 enrolments by about 40.49%.

Figure 1: Enrollment Trends of The Weekend School From 2017 to 2019



4.5 Total Registered Students of Weekend School (Fresh & Continuous) For 2019/2020

As indicated in the Table 5 below, a total number of 856 students (both fresh and continuous students) have registered for the first semester of the 2019/2020 academic year as at the end of second week of November 2019. This figure is expected to increase to over 900 by the end of the semester. This is because, quite a number of the continuous students are yet to register for the semester.

Table 5: Total Registered Students of Weekend School (Fresh & Continuous) – 2019/2020

Programme	Level 100			Level 200			Level 300			Level 400			Grand Total
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
Bachelor of Business Administration	27	35	62	32	38	70	35	43	78	40	58	98	308
Bachelor of Science Accounting	21	8	29	19	22	41	39	32	71	46	53	99	240
BSc Accounting & Finance	16	7	23	12	9	21	11	6	17				61
Bachelor of Science Banking & Finance	1	1	2	3	4	7	6	11	17	6	11	17	43
Bachelor of Science Marketing	11	8	19	16	10	26	15	26	41	10	7	17	103
Bachelor of Arts in Public Relations Mgt.	4	3	7										7
BSc Information Technology Mgt.	18	2	20	13	2	15							35
Diploma in Accounting	10	5	15	5	3	8							23
Diploma in Information Technology Mgt.	4	0	4	4	0	4							8
Diploma in Management	5	5	10	4	5	9							19
Diploma in Marketing	3	1	4	3	2	5							9
Total	120	75	195	111	95	206	106	118	224	102	129	231	856

5.0 GRADUATION STATISTICS

The ninth batch of students from the Weekend School graduated in July, 2019. As shown in Table 6, 291 students from the Departments of Accounting, Banking & Finance, Business Administration and Marketing graduated in July of 2019.

The percentage of classes that the students obtained ranged from 2.7% for First Class to 7.2% for pass as shown in Table 7.

As shown in Table 8 below, a total of 18 students however could not graduate due to various reasons.

Table 6: Performance of 2019 Graduating Students of Weekend School

PROGRAM	1st Class			2nd Upper			2nd Lower			3rd Class			Pass			Grand Total
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	
ADMIN	0	3	3	14	7	21	19	22	41	14	34	48	3	4	7	120
ACCT	3	0	3	24	11	35	11	16	27	16	18	34	4	6	10	109
BANK. & FIN.	0	1	1	2	2	4	2	3	5	4	3	7	2	1	3	20
MARKETING	0	1	1	6	7	13	12	2	14	6	7	13	1	0	1	42
Total	3	5	8	46	27	73	44	43	87	40	62	102	10	11	21	291

Table 7: Percentage Distribution of Classes Obtained By 2019 Graduating Students of Weekend School

Class	1 st Class	2 nd Upper	2 nd Lower	3 rd Class	Pass	Total
All Programmes	2.7%	25.1%	29.9%	35.1%	7.2%	100%

Table 8: Students Who Did Not Graduate By Departments

DEPARTMENT	MALE	FEMALE	TOTAL
Accounting	3	6	9
Banking & Finance	1	0	1
Business Admin.	4	2	6
Marketing	2	0	2
Grand Total	10	8	18

6.0 EXAMINATION MALPRACTICES

Six (6) students of the Weekend School were involved in examination malpractices during the second semester examinations. Majority of them were males as indicated in the Table 9 below

Table 9: No. of Students Involved in Examination Malpractices by Faculties

FACULTY	MALE	FEMALE	TOTAL
Accounting & Finance	2	0	2
Information Technology & Communications Studies.	1	0	1
Management Studies	2	1	3
Grand Total	5	1	6

7.0 KEY ACTIVITIES UNDERTAKEN AT THE WEEKEND SCHOOL

As shown in Table 9 below, the School undertook a number of academic activities aimed at achieving the School's objective of providing a conducive environment for effective teaching and learning.

Table 10: Some Activities Undertaken at the Weekend School

No.	Activity	Date	Remarks
1	Professional Master Class Programme	Saturday 16 th March, 2019	<p>i. Getting employed, retaining employment and building a successful career – Mr. Daniel Afari (Supreme Genesis Investment Ltd).</p> <p>ii. Positioning yourself for the competitive business environment: what does it take – Mr. Romanus Arthur (Crystal Capital Investment Ltd).</p> <p>iii. Jump-starting your career with the right professional mindset – Prof. Sylvester Achio (Former VC of ATU).</p> <p>iv. Building a successful career - Mr. Shine Torsoo (Marketing Manager, Promasidor Gh).</p>
2	Defense of final project work for weekend students	27 th April, 2019	Thirty eight groups made up of 12 groups for Faculty of Accounting & Finance; and 26 groups for Faculty of Management Studies successfully defended their final proposals
3	Registration and medical examination for fresh Weekend Students,	Monday 19 th August – Saturday 31 st September, 2019	A few are yet to complete the registration process because they have not done the medical examination
4	Registration of continuing Weekend Students.	Monday 19 th August – Saturday 31 st September, 2019	A few are yet to complete the registration process because they have not paid their fees.
5	Teaching began for Continuing Weekend Students	Friday, 6 th September, 2019	Started on time and went on smoothly
6	Orientation for weekend fresh students	Friday, 6 th September – Saturday, 7 th September, 2019	The programme, which was chaired by the Dean of Faculty of Management, went on successfully. Representatives from the Industrial Relations, Clinic, Student Services, Students' Loan Trust and Narcotics Control Board were present to take the students through various topics

7	Teaching began for fresh weekend students	Friday, 13 th September, 2019	Started on time and went on smoothly
8	Add and drop for weekend students	Saturday, 21 st September, 2019	Went on smoothly without any problem
9	Defense of project work proposal for weekend students	Saturday, 2 nd November, 2019	A total number of 22 groups for Faculty of Accounting & Finance; and 20 groups for Faculty of Management Studies successfully defended their proposals
10	Submission of internship reports	Friday, 27 th September – Sunday, 29 th September, 2019	The Weekend School took delivery of 248 (225 for degree students and 23 for diploma students) internship reports which were sent to Industrial Relations Office for onward submission to the various faculties.
11	Matriculation of Weekend Students	Friday, 4 th October, 2019	Three Hundred and ninety-nine weekend freshmen participated in the ceremony
12	Re-sit registration for weekend students	Saturday, 5 th October 2019	Went on smoothly without any problem
13	Time with entrepreneurs series	Sunday 20 th October, 2019	<ul style="list-style-type: none"> i. Mr. Obed Twum – Founder & CEO (Traingh Ltd.) ii. Mr. Anthony Boateng – CEO (Kingdom Billionaires Network) iii. Ms. Barbara Ruby
14	Mid-semester examinations for weekend students	Saturday, 28 th – 29 th October, 2019	Went on smoothly without any problem
15	Teaching ended for weekend students	Sunday, 1 st December, 2019	Lectures ended on time with no problems
16	Start and end of examinations for weekend students	Friday, 6 th December – Sunday, 23 rd December, 2019	Exams went on smoothly

8.0 TARGETS FOR 2019

During the year under review, the Management of the Weekend School set the following targets:

- To achieve a 25% increase in fresh/new student's enrollment.
- To improve upon the quality and timely service to our students.
- To increase the number of permanent staff at the Weekend School.
- To change some of the non-functioning office equipment at the School.

8.1 ACHIEVEMENTS

Despite some of the constraints that we experienced at the School, we were able to accomplish some of our goals. Some of these achievements are;

- i. With the support of Management of the University as well as the other units and directorates, the Weekend School continued with the growth in enrollment for the past two (2) years. The total number of enrollments for 2019 was about forty-one percent (41%) higher than that of 2018, and also higher than the 25% we set for the School.
- ii. Collaborating with the Management of faculties has led to the increase of programme portfolio of the weekend school from ten (10) to eleven (11) programmes.
- iii. Collaborated with the faculties and the academic directorate to reduce the number of weekend students who could not graduate as shown in Table 9 above. The Weekend School did this by compiling the list of all ICs and all other related problems and submitted them to the faculties and the academic directorate to work on them long before broad sheets are prepared. This was achieved through the drive of rendering quality and timely service to our students.

9.0 CHALLENGES

Even though the Weekend School was able to achieve some of its objectives, they were not without some operational challenges. A few of such challenges were as listed below.

i. Staffing

The Weekend School is seriously understaffed with only two (2) staff (The Dean and the School Officer). The School needs at least one Administrative Assistant to help with the smooth running of the secretariat. This has resulted in the staff of the School operating seven (7) days a week schedule without any day off. This was one of the targets we set for 2019. Unfortunately, we were unable to achieve the target.

ii. Noise Levels on Weekends

This year has witnessed unprecedented levels of noise on campus on weekends. This is because of permission given to people to use lecture halls and the auditorium during lecture hours on weekends. Churches are also flouting the rule of closing before 9.45am on Sundays. The Dean and the school officer had to intervene on several occasions on weekends to either warn or disconnect microphones to manage the situation. The offenders always produce permission letters signed by some authorities granting them permission to use the facility at lecture hours.

iii. Writing of Interim Assessments (IAs) on Weekends

There were also situations of lecturers scheduling regular students IAs on weekends without consultation with the Management of the Weekend School. This results in weekend students starting lectures very late. On some few occasions, the Dean and the School Officer had to interrupt an IA and drive away hundreds of regular students to enable the weekend students to start their lectures.

10.0 FOCUS FOR NEXT YEAR

Based on the mission of the Weekend School and the University as a whole, the Weekend School in 2020 hopes to improve upon its modest achievements for the year by doing the following:

- i. Collaborating with other faculties to introduce the degree and diploma programmes that are being run at the regular session, but not at the Weekend School.

- ii. Collaborating with Management and other directorates to continue its enrolment drive by personally calling each qualified applicant and encouraging them to register and enroll.
- iii. Putting in place mechanisms to improve upon the quality and timely service to our students.
- iv. Collaborating with organisations to get some practical attachment for students who are not working.
- v. Collaborating with the Dean of Students and the Business Development Unit to facilitate the scheduling of social activities at non-lecture hours to minimise noise during lecture periods.
- vi. Develop a system for faculties to properly manage the writing of Interim Assessments at the weekend school in an orderly manner.

11.0 RECOMMENDATIONS

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

- Recruitment of at least one Administrative Assistant to assist with the running of the Weekend School.
- Authorities responsible for granting permission for use of lecture halls for social activities must consult with the management of the Weekend School for proper scheduling to avoid disturbances during lecture hours.
- Heads of Departments and Deans are encouraged to inform their members to always consult the Weekend School before scheduling IAs on weekends for regular students to avoid chaos.
- Supporting staff from other units and directorates should make it a point to make themselves available on weekends to provide the services that the weekend students need

SCHOOL OF GRADUATE STUDIES



Dr. John Kwaku Mensah Mawutor
Dean, School of Graduate Studies

INTRODUCTION

This is the annual report on the activities of the School of Graduate Studies spanning January 2019 to December 2019. The School of Graduate Studies has been in existence since January 2009. It runs ten (10) flagship academic programmes that are highly patronised by both local and international students. During the 2019/2020 academic year, it added three (3) more programmes namely: Master of Arts in Security, Peace and Intelligence; Master of Business Administration in Impact Entrepreneurship and Innovations; and Master of Arts in Brands and Communication Management.

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 forty seven (1,447). The School has since graduated nine (9) batches of students.

1.0 Staff Strength

The staff strength of the School of Graduate Studies during the period under review stood at sixty-four (64), with the breakdown presented as follows:

Table 1: 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	-	-			-
Assist. Registrar			1		1
Senior Staff				1	1
Junior Staff (Service Persons)				9	9
Total	29	24	1	10	64

Source: Human Resource Directorate, 2019`



1.1 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 1.1: Graduate School Management Team (Academic)

Sn	Name	Qualification	Rank/Position
1	Dr. John Mensah Kwaku Mawutor	PhD, 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) MPhil (Leadership)	Asst. Lecturer/Coordinator for MBA Marketing, & MBA Corporate Governance

Table 1.2: Graduate School Management Team (Administrative)

No.	Name	Qualification	Rank/Position
1	Mr. Samuel Mensah	MBA Finance	Assistant Registrar/Record Officer
2	Mrs. Eunice Korveh	BSc. HR	Administrative Assistant
3	Mr. Clifford Nii Hammond	BSc Information Technology	Senior IT Officer

2.0 Appointments

2.1 Appointments of Administrative Assistant

During the period under review, a new Administrative Assistant was appointed at the Graduate School. The following coordinators were also appointed:

- Mr. Andrews Ayiku - Coordinator, MBA Impact Entrepreneurship & Innovation
- Mr. Ibn Kailan Abdul Hamid - Coordinator, MA Brands & Communications Management

3.0 Programmes of the School of Graduate Studies

The School of Graduate Studies currently runs the underlisted programmes for the 2019/2020 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
11. Master of Arts in Brands & Communication Management
12. Master of Arts in Peace, Security and Intelligence
13. Master of Business Administration in Impact Entrepreneurship and Innovation

4.0 Graduate School Courses

The programmes offered at the School of Graduate Studies have distinct courses. The courses are categorised 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)

5.0 Accreditation of Academic Programmes

The five-year accreditation for the following Masters programmes expired in 2019:

1. MBA Internal Auditing August 2019

Following from this, the respective faculties collaborating 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 National Accreditation Board for re-accreditation.

5.1 Programmes Assessed in the previous year

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

Table 2: Programmes Assessed by NAB in 2019

Programme	State of Programme
MBA Corporate Governance (Expired 2018)	Re-accreditation completed (certificate yet-to-be issued)

5.2 New Programmes

The proposals for new programmes are at varied 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	MA Brands and Communication
2	MSc. Pensions and Investments
3	MBA Corporate Communication
4	MBA Logistics and Supply
5	MBA Project Management and Finance

6.0 Applications, Admissions and Registration Statistics for Fresh Students

During the year under review, the School of Graduate Studies received one thousand and seventy-six (1076) applications for admissions into the various programmes. Out of the 1076 applications received for the 2019/2020 academic year, one thousand and fifty-seven (1057), representing 98.2 percent of the applicants, were offered admissions into the various programmes. Seven hundred and forty-four (744), representing 70.30 percent of admitted applicants registered for the first semester of the 2019/2020 academic year. Out of the seven hundred and forty-four (744) registered students, four hundred and thirty-three (433) representing 58.2 percent were males, while three hundred and eleven (311) representing 41.8 percent were females. The breakdown of the applications received, admissions offered and registered students by programmes and gender is shown on the next page.

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

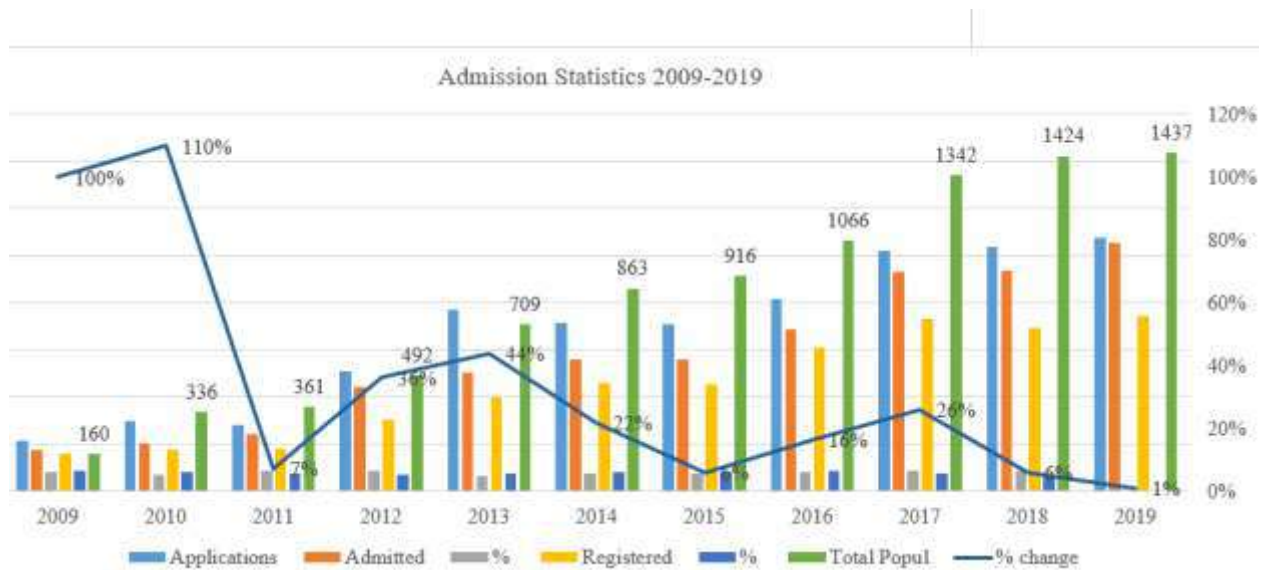
Programmes	Applications			Admissions			Registration		
	M	F	T	M	F	T	M	F	T
MBA A/F	304	195	499	299	195	494	217	140	357
MBA Auditing	17	20	37	16	20	36	12	15	27
MBA Corp. Gov.	50	51	101	51	50	101	35	38	73
MBA TQM	50	53	103	50	53	103	32	40	72
MBA PAF	40	14	54	40	13	53	21	9	30
MBA Int. Aud.	7	2	9	7	2	9	7	1	8
MSc. Leadership MPhil.	4	4	8	5	4	9	3	3	6
Leadership	25	11	36	24	11	35	16	9	25
MBA Marketing	40	41	81	38	39	77	28	31	59
Mphil in Finance	59	16	75	55	15	70	34	10	44
MA PSI	19	3	22	19	3	22	11	1	12
MA B&CM	14	19	33	18	12	30	12	9	21
MBA IE&E	10	8	18	11	7	18	5	5	10
Grand Total	639	437	1076	633	424	1057	433	311	744

Source: USIS, December 2019

Table 3.1: Admission Analysis from 2009 to 2018

Year	Applications	Admitted	%	Registered	%	Total Popul	% change
2009	216	179	82.87	160	89.38	160	100%
2010	297	206	69.36	176	85.43	336	110%
2011	281	245	87.18	185	75.51	361	7%
2012	510	443	86.86	307	69.3	492	36%
2013	771	503	65.23	402	79.92	709	44%
2014	715	558	78.04	461	82.61	863	22%
2015	710	563	79.29	455	80.81	916	6%
2016	818	691	84.47	611	88.42	1066	16%
2017	1022	931	91.1	731	78.5	1342	26%
2018	1036	937	90.44	693	73.95	1424	6%
2019	1076	1057	98%	744	70.39%	1476	7%

Source: USIS, December 2019



6.1 Enrollment Analysis

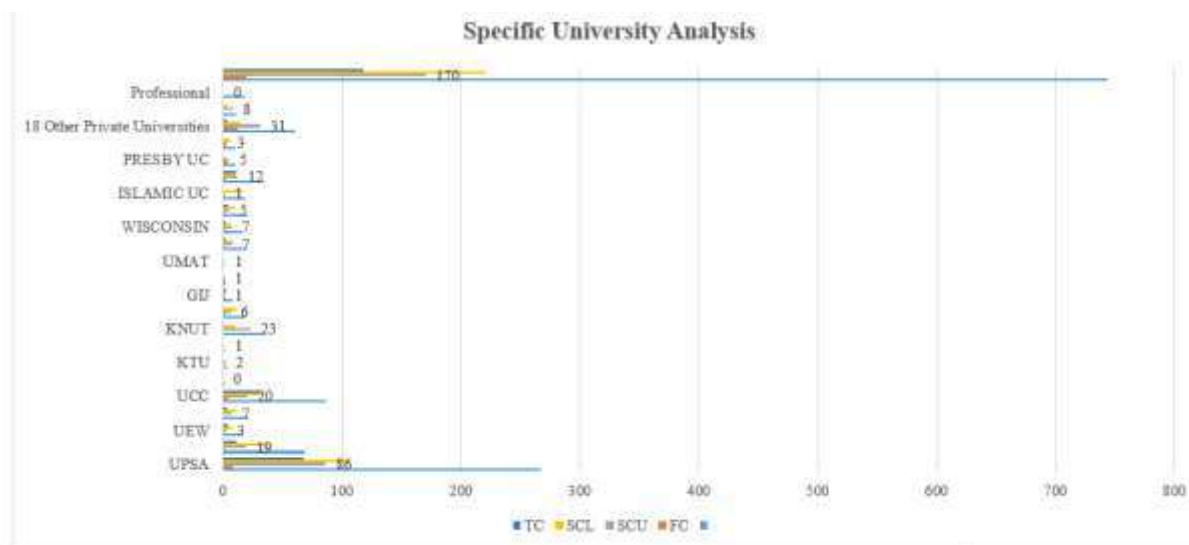
Sector analysis of enrollment into the School of Graduate Studies revealed that over a two-year period, applicants from public universities continue to dominate the entire student's enrollment. During the period under review, applicants from public universities in Ghana accounted for five hundred and thirty-three (533) representing 72% of the total enrollment. Private universities also accounted for one hundred and eighty-two (182) students, representing 24% while, professional and foreign applicants accounted for eighteen (18) and eleven (11) students respectively. This is depicted in the table and diagram below:

SECTOR	2018	2019	2018	2019
Public Universities	484	533	69.84%	72%
Private Universities	165	182	23.81%	24%
Professional programmes	31	18	4.47%	2%
Foreign	13	11	1.88%	1%
	693	744	100%	100%

Source: USIS, December 2019

UNIVERSITIES		FC	SCU	SCL	TC
UPSA	267	8	86	106	68
UG	69	1	19	38	11
UEW	16	1	3	8	4
UDS	21	0	7	11	3
UCC	87	4	20	33	30
TUC	1	1	0	0	0
KTU	3	0	2	1	0
KOF. TU	1	0	1	0	0
KNUST	33	0	23	10	0
GIMPA	18	1	6	11	0
GIJ	8	2	1	3	2
ATU	2	1	1	0	0
UMAT	1	0	1	0	0
VVU	18	1	7	8	2
WISCONSIN	16	1	7	6	2
MUC	20	1	5	10	4
ISLAMIC UC	18	1	1	16	0
CUC	35	2	12	10	11
PRESBY UC	10	3	5	2	0
PUC	10	2	3	5	0
18 Other Private Universities	61	12	31	14	3
Foreign Universities	11		8	3	
Professional	18	0	0	0	0
TOTAL	744	19	170	221	118

Source: USIS, December 2019



Source: USIS, December 2019

7.0 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 6, 2019 at the premises of the School of Graduate Studies. It was meant to inform the freshmen and women on 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 Amartey, the Vice-Chancellor, who was present at the programme advised the students to be worthy ambassadors of the University. He assured them of his commitment to provide a congenial learning environment. Also present were, Prof. Charles Barnor, the Pro-Vice-Chancellor, Rev. Antwi, Director of Finance, Rev. Theophilus Tetteh, the University Chaplain, Directors and Deans, Heads of Departments, and Coordinators.

8.0 Student Population

Registered Students for the First Semester of the 2019/2020 Academic Year

The registration process for the first semester of 2019/2020 academic year began on August 20, 2019 for all fresh students, while that of continuing students began on August 27, 2019. The registration officially ended on September 10, 2019. However, the system was still opened to accommodate students, who had not yet registered, to do so. As at the time of putting together this report, One thousand four hundred and seventy-six (1476) students comprising Seven hundred and forty-four (744) first year students and seven hundred and thirty-two (732) second year students registered for the first semester. The breakdown of the registered students by sex and programme is depicted in Table 5.

Programmes	Level 600 I			600 II			GRAND TOTAL		
	M	F	T	M	F	T	M	F	T
MBA A/F	217	140	357	247	164	411	464	304	768
MBA Auditing	12	15	27	10	11	21	22	26	48
MBA Corp. Gov.	35	38	73	32	44	76	67	82	149
MBA TQM	32	40	72	48	37	85	80	77	157
MBA PAF	21	9	30	17	8	25	38	17	55
MBA Int. Aud.	7	1	8	11	1	12	18	2	20
MSc. Leadership	3	3	6	3	1	4	6	4	10
MPhil. Leadership	16	9	25	17	3	20	33	12	45
MBA Marketing	28	31	59	34	24	58	62	55	117
MPhil in Finance	34	10	44	17	3	20	51	13	64
MA PSI	11	1	12	0	0	0	11	1	12
MA B&CM	12	9	21	0	0	0	12	9	21
MBA IE&E	5	5	10	0	0	0	5	5	10
Grand Total	433	311	744	436	296	732	869	607	1476

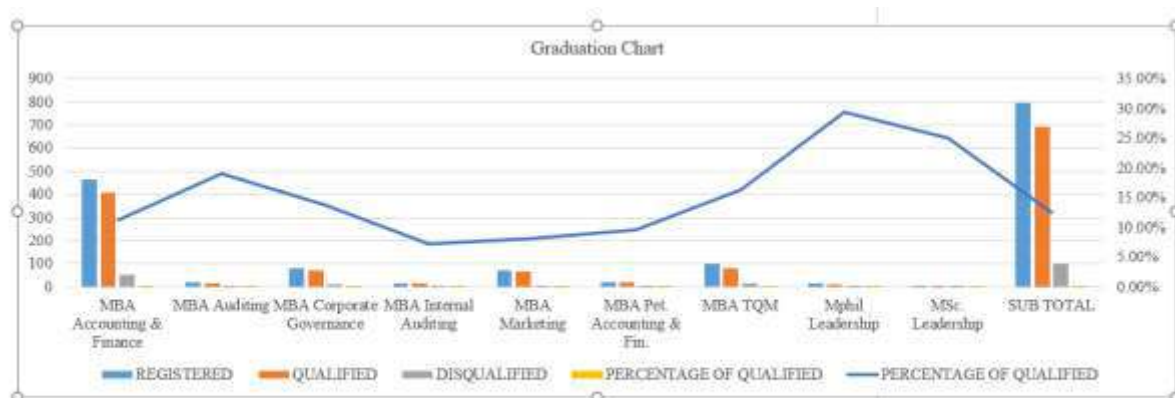
Source: USIS, December 2019

9.0 Graduation Class for 2019

9.1 Decisions of the Examiners Board by Programme

The School of Graduate Studies presented a total number of seven hundred and ninety-four (794) eligible students to the Examiner's Board for consideration. At the end of their sittings, six hundred and ninety-five (695) students representing 87.53% were adjudged to have met the requirements to graduate while ninety-five (95) students, representing (12.47%) did not meet the requirements for graduation. The breakdown is shown in the Table below:

PROGRAMMES	REGISTERED	QUALIFIED	DISQUALIFIED	PERCENTAGE OF QUALIFIED	PERCENTAGE OF QUALIFIED
MBA Accounting & Finance	462	410	52	88.74%	11.26%
MBA Auditing	21	17	4	80.95%	19.05%
MBA Corporate Governance	80	69	11	86.25%	13.75%
MBA Internal Auditing	14	13	1	92.86%	7.14%
MBA Marketing	73	67	6	91.78%	8.22%
MBA Pet. Accounting & Fin.	21	19	2	90.48%	9.52%
MBA TQM	98	82	16	83.67%	16.33%
Mphil Leadership	17	12	5	70.59%	29.41%
MSc. Leadership	8	6	2	75.00%	25.00%
SUB TOTAL	794	695	99	87.53%	12.47%



9.2 2019 Certificates Collection

9.2 2019 Certificates Collection

Issuing of certificates to graduated students from Mondays to Fridays is still ongoing. Despite some isolated cases of students having had their names spelt or ordered wrongly on certificates, the exercise has so far been very successful. The response rate is 81.33%.

Below are the details:

2019 CERTIFICATES ISSUANCE				
S/N	PROGRAMME	CERTIFICATES RECEIVED	CERTIFICATES ISSUED	CERTIFICATES YET TO BE ISSUED
1	MBA Accounting And Finance	370	300	70
2	MBA Auditing	18	18	0
3	MBA Corporate Governance	70	58	12
4	MBA Internal Auditing	10	10	0
5	MBA Marketing	60	43	17
6	MBA Petroleum Accounting & Finance	20	16	4
7	MBA Total Quality Mgt.	78	62	16
8	MPhil Leadership	16	15	1
9	MSc Leadership	6	5	1
	TOTAL	648	527	121

10.0 Seminars

During the period under consideration, the School of Graduate Studies organized the following seminars:

- Practitioners' Forum
- MPhil Seminars
- Post-budget Media Discussion

10.1 2019 Practitioners' Forum

The Practitioners' Forum is part of the requirements for the award of the MPhil/ MSc/ MBA Degrees at the School of Graduate Studies. It is therefore a regular feature of the University's calendar. The Course introduces students to professional grooming and teaches all forms of Corporate Etiquettes: Dining etiquette, communication etiquette, telephone etiquette,

meeting etiquette, travel etiquette, email etiquette, voicemail etiquette, business cocktail-party etiquette, wardrobe etiquette, and more. The course is specifically designed to prepare students to lay the foundation for businesses as well as polishes their skills to improve their professional image. Additionally, students are challenged to internalise and demonstrate fundamental business and corporate etiquette, as well as be equipped with practical knowledge to function well and add value to their work. The seminar sessions thus, provide the platform for examining how students can apply knowledge gained through the course in industry situations.

11.0 Industrial Visitation

Students of MBA Petroleum Accounting and Finance paid industrial visits to the following sites during the period under review:

- Ghana Gas – Atuabo, Western Region
- GNPC – Accra
- BOST – Accra

12.0 Memorandum of Understanding

The School of Graduate Studies facilitated the signing of memorandum of understanding (MoU) with the following organizations:

- Institute of Directors Ghana (IOD)
- Institute of Professional Education and Research (IPPER)

13.0 Seminars

MPhil Research Seminar

The School of Graduate Studies organized several research seminars for both MPhil Leadership and MPhil Finance students. There were eight seminars for the MPhil Finance students during the semester. The objective of these seminars was to equip the students with the necessary research tools and knowledge to conduct independent and original research.

13.1 MPhil Proposal Defense

MPhil proposal defense for both MPhil Leadership and MPhil Finance students started on November 11, 2019 and ended on November 14, 2019. In all, seventeen (17) MPhil Leadership and sixteen (16) MPhil Finance students, making up a total of thirty-three (33) students successfully defended their thesis. Seventeen (17) MPhil Leadership and four (4) MPhil Finance students were asked to re-present.

13.2 Institute of Chartered Accountants Ghana Examinations

The Institute of Chartered Accountants Ghana examination at the School of Graduate Studies commenced on November 4, 2019 and ended successfully on November 8, 2019. In all, seven hundred and fifty students wrote their examinations at the Graduate School.

14.0 Challenges

- Inadequate public address systems and office furniture to facilitate effective teaching and learning.
- Lack of adequate gadgets such as USB microphones, and camcorders to improve the efficiency and effectiveness of the WEBEX system
- Inadequate desktop computers and the lack of a multi-functional printers to cope with the volumes of documents that have to be printed.

15.0 Projections for the year 2020

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

- i. Reduce all forms of indiscipline among students
- ii. Help track the performance of our alumni on the job market
- iii. Improve the sanitation of the School
- iv. Increase student intake by introducing more demand-driven programmes

EVENING SCHOOL



Dr. Mrs. Helen K. Arkorful
Dean, Evening School

I.0 OVERVIEW

Consequential to receiving the Presidential Charter in September 2008 to award degrees, diplomas, and certificates, the Evening School of the University was created two years later (2010) to address the peculiar challenges associated with working and acquiring tertiary education concurrently. Thus, over the past nine (9) years, the School has faithfully met the academic needs of this market segment. From 2015, the School expanded its market to include graduates from the senior high schools due to the high demand for tertiary education. Since its inception, the School has seen a steady increase in its student population. During the 2019/2020 academic year, the School received 1557 applications out of which 1486 received admission. The School hopes to increase its intake in the coming years as the University expands its facilities. During the 11th congregation, the Evening School graduated 667 students. It is worthy to note that the school recorded six first classes and no failure. The year under review saw more cooperation with the faculty officers which ensured smooth operations. The School hopes to embark on outreach programmes to reach out to mature students for whom the school was initially set up.

2.0 STAFF POSITION

2.1 Senior Members/Support Staff

There is a core staff of five made up of three senior members and two national service persons. The School receives additional administrative support from the faculties. Table one illustrates the core staff position.

Table 1: Staff Position

NO	NAME	QUALIFICATIONS	RANK	STATUS
1	Dr. (Mrs.) Helen K. Arkorful	DBA (SMCU), 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	Abigail Tetteh	BBA (UPSA)	Admin. Assistant	National Service
5	Jessie Yao Foli	BBA (UPSA)	Research Assistant	National Service

3.0 PROGRAMMES

The Evening School covers all the mainstream undergraduate and diploma programmes in addition to the newly introduced programmes: Bachelor of Science in Business Economics and Bachelor of Science in Real Estates Management. Below is the list of the programmes:

- 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. Bachelor of Science in Business Economics
- x. Bachelor of Science in Real Estates Management
- xi. Bachelor of Law (Post First Degree)
- xii. Diploma in Management
- xiii. Diploma in Accounting
- xiv. Diploma in Marketing
- xv. Diploma in Public Relations Management
- xvi. Diploma in Information Technology Management

4.0 POPULATION STATISTICS OF EVENING STUDENTS

4.1 Total Students Population

Total students population for the 2019/2020 academic year is Two Thousand Five Hundred and Seventeen (2,517). This is made up of 1335 males and 1182 females. Table two further illustrates the population statistics.

Table 2: Student population by Programme, Levels, and Gender.

PROGRAMMES	REGISTRATION		TOTALS
	MALES	FEMALES	
BSC ACCOUNTING			
LEVEL 100	29	21	50
LEVEL 200	47	46	93
LEVEL 300	98	89	187
LEVEL 400	84	66	150
TOTAL			480

BACHELOR OF BUSINESS ADMINISTRATION			
LEVEL 100	147	143	290
LEVEL 200	111	102	213
LEVEL 300	75	113	188
LEVEL 400	83	87	170
TOTAL			861
BSC BANKING & FINANCE			
LEVEL 100	8	8	16
LEVEL 200	7	7	14
LEVEL 300	13	5	18
LEVEL 400	11	10	21
TOTAL			69
BSC MARKETING			
LEVEL 100	20	20	40
LEVEL 200	22	26	48
LEVEL 300	24	32	56
LEVEL 400	26	22	48
TOTAL			192

BSC INFO TECH MGT			
LEVEL 100	34	8	42
LEVEL 200	25	6	31
LEVEL 300	34	5	39
LEVEL 400	40	5	45
TOTAL			157
BACHELOR OF ARTS IN PUBLIC RELATIONS MGT			
LEVEL 100	12	20	32
LEVEL 200	10	32	42
LEVEL 300	20	45	65
Level 400	5	23	28
TOTAL			167
BSC ACTUARIAL SCIENCE			
LEVEL 100	1	0	1
LEVEL 200	3	1	4
LEVEL 300	0	0	0
LEVEL 400	0	0	0
TOTAL			5
BSC ACCOUNTING AND FINANCE			
LEVEL 100	22	8	30
LEVEL 200	24	7	31
LEVEL 300	13	5	18
TOTAL			79

BSC BUSINESS ECONOMICS

LEVEL 100	1	0	1
LEVEL 200	-	-	-
TOTAL			1
BACHELOR OF LAW (POST FIRST DEGREE)			
LEVEL 200	47	36	83
LEVEL 300	51	40	91
LEVEL 400	73	30	103
TOTAL			277
DIPLOMA IN MARKETING			
LEVEL 100	2	6	8
LEVEL 200	0	8	8
TOTAL			16
DIPLOMA IN MANAGEMENT			
LEVEL 100	10	15	25
LEVEL 200	11	15	26
TOTAL			51
DIPLOMA IN ACCOUNTING			
LEVEL 100	10	6	16
LEVEL 200	13	11	24
TOTAL			40

DIPLOMA IN PUBLIC RELATIONS

LEVEL 100	16	28	34
LEVEL 200	4	17	21
TOTAL			55
DIPLOMA IN INFO TECH MGT			
LEVEL 100	45	5	50
LEVEL 200	13	4	17
TOTAL			67
GRAND TOTALS	1335	1182	2517

Source: USIS November 4, 2019

Table 2.1 Comparing 3 Years of Students Population (2017/2018, 2018/2019 & 2019/2020)

ACADEMIC YEAR	2017/2018		2018/2019		2019/2020	
	Figure	% increase	Figure	% increase	Figure	% increase
Total Population	1991	-	2105	5.42%	2517	16.37%

The population of the Evening School for the 2018/2019 academic year was 2105 as against 1991 for the previous academic year of 2017/2018. This represented a percentage increase of 5.42 in that year. However, there was 10.95 percentage increase in population between 2018/2019 and 2019/2020 academic year.

4.2 Admissions and Enrollment

The total number of students admitted from Level 100 to 300 in the Evening School currently stands at 1569. It also represents 811 males and 758 females. Table 3 provides details as follows:

Table 3: Admission and Enrollment Statistics

PROGRAMMES	ADMISSIONS		TOTALS
	MALES	FEMALES	
BSC ACCOUNTING			
LEVEL 100	41	28	69
LEVEL 200	23	29	52
LEVEL 300	73	67	140
TOTAL			261
BACHELOR OF BUSINESS ADMINISTRATION			
LEVEL 100	201	189	390
LEVEL 200	42	41	83
LEVEL 300	50	87	137
TOTAL			610
BSC BANKING & FINANCE			
LEVEL 100	12	9	21
LEVEL 200	1	0	1
LEVEL 300	0	2	2
TOTAL			24

BSC MARKETING

LEVEL 100	22	24	46
LEVEL 200	12	28	40
LEVEL 300	14	23	37
TOTAL			123

BSC INFO TECH MGT

LEVEL 100	44	10	54
LEVEL 200	18	3	21
LEVEL 300	19	5	24
TOTAL			99

BACHELOR OF ARTS IN PUBLIC RELATIONS MGT

LEVEL 100	13	26	39
LEVEL 200	6	17	23
LEVEL 300	12	34	46
TOTAL			108

BSC ACTUARIAL SCIENCE

LEVEL 100	3	0	3
LEVEL 200	0	0	0
TOTAL			3

BSC ACCOUNTING & FINANCE

LEVEL 100	26	13	39
LEVEL 200	9	1	10
LEVEL 300	5	5	10
TOTAL			59

BSC BUSINESS ECONOMICS

LEVEL 100	5	3	8
LEVEL 200	-	-	-
TOTAL			8
BACHELOR OF LAW (POST FIRST DEGREE)			
LEVEL 200	47	36	
TOTAL			83
DIPLOMA IN MARKETING			
LEVEL 100	5	7	12
TOTAL			12
DIPLOMA IN MANAGEMENT			
LEVEL 100	11	19	30
TOTAL			30
DIPLOMA IN ACCOUNTING			
LEVEL 100	14	9	23
TOTAL			23
DIPLOMA IN PUBLIC RELATIONS			
LEVEL 100	24	35	59
TOTAL			59
DIPLOMA IN INFO TECH MGT			
LEVEL 100	59	8	67
TOTAL			67
GRAND TOTALS	811	758	1569

Source: USIS November 4, 2019

Table 3.1 Admissions comparison for 2017/2018, 2018/2019 and 2019/2020

ACADEMIC YEAR	2017/2018		2018/2019		2019/2020	
	Figure	% increase	Figure	% increase	Figure	% increase
	711	-	1178	39.64%	1569	24.92%

The total admission of the Evening School for the 2018/2019 academic year was 1178 as against 711 for the previous academic year, representing a percentage increase of 39.64%. The 2019/2020 academic year's admission was 1569 as against 1178 for the previous year which represents a percentage increase of 24.92%.

Table 3.2

REGISTRATION STATISTICS (LI00-300) – 2019/2020 (freshmen)

PROGRAMS	REGISTRATION		TOTALS
	MALES	FEMALES	
BSC ACCOUNTING			
LEVEL 100	29	23	52
LEVEL 200	19	26	45
LEVEL 300	69	64	133
TOTAL			230
BACHELOR BUSINESS ADMINISTRATION			
LEVEL 100	150	145	295
LEVEL 200	38	36	74
LEVEL 300	45	85	130
TOTAL			499

BSC BANKING & FINANCE			
LEVEL 100	8	8	16
LEVEL 200	1	0	1
LEVEL 300	0	2	2
TOTAL			19
BSC MARKETING			
LEVEL 100	19	19	38
LEVEL 200	10	20	30
LEVEL 300	14	23	37
TOTAL			105
BSC INFO TECH MGT			
LEVEL 100	34	9	43
LEVEL 200	15	2	17
LEVEL 300	16	5	21
TOTAL			81
BA IN PUBLIC RELATIONS			
LEVEL 100	9	21	30
LEVEL 200	6	14	20
LEVEL 300	12	32	44
TOTAL			94
BSC ACTUARIAL SCIENCE			
LEVEL 100	1	0	1
LEVEL 200	0	0	0
TOTAL			1

BSC ACCOUNTING & FINANCE

LEVEL 100	22	9	31
LEVEL 200	8	0	8
LEVEL 300	3	5	8
TOTAL			47

BSC BUSINESS ECONOMICS

LEVEL 100	3	2	5
LEVEL 200	0	0	0
TOTAL			5

BACHELOR OF LAW (POST FIRST DEGREE)

LEVEL 200	47	36	
TOTAL			83

DIPLOMA IN MARKETING

LEVEL 100	2	6	8
TOTAL			8

DIPLOMA IN MANAGEMENT

LEVEL 100	10	15	25
TOTAL			25

DIPLOMA IN ACCOUNTING

LEVEL 100	10	7	17
TOTAL			17

DIPLOMA IN PUBLIC RELATIONS

LEVEL 100	15	25	40
TOTAL			40
DIPLOMA IN INFO TECH			
LEVEL 100	45	5	50
TOTAL			50
GRAND TOTALS			1304

Source: USIS November 4, 2019

4.3 Top-Up Students Statistics

The total number of students admitted at levels 200 and 300 from the UPISA's diploma programmes and other institutions stands at 626. This is made up of 396 level 300 and 230 level 200 students respectively. It also represents 342 males and 284 females. Table 4 provides details as follows:

Table 4: Top-Up students Statistics

PROGRAMME	FEMALES	MALES	TOTAL
BBA			
LEVEL 200	42	41	83
LEVEL 300	50	87	137
TOTAL			220
BSC ACCT			
LEVEL 200	23	29	52
LEVEL 300	73	67	140
TOTAL			192

BSC ACCT. AND FIN.				
LEVEL 200	9	1	10	
LEVEL 300	5	5	10	
TOTAL				20
BSC. BKF				
LEVEL 200	1	0	1	
LEVEL 300	0	2	2	
TOTAL				3
BSC IT				
LEVEL 200	18	3	21	
LEVEL 300	19	5	24	
TOTAL				45
BSC MKT				
LEVEL 200	12	28	40	
LEVEL 300	14	23	37	
TOTAL				77
BA PR				
LEVEL 200	6	17	23	
LEVEL 300	12	34	46	
TOTAL				69
GRAND TOTAL				626

Source: USIS November 4, 2019

4.4 Summary of Admissions and Registration

Table 5:
Summary of Application, Admission and Enrollment (freshmen and Top-up)

PROGRAMME	APPLICATION	ADMISSION	ENROLLMENT	DIFFERENCE
BSC ACCOUNTING	281	261	230	31
BA ADMIN	658	610	499	111
BSC BANKING & FIN.	24	24	19	5
BSC MKT	144	123	105	18
BSC IT	111	99	81	18
BA PR	119	108	94	14
BSC ACTUARIAL SCIENCE	5	3	1	2
BSC ACCT & FIN	67	59	47	12
BSC BUS. ECONS	10	8	5	3
BSC REAL ESTATE MGT & FINANCE	9	0	0	0
LLB (POST FIRST DEGREE)	83	83	83	-
DIP MKT	21	12	8	4
DIP MGT	47	30	25	5
DIP ACCT	29	23	17	6
DIP PR	69	59	40	19
DIP IT	74	67	50	17
TOTALS	1640	1569	1304	265

Source: USIS November 4, 2019

5.0 Graduation

During the 11th Congregation of the University, a total of six hundred and eighty-eight (688) graduates from the Evening School made up of 622 undergraduate and 66 diploma students graduated with various classes of degrees. Tables 6 to 6.2 further illustrates this:

Table 6: Summary by Programmes and Class (Degree)

PROGRAMMES	1 ST CLASS	2 ND CLASS UPPER	2 ND CLASS LOWER	3 RD CLASS	PASS	TOTAL
DEGREE						
BACH. BUS ADMIN	2	56	97	60	29	244
BSC ACCOUNTING	2	31	54	45	21	153
BSC MARKETING	2	17	31	29	7	86
BSC BANKING & FINANCE	0	9	16	27	18	70
BA PR MGT	0	6	16	10	0	32
BSC INFO TECH	0	6	16	10	5	37
TOTAL	6	126	226	174	80	622

Source: USIS November 4, 2019

Table 6.1 Summary by Programmes and Class (Diploma)

PROGRAMMES	DISTINCTION	CREDIT	PASS	TOTAL
DIPLOMA				
DIP ACCOUNTING	0	9	3	12
DIP INFO TECH	0	4	7	11
DIP MANAGEMENT	0	8	9	17
DIP MARKETING	0	6	10	16
DIP PR MGT	0	7	3	10
TOTAL	0	30	25	66

Source: USIS November 4, 2019

Table 6.2 Evening School Graduation Performance

PROGRAMMES	Overall Performance	Evening School Only
BACHELOR OF ARTS IN PUBLIC RELATIONS MANAGEMENT		
FIRST CLASS HONOURS	3	0
SECOND CLASS HONOURS (UPPER DIVISION)	14	6
SECOND CLASS HONOURS (LOWER DIVISION)	15	16
THIRD CLASS HONOURS	3	10
PASS	0	0
BACHELOR OF BUSINESS ADMINISTRATION		
FIRST CLASS HONOURS	23	2
SECOND CLASS HONOURS (UPPER DIVISION)	267	56
SECOND CLASS HONOURS (LOWER DIVISION)	304	97
THIRD CLASS HONOURS	194	60
PASS	67	29
BACHELOR OF SCIENCE IN ACCOUNTING		
FIRST CLASS HONOURS	27	2
SECOND CLASS HONOURS (UPPER DIVISION)	274	31
SECOND CLASS HONOURS (LOWER DIVISION)	247	54
THIRD CLASS HONOURS	168	45
PASS	49	21

BACHELOR OF SCIENCE IN BANKING AND FINANCE

FIRST CLASS HONOURS	12	0
SECOND CLASS HONOURS (UPPER DIVISION)	81	9
SECOND CLASS HONOURS (LOWER DIVISION)	104	16
THIRD CLASS HONOURS	93	27
PASS	51	18

BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY MANAGEMENT

FIRST CLASS HONOURS	2	0
SECOND CLASS HONOURS (UPPER DIVISION)	19	6
SECOND CLASS HONOURS (LOWER DIVISION)	25	16
THIRD CLASS HONOURS	20	10
PASS	6	5

BACHELOR OF SCIENCE IN MARKETING

FIRST CLASS HONOURS	4	2
SECOND CLASS HONOURS (UPPER DIVISION)	52	17
SECOND CLASS HONOURS (LOWER DIVISION)	76	31
THIRD CLASS HONOURS	87	29
PASS	38	7

DIPLOMA IN ACCOUNTING

DISTINCTION	11	0
CREDIT	161	9
PASS	63	3

**DIPLOMA IN INFORMATION TECHNOLOGY
MANAGEMENT**

DISTINCTION	0	0
CREDIT	32	4
PASS	38	7
DIPLOMA IN MANAGEMENT		
DISTINCTION	7	0
CREDIT	119	8
PASS	66	9
DIPLOMA IN MARKETING		
DISTINCTION	1	0
CREDIT	57	6
PASS	60	10
DIPLOMA IN PUBLIC RELATIONS MANAGEMENT		
CREDIT	77	0
DISTINCTION	8	7
PASS	45	3
TOTAL	3070	688

The Evening School did not record any failure both in the undergraduate and diploma programmes. The graduation population of the Evening School represents 22.4% of the overall graduating class of 2019.

6.0 OTHER ACTIVITIES

The Evening School participated in all the major activities of the University as follows:

- Registration: Registration of freshmen started from Monday 18th August, 2019 to Saturday 31st August 2019. Continuing students started their registration on Monday 26th August 2019 and ended on Saturday 31st August 2019. The process was altogether successful.
- Orientation: The orientation programme for the freshers was organized from Monday 2nd September 2019 to Saturday 7th September, 2019. Both undergraduates and diploma evening students participated in the process.
- Matriculation: Matriculation for fresh men and women came off on Friday 4th October, 2019. This was equally successful.

6.1 Monitoring

This was rigorously undertaken by the unit. Especially during the first eight weeks of the semester. The year under review saw a remarkable improvement in faculty's attendance to lectures during the first week, and which continued in the same vein through-out the semester. Lateness to lectures and absenteeism was significantly reduced. The creation of the log book also enhanced tracking of lecturer's attendance to classes.

7.0 FOCUS FOR THE YEAR 2020

The Management of the Evening School intends to devise more effective means of reaching out to workers desiring to undertake academic studies. In this regard it will seek to use all means available, including social media. The School will thus collaborate with the outreach team of the Academic Directorate to pursue its agenda.

8.0 CONCLUSION

The Evening School team is thankful to Management and all stakeholders for the support in executing its mandate throughout the year under review. We look forward to working together with greater collaborations and cooperation in the 2020.

OFFICE OF THE DEAN OF STUDENT AFFAIRS



Mr. Mawuli Feglo
Dean, Student Affairs

1.0 INTRODUCTION

The report covers students activities during the period under review. The year was one of the most eventful and peaceful years in the history of the University. The year also witnessed continued stability in the leadership of the Student Representative Council.

During the year under review, students organised a range of entertainment, education and development-oriented activities, which were facilitated and supervised/monitored by the Office of the Dean of Students. This report covers the major activities undertaken by students within the year.

2.0 STAFF OF THE OFFICE OF THE DEAN OF STUDENTS

There are three full-time employees in this outfit namely: The Dean of Students, Vice-Dean and a Junior Assistant Registrar. There are also two National Service Persons. Table I below provides the names of staff in the Office of the Dean of Students.

Table I: Staff in the Office of the Dean of Students

NO	NAME	DESIGNATION
1.	Mr. Mawuli Feglo	Dean
	Dr. (Mrs.) Philomena Dadzie	Vice-Dean
2.	Ms. Rachel Amarley Addo	Junior Assistant Registrar
3.	Ms. Kausar Mohammed	National Service Person
4.	Mr. Ahmed Musah	National Service Person

3.0 REGISTRATION /RENEWAL OF CLUBS/ASSOCIATIONS

The Office of the Dean of Students registered/renewed the registration of the following four (4) clubs: The Cocoa Advocate Movement; Entrepreneurship Business Club; The Impact Team and the Head of State Awards Scheme Club.

4.0 ELECTIONS BY STUDENT GROUPS

4.1 SRC Elections for the 2019/2020 Academic Year

The SRC organised elections to elect their leaders for the 2019/2020 academic year on Friday 26th April, 2019. The results of elections which were conducted by the Electoral Commission were generally accepted by all candidates.

Table 2 presents the list of executives of the SRC for the 2019/2020 Academic year.

Table 2: List of Executives of the SRC for the 2019/2020 Academic year

NO	NAME	POSITION
1.	Peter Mwinzumah	President
2.	Nathaniel Addo Junior	Vice-President
3.	Leila Nonye Salifu	Secretary
4.	Isaac Akunor	Treasurer
5.	Bernard Addo Obeng	Financial Controller
6.	Beverly Benewa Appiah	Women's Commissioner
7.	Albert Adjetey Sam	External Affairs President
8.	Emmanuel Tenkorang	Auditor
9.	Papulius Appoh	Electoral Commissioner

4.2 GRASAG Elections for the 2019/2020 Academic Year

GRASAG organised elections on 26th and 27th April, 2019 to elect their leaders for the 2019/2020 Academic year. Table 3 presents the list of executives of GRASAG for the 2019/2020 Academic year.

Table 3: List of Executives of GRASAG for the 2019/2020 Academic year

NO	NAME	POSITION
1.	Sidney Quartey	President
2.	Nasir Egyin	Vice-President
3.	Barbara Deladem Mensah	General Secretary
4.	Caleb Nii Lamptey	Financial Secretary
5.	George Anyaba	Organising Secretary
6.	Leticia Baidoo	Women's Commissioner

5.0 SRC AND GRASAG HANDING OVER CEREMONIES

SRC and GRASAG organised separate handing over ceremonies to bring into office their respective leaders for the 2019/2020 Academic year. These ceremonies were attended by the Pro-Vice-Chancellor, Registrar, Dean of Students, and Dean of Graduate Studies.

6.0 WOMEN'S COMMISSION ACTIVITIES

6.1 Entrepreneurship Summit and Exhibition Fair

This three-day programme began from 9th to 11th October 2019 for student participants who had the opportunity to demonstrate their entrepreneurship ideas. The first three students with the best ideas were given cash prizes from funds raised from sponsorship.

6.2. Donation to James Anglican Basic School at Teiman near Accra

The SRC Women's Commission and the women's commission of the Department of Marketing Association together donated assorted items to James Anglican Basic School at Teiman near Accra on 25th October 2019. The items included exercise books, toilet rolls, pens and pencils, sanitary towels, English textbooks, and detergents.

6.3 Health Walk

This took place on the 26th October 2019 from Ayi Mensah to Peduase Lodge. Breast cancer screening, Diabetes and Blood level tests were carried out on participating students.

7.0 GRADUATE STUDENTS ASSOCIATION OF GHANA (GRASAG) ACTIVITIES

7.1 Launch of GRASAG Information Hub

GRASAG launched its Information Hub to ensure that all students have access to relevant academic information. This Information Hub includes an official general WhatsApp platform for all GRASAG members, Facebook, Instagram, and twitter handles for social activities etc.

7.2. GRASAG Health and Breast Cancer Screening

GRASAG organised free Health and Breast Cancer Screening on 19th October 2019 in collaboration with the University's Gender Unit, Alliance for Impact Foundation Medical Team and The National Health Insurance Scheme (NHIS) undertook the exercise. NHIS issued out NHIS Cards to the graduate school students and the UPSA community. Three hundred and four (304) members of the University, including students and staff attended and were screened for various ailments, with One hundred and forty (140) people registering for NHIS. The Health Screening covered the following areas: Breast cancer, Blood pressure, Hepatitis B, Cervical cancer, Sugar Level, Eye, Prostate, and HIV- AIDS.

7.3 GRASAG Akwaaba Night with the Vice Chancellor:

GRASAG organised its Akwaaba Night on the 2nd November 2019 to welcome fresh students of the Graduate School and to create the avenue for networking. The Vice-Chancellor of UPSA was the special guest of honour. The Pro-Vice-Chancellor and the Finance Director were also present at the event. Over six hundred people participated in the event.

1. Purchase of Water Dispensers: The leadership of the GRASAG purchased six (6) new water dispensers for students use in various lecture halls.

2. Metered Air Freshener and Urinal Screens: These were purchased and installed in the washrooms to improve sanitary conditions.

3. Renovation of Old Library at the Graduate School - The old library at the Graduate School has been renovated by GRASAG and now serves as a study room for students and marking center for lecturers. Thirty-five (35) study chairs and the air conditioners in the room have all been replaced.

8.0 GHANA UNION OF PROFESSIONAL STUDENTS (GUPS) CONGRESS

Twenty-Five (25) students, including executives of the SRC attended the Ghana Union of Professional Students (GUPS) Congress at the University of Education, Winneba from 28th August-1st September, 2019. At the Congress, Mr. Teddy Ampofo, an immediate past student of the University was elected the Coordinating Secretary of GUPS.

9.0 WEEK CELEBRATIONS

The following celebrations were observed by various student groups

9.1 The Information Technology and Public Relations Management Students Association Week (11th -16th March, 2019). Activities to mark the celebrations included: excursion to Kakum National park, workshop, games and a talk.

9.2 The Department of Accounting and Banking and Finance Students Association Week (18th-24th March, 2018): Key activities undertaken to celebrate the week included: A talent show, cooking competition, games, finance seminar, business challenge, a football match, and blood donation exercise.

9.3 The Bachelor of Science in Marketing Students' Association and the Association of Business Administration Students Week (25th – 31st March 2019). Notable activities to mark the celebrations included a talk, seminar, health screening and blood donation exercise, cooking competition, donation to an orphanage and industrial tour.

9.4 Faculty of Law Student Week (26th-31st March 2019) Notable activities to celebrate the week were a career symposium, mock trials, sports and movie night.

9.5 SRC Week (1st - 7th April, 2019): Major activities to celebrate the week included workshops, a talk show and an artiste night.

9.6 Akwaaba Week (14th -19th October 2019): The week was organized by the Students' Representative Council. Notable activities to celebrate the week were seminars, music concert, sports competition and a trip to the Sogakope beach resort

10.0 SPORTS

10.1 Young Professional Soccer Tournament
The University participated in a soccer tournament at the University of Ghana, Legon on 17th September, 2019 and won the soccer tournament. Other Universities/Institutions who participated in the tournament included; Kwame Nkrumah University of Science and Technology, University of Ghana, Legon, Forestry Commission, Wisconsin International University College, Ghana Telecom University College, Ghana Institute of Management and Public Administration and Ghana Broadcasting Corporation.

10.2 Other Soccer Competitions

The University also participated in soccer competitions with University of Ghana and Valley View University on 30th September, 2019 and 10th October, 2019 respectively. Our University won both competitions.

10.3 GUSA Cross Country

A team of sports men and women from the University participated in the 24th GUSA Cross Country Race on 2nd November, 2019 at the University of Energy and Natural Resources, Sunyani. Out of ten (10) universities that participated, the male team of UPSA placed 7th, while the female team came 6th out of seven (7) universities that took part.

11.0 DONATION OF WALL CLOCKS

The Students' Representative Council donated forty (40) wall clocks to the University. The wall clocks are being used by the examination unit to conduct examinations.

12.0 BEREAVEMENT

The University lost two (2) students during the year under review. These students have since been buried and delegations from the University attended the funerals to commiserate with the bereaved families. Table 4 provides the names of the deceased students.

Table 4: List of Students who passed away in 2019

NO	NAME	LEVEL	PROGRAMME
1.	Mr. Kwabena Kwarteng	200	Diploma in Management
2.	Mr. Emmanuel Nii Ayittey Kofi Nunoo	200	Bachelor of Science in Accounting and Finance

13.0 CONCLUSION

The Office of the Dean of Students enjoyed tremendous co-operation from Management, colleagues, staff and students during the period under review. We hope this cooperation will continue in the ensuing years.

UNIVERSITY LIBRARY



Mr. Elijah Mensah Librarian

INTRODUCTION

The goal set for 2019 was to promote intellectual growth and creativity by developing collections, facilitating access to information resources, teaching the effective use of information resources, and offering research assistance.

STRATEGIC OBJECTIVES

The strategic objectives for the year included:

1. Empower the University community to discover, explore, and shape the information universe.
2. Investigate our users' library service experience and devise a plan for improvement.
3. Evaluate whether existing services continue to meet current needs of our community and make necessary changes based on findings.
4. Develop a library-wide philosophy and definition of customer service and empower all employees to create a culture of great service and continuous improvement.
5. Complete and implement the current redesign of the University's Library website.

OVERVIEW

The Library had a very successful year as we continue to provide efficient library services. The Library served the entire student population, faculty, and others during the year under review. 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 Common, Research Common, 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 Registrars	1	Library Assistants	2
Assistant Librarians	2	Senior Library Assistants	2	Library Security	5
Assistant Registrars	3	Principal Administrative Assistants	3	National Service Personnel	(15)
				Interns (June – August)	(12)
					19

LIBRARY FACILITIES

SERVICES	QUANTITY	AVAILABLE	ACCESSIBLE
Books Added To Stock (210)	1309	1309	1309
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 on a tour of the Library Complex. Fresh students were also taken through a library orientation to inform them on how to make the most expeditious use of the library's resources.

Three level 300 students on attachment underwent training on the administrative functions of the library. The useful training made the students' work experience at the Library worthwhile.

ELECTRONIC RESOURCES

Past Questions on Virtual learning platform

Past questions were loaded onto a new e-learning platform called UPSA Virtual Learning. Students with credentials can access these digitised past questions on campus and off-campus using their student ID numbers. This resource which is accessible at <https://join.upsavirtual.site/>.

Online Databases

Wiley online library credentials were updated during the year under review.

Login failures for SAGE publications and JSTOR were also rectified by suppliers during the year under review.

QR Code Readers

All digitised past questions have been encoded into Quick Response (QR) codes. Students with a QR code reader app will be able to scan these codes for access.

Library Virtual Site

EBooks have been uploaded onto the new library's virtual site which is accessible at <https://library.upsavirtual.site/>

Access Control

Following the successful staff personnel records updates in April 2019 and subsequent issuance of new students' ID cards, the library delightedly began the activation process of all ID cards to enable access into the Library. Over 95 percent (as of December 03, 2019) of staff and students' ID cards have been activated to access the library Turnstile Access Control.

CONTRACT AWARDED

Greenwich Magazines were awarded a 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 a 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

The library during the year under review received tool set and got access to TEEAL (The Essential Electronic Agricultural Library). TEEAL is a searchable, offline, digital library which contains mainly agriculturally focused reference journals updated annually and delivered by the TEEAL Project Office at Cornell University's Mann Library. To make it user-friendly, the ISTD provided a public IP Address which users can use to access the database both on campus and off-campus and is being preserved at the server room of ISTD to ensure power stability and reliability on a 24hr basis. TEEAL can be accessed on the following address line :

http://teal.upsa.edu.gh/users/sign_in.

Book Donations

(a) A total of nine hundred and eighty-seven (987) books comprised of management, accounting, finance, and law books, were donated to the library by Mr. Harold Opata during the period under consideration; the library has since acknowledged receipt of these books with appreciation.

(b) Dr. Justina Dugbazah donated twelve (12) books entitled "Gender, Livelihoods, and Migration in Africa".

LIBRARY ORIENTATION/VISITATION

Osudoku Senior High Technical School paid a visit to the Learning Commons on 2-3 April, 2019. The students were briefed 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 the institutional repository.

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
14-15/03/2019	Ganiyatu Tiamiyu / Sebastian Ofoe,	Workshop on Open Access	Kumasi, KNUST
07-08/04/19	E. A. Mensah / Rosemary Okai	Committee of University Librarian and their Deputies (CULD)	Ho, UHAS
30/04/2019	Sebastian Ofoe	Ebscohost on IEEE	KIA Center, Balme Library, Legon.
23-29/09/2019	E. A. Mensah	International Federation of Library Association (IFLA)	Athens, Greece

ACCREDITATIONS

During the year under review, the Library received assessors from the National Accreditation Board (NAB), to assess collections on the following programmes;

1. BSc. in Actuarial Science
2. MA Peace, Security, and Intelligence
3. MBA in Marketing
4. MSc. in Insurance Risk Management
5. Bachelor of Law (LLB)

EXTENDED LIBRARY SERVICE

The Library operated a 24-hour service during the 2018/2019 second semester examination from May 2 to June 2, 2019 which was highly patronised because it provided a convenient environment for students to study. The feedback from most students indicated that the extended period improved their GPA. They advised the library to do same during future examinations.

FALL-OUT FROM THE EXTENDED LIBRARY SERVICE

High Patronage

The 24-hour library service was highly patronised. All available seats were filled up to the extent that some patrons ended up using the seats for library assistants. Some cases of patrons fighting over seats were recorded during the period.

Use of Library Information Resources

The observation made during the exercise was that patrons minimally utilised the information resources of the Library but rather utilised their personal information that they brought into the library. In effect, patrons used the library more for a reading and meeting place for group discussions rather than for use of the library's information resources.

Loud Discussions among Patrons

The Library's syndicate rooms and discussion hall were occupied to the fullest during the period of the exercise and so there was excessive noise

making on the floor as patrons who could not find seats at the discussion rooms brought their discussions into the Library's general areas.

Vandalism of Reading Carrels

Some unruly library patrons forced open the ends of the reading carrels to enable them to hold group discussions in the Library's reading sections. This untoward action has left many of the reading carrels in the Library damaged.

Unexplained blaring Fire Alarm at the Library

A panic evacuation of scores of library patrons was witnessed at the Library on May 24, 2019 when the library's fire alarm begun to unceasingly blare following a brief shaking of what appeared to be a small earth tremor. Officials from the Department of Works were immediately brought in to stop the blaring noise; the real cause of the alarm remains unknown.

TRAINING WORKSHOPS

The Otumfuo Center for Traditional Leadership organised a workshop at the Library for Chiefs and staff of traditional council, regional and national house of chiefs on October 28 – November 1, 2019.

ACCESS CONTROL

An access control device has been installed and activated at the library and the tagging of books has been done. Currently, student and staff IDs are being activated and additional Library materials are being processed.

TRANSFER

Mr. Ibrahim Monipaak Amadu, an Assistant Registrar, was transferred from the School of Graduate Studies to the Library.

RETIREMENT

Mr. Alex Nkansah, a Security Officer in the Library retired from the University.

CHALLENGES

Vandalized Library Property

A lot of library chairs, reading carrels, and tables have been damaged due to inappropriate use.

Dysfunctional Book Detection Device

The Library's RFID security device installed at the Library's entrance to facilitate the detection of Library books being smuggled out of the building has not properly functioned ever since its installation. It is feared that some of the Library's books are at risk of theft.

Relocation of Library Bag Centre

To ease the human traffic at the main entrance, the bag unit of the Library has been relocated to the cataloguing room at the north-east side of the library's ground floor. This decision was taken to stop the long queues that are created at the entrance of the Library by patrons depositing their bags at the facility. Although the new bag unit is set up, the Department of Works is yet to assess and create the spaces in the windows where the bags will be presented for deposit.

Online UPS for Library Elevator

A number of library patrons got trapped in the library's elevator during the period under consideration. The service provider who services the lift has recommended the installation of an online UPS to stop the lift from ceasing on the occasion of power outages, this recommendation had been communicated to Management.

Library Building Leakages

Various sections of the library continue to experience leakages whenever it rains heavily. The Works Department has been duly notified about this development.

Uninterruptible Power Supply (UPS)

The centralised Uninterruptible Power Supply (UPS) that services both the ground and first floor has still not been fixed. All electronic equipment is constantly being affected by power outages and this sometimes causes systems errors and instability.

FOCUS FOR THE SUCCEEDING YEAR

The objectives that were set for the year and could not be achieved will be the focus for the succeeding year (2020) and 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, analyse, and use information necessary to become independent lifelong learners.

Library Cooperation

The Library will continue to contribute in developing and supporting libraries through Library cooperation.

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

The staff of the Library would like to thank Management for the timely support and co-operation which has helped to move the Library forward. The staff who worked hard to keep the smooth running are also commended.

INFORMATION SERVICES & TECHNOLOGY DIRECTORATE



James Ami-Narh
Director, Information Services &
Technology Directorate

1.0 INTRODUCTION

During the 2019 fiscal year, the Information Services and Technology Directorate (ISTD) through strong partnerships, delivered technology services and solutions that helped the University of Professional Studies, Accra (UPSA) further its mission of academic and professional excellence. This report provides an overview of various operations and activities, and an update of projects undertaken by each division within the Directorate.

I.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:

1. 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.

I.3 ORGANISATIONAL STRUCTURE

The Directorate consists of three (3) divisions, these are: Infrastructure (I), Enterprise Systems (ES), Policy, Strategy and Support (PSS).

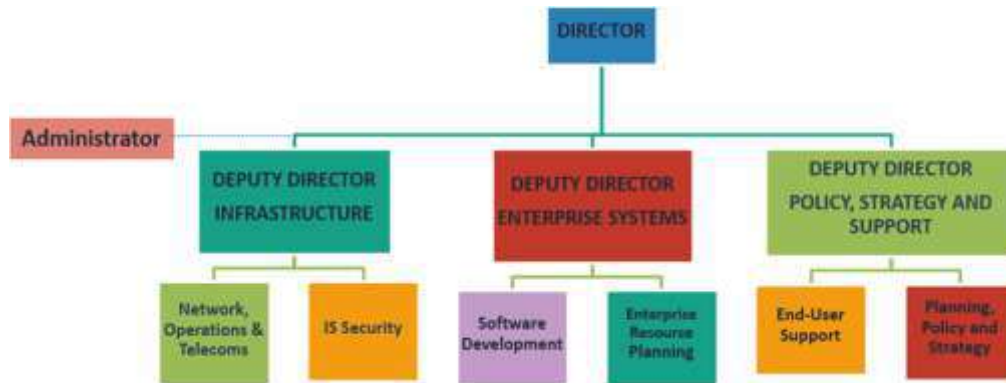


Figure 1: ISTD Organizational Structure

Infrastructure

The Infrastructure division comprises the departments of 1) Telecoms and Networks and 2) Systems Engineering. It 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 modernise and enhance student experience.

I.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, UPISA IT Advisory Committee (ITAC) has been constituted to advise the Vice-Chancellor and Management on campus-wide information technology planning and priorities. The responsibilities of ITAC include:

- Review, evaluate, and make recommendations concerning new policies or implementation of policies relating to technology in support of academic success and concerns of the faculty and staff.
- Make recommendations regarding the various University policies, processes, and projects as it relates to technology and the support of technology for students, faculty, and staff.

1.5 Staffing

A brief summary of the staff strength is presented in the table below:

Table 1.0: ISTD Staffing

Position	Previous Number	Current Number
Director	1	1
Deputy Directors	3	3
Assistant Registrar	1	1
System Administrator	Nil	Nil
Software Engineer	1	1
Network engineer	Nil	Nil
Security specialist	Nil	Nil
IT Officer	2	2
Principle IT Assistant	4	3
Senior IT Assistant	3	2
Computer Technician		3
Audio Technician	2	3
Senior Administrative Assistant	1	1

2.0 REVIEW OF OPERATIONS AND ACTIVITIES

Infrastructure				
	Status			
	Completed	In-progress	Pending	
Active Directory (AD) and Segmentation of Local Area Network	√			UPSA network infrastructure changed from the hierarchical local area network (LAN) to about 15 virtual LANs (VLAN). Deployed user centric Active Directory to provide the authentication and systems management infrastructure for computing resources in the participating IT ecosystem.
Campus Internet	√			<p>The project provides a wireless canopy offering convenient, widely available, high-speed wireless network access to the University community. Eligible users can access the campus network and the Internet through WiFi connections whose signals cover most of the campus.</p> <p>The University Internet service operates on 3 STM-1 (2 STM-1 from MainOne and 1 STM-1 from GARNET).</p>
Eduroam	√			Activation of the accounts of eligible students and staff to the global educational roaming platform is ongoing

Activity	Status			Comment
	Completed	In-progress	Pending	
Library Management System & Access Control System	√			<p>Library access control system with six (6) turnstiles feature integrated card readers ensures that only authorised library users are granted access to the facilities and, compatible with library management systems.</p> <ol style="list-style-type: none"> 1. Tagging of 18,000+ Books labelled with RFID 2. 12,431 Access Control Cards Activated 3. Six RFID Antenna anti- theft alarm installed
Voice over Internet Protocol (VoIP)	√			<p>UPSA has integrated Voice over Internet Protocol (VoIP) into its telecommunication systems. VoIP telephones communicate across our campus data network. VoIP offers enhanced features, such as the ability to support multiple calls at one time, as well as limited conference calling.</p>
LED Screen	√			<p>The Outdoor LED Screen is connected to the campus fiber optic.</p>
Fibre connectivity	√			<p>Fibre connectivity for the following locations into the campus local area network:</p> <ul style="list-style-type: none"> • New Auditorium • Outdoor LED screen • Students' Center • Clinic • AB Block • NB Block

Policy, Strategy & Support				
Activity	Status			Comment
	Completed	In-progress	Pending	
IT policy framework		√		Implementation in progress
New Computers	√			University procured 120 computers for computer lab and offices (80 computers installed at the undergraduate computer lab, and 40 being distributed to various offices) 60 1.5KVA Interactive UPS.
Podiums	√			47 podiums were procured and distributed to various units across the university as indicated below: 1. Graduate School 5 2. Student Centre 5 3. Faculty of Law 2 4. PhD 2 5. LBC 33
Projectors	√			There are currently 55 fitted Projectors on Campus. 3 movable projectors at LBC and 4 movable projectors at Graduate School
Automated help desk Ticketing system	√			Testing and integration with google accounts completed.

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 and in use.
Hostels Management System	√			Updates were made to correct some of the challenges faced last year when the application was used the first time. SMS and Email notifications were also added. Improvements were also made to the reporting for the hostel managers.
Biometric Attendance System		√		ISTD and HR in discussion to install Biometric Attendance System
Antivirus renewal		√		Eset Anti-Virus updated on computers on campus
Online Matricula	√			Online access and downloading of affirmation of matriculation oath deployed
Clearance System	√			System was developed to help the students who have graduated to clear themselves to receive their certificates.
Mature Access Application and Examination System	√			The Mature Access Application helps in the application, admissions process and assessment of candidates who applied through the university's Access Program.

Activity	Status			Comment
	Completed	In-progress	Pending	
WAEC Verification System	√			<p>The WAEC Verification System was designed to:</p> <ul style="list-style-type: none"> • Automatically pulled applicant results from WAEC database. • Verify the applicants results as is from WAEC. • Calculate the grades of the applicant based on the WAEC results as required by NAB standard. • Prevent Duplicate applications • Feed USIS with the applicants who qualifies to be admitted based on the NAB standards.
ID Card System	√			<p>The new ID Card system current design interfaces</p> <ul style="list-style-type: none"> • USIS for student's data entry through excel uploads • Staff HR Management System for staff data entry through excel uploads
USIS Application	√			<ul style="list-style-type: none"> • Freshers are now able to register themselves • Resit registration is now done through student portal • Staff and students are now able to reset their own passwords • Graduation registration now on student portal • Encryption of login IDs

3. CHALLENGES

During the period under review, the Directorate faced a number of challenges in the following areas:

- Poor handling of Audio-Visual Equipment
- Staffing
- Support staff shortage continues to be a major challenge for the Directorate. ES unit needs seasoned developers to develop essential applications for the University.
- Training
- The development staff lack training. Information technology is changing fast and we need to keep our developers up-to-date.

4.0 RECOMMENDATIONS

In the coming year, the Directorate recommends the following:

- Implementation of change of name of Information Services and Technology Directorate (ISTD) to Information Communication Technology Directorate (ICTD)
- Continue to upgrade the technology in the classrooms and conference rooms
- Implement an automated help desk ticketing system to convert customer inquiries from email, phone, chat and social media into support tickets.
- 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
- 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
- Extension of Fibre connectivity to all buildings
- Improving campus security using technology

5.0 2020 OUTLOOK

For the coming year(s) ISTD has outlined the following as key projects to undertake or complete:

I. Customer-centric Approach

- Provide excellent first and second tier technical support services in lecture halls and offices.
- Improve 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
- Applicants document upload - Development updates on USIS that will allow applicants to upload their document for next academic year
- Index Numbers – Need to generate index numbers for only the admitted students to close the gap in the index numbers

2. Secure Assets

- Continue to secure lecture hall audio-visual equipments
- Improve information security culture in the University.
- Campus-wide IP camera installation and a centre for monitoring

3. Expand, Enhance and Maintain University IT Infrastructure

- Enhance IT support services
- Improve WiFi access on campus
- Setup/equip undergraduate computer laboratory for students
- Extend and consolidate the campus fiber backbone network.

4. Optimise IT Resources through Governance

- Train students on the proper handling of audio-visual equipments
- Continue to improve on best practice information system compliance requirements
- Improve the computer – student ratio on campus
- Continue to re-tool and re-organise the Directorate

5. Cultivate a Collaborative IT Culture

- Implement new collaborative tools
- Continue to upgrade the technology in the classrooms and conference rooms
- Continue the implementation of outstanding plans, policies and strategies.
- Working in collaboration with the IPS and Faculty of IT and Communication Studies to establish professional IT training:
 - Cisco Networking Academy
 - Microsoft IT Academy

QUALITY ASSURANCE DIRECTORATE



Mr. George Quartey

Director, Quality Assurance Directorate

1.0 INTRODUCTION

The Quality Assurance Directorate, as part of its contribution to support the University achieve its vision as a world-class education provider, ensured that systems and procedures which have been developed by the University to improve the standard and quality of teaching and learning were effective during the year under review.

This report gives an overview of the activities undertaken by the Directorate during the year under review, which covers the period January to December 2019.

1.1 OBJECTIVES

- To ensure quality of academic programmes
- To ensure quality of teaching and learning
- To safeguard compliance
- To reviews and improve quality assurance policies and practices within the University.

2.0 STAFFING POSITION

The Directorate has a staff strength of seven (7) complemented by a national service person as follows:

- Director - Mr. George Quartey
- Assistant Registrar - Mrs. Edna Kwami
- Assistant Registrar - Mr. Augustine A. Asiedu
- Principal Admin. Assistant - Mr. Ken Puotiere Yelibo
- Administrative Assistants - Mrs. Stella Twum Boateng, Bridget E.Mensa,
- Mr. Albert Oscar Quayson

2.1 MAJOR ACTIVITIES UNDERTAKEN BY THE DIRECTORATE

Major activities undertaken by the Directorate during the year under review are grouped as follows:

- Meeting National Accreditation Board (NAB) requirement
- Surveys/Data Collection for ACU/U-Multi-rank
- Internship SIA
- Evaluation of Teaching and Learning.
- Monitoring

3.0 ACCREDITATION ACTIVITIES

3.1 Re-Accreditation of Existing Programmes.

Four 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 the end of November 2019, application for re-accreditation had been completed and the programme documents submitted to the National Accreditation Board (NAB) to begin the re-accreditation process.

The Table below shows the affected programmes and their status.

Programme	Year Accreditation Expired	Date Assessed	Status
MBA Marketing	August, 2019	4 th July, 2019	Panel Chairman's received and revised document and responses submitted to the NAB.
Bsc. in Actuarial Science	August, 2019	10 th July, 2019	Panel report received. Responses to queries and revised document were submitted to the NAB.
LLB Bachelor of Laws	August, 2019	7 th October, 2019	Panel Chairman's report received by the University; Faculty is still working on the queries.
MBA Internal Auditing	August, 2019	28 th November, 2019	Yet to receive panel Chairman's report.

3.2 Programmes Expiring in 2020

The Directorate worked on seven (7) programmes of the University which will expire in 2020. The National Accreditation Board's requirement is for universities to apply for renewal of its expired programmes one year in advance, therefore, the faculties concerned were reminded in June 2019 to begin the re-accreditation process, and submit the re-accreditation documents for processing. Another reminder was sent at the end of November, 2019 but none of the re-accreditation documents has been received for Academic Audit review.

The following are the programmes that will expire in 2020:

- MBA Petroleum Accounting and Finance July 2020
- BSc Accounting Sept. 2020
- BSc. Marketing Aug. 2020
- BB Administration Aug. 2020
- BSc. Business Economics Aug. 2020
- BSc. Accounting and Finance Aug. 2020
- M.Phil. Finance Aug. 2020

3.3 Programme Certificate still Outstanding

Certificates of the following programmes already assessed by the NAB are still outstanding:

Table I
Programme Certificate Outstanding

Programmes/Expiry date	Remarks
MBA Petroleum Accounting and Finance (Expired in 2015)	Although the first Re-accreditation was completed in 2016, the certificate has not been received . The programme will expire in July 2020.
MBA Accounting and Finance (Expired 2017)	Re-accreditation was completed but the certificate has not been received for second re-accreditation which will end in August 2022
MBA Auditing (Expired 2017)	Re-accreditation completed for second re-accreditation which ended in August 2017. Certificate not received.
BSc. Banking and Finance (Expired 2016)	Re-accreditation completed, still waiting for the certificate of second re-accreditation. Programme expires in March 2021.
Diploma in Accounting (Expired in 2016)	Re-accreditation undertaken and responses to issues and revised document submitted. Additional issues were raised by the panel; responses and revised documents yet to be submitted to NAB. (Certificate for second re-accreditation which ends in March 2021 has not been received)
Diploma in Management (Expired in 2016)	Re-accreditation undertaken and responses to issues and revised document submitted. Additional issues were raised by the panel; responses and revised documents yet to be submitted to NAB. (Certificate for second re-accreditation, which ends in March 2021 has not been received).
Diploma in Marketing	Re-accreditation undertaken and responses to issues and revised document submitted. Additional issues were raised by the panel; responses and revised documents yet to be submitted to NAB. (Certificate for second re-accreditation which ends in March 2021 not received)
MSc./M.Phil. in Leadership Programmes (Expired in 2017)	Revised documents and responses to queries re-submitted to NAB. Certificate not received.

Diploma in Public Relations (Expired 2016)	Re-accreditation completed still awaiting re-accreditation certificate. (Certificate for second re-accreditation which ends in July 2021 not received)
Diploma in Information Technology Management (expired 2016)	The programme was assessed in August 2016. Responses to queries and revised document submitted to NAB but programme certificate not received
BSc. in IT Management (expired 2016)	The programme was assessed in August 2016. Responses to queries and revised document submitted to NAB but programme certificate not received

3.4 New Programmes Accredited in 2019

A three-year accreditation was granted to the University for the following programmes that were mounted at the beginning of the 2019/2020 Academic year:

- MA in Peace Security and Intelligence
- MA. Brands and Communications Management

3.5 New Programme Proposals

3.5.1 New programme proposals for clearance at the National Council for Tertiary Education

During the year under review, the Directorate received new programme proposals, which were reviewed by the Academic Audit and Review Committee, and submitted to the National Council for Tertiary Education (NCTE). The status of the new proposals reviewed by the Committee are as follows:

Table 2: NEW PROGRAMME PROPOSALS (NCTE)

PROGRAMMES	STATUS
NCTE DOCUMENTS	
<i>Faculty of Accounting and Finance</i>	
MSc. in Procurement	The proposal was revised and re-submitted to NCTE.
MSc. in Pensions Management	Approval Received.
MSc. in Insurance Risk Management	Yet to receive clearance
BSc. in Agribusiness Finance	Proposal has been submitted to NCTE. Waiting for response
MPhil/PhD Accounting	Reviewed by the Academic Audit and Review
<i>Faculty of Management Studies</i>	
BSc. Hospitality Management	Proposal has been submitted to the NCTE
MPhil/PhD Management	Reviewed by the Academic Audit and Review Committee yet to be submitted to the NCTE
<i>Faculty of Communications Studies</i>	
BSc. in Mobile Computing and Application Development (NCTE)	Proposal reviewed by the Academic Audit and Review Committee and yet to be submitted to NCTE.
BSc. in Data Science and Analytics	Proposal reviewed by the Academic Audit and Review Committee and yet to be submitted to NCTE.
MPhil. in Management Information Systems	Proposal reviewed by the Academic Audit and Review Committee and yet to be submitted to NCTE.
MSc. in Business Computing (with options in Accounting, Marketing and Finance)	Proposal reviewed by the Academic Audit and Review Committee and yet to be submitted to NCTE.
BSc. in Health Informatics and Management	Proposal submitted and defended at the NCTE

3.5.2 New programme proposals for National Accreditation Board

The Academic Audit and review committee reviewed four (4) programme documents for new programmes received by the Directorate. The University applied for accreditation for the programmes. Below are the status of the programmes:

PROGRAMMES	STATUS
NAB DOCUMENTS	
MSc. in Procurement	The University has applied for programme accreditation, which is yet-to-be assessed
MSc. in Insurance Risk Management	The programme was assessed on July 04, 2019. Panel Chairman's report received and revised document and responses yet-to-be submitted to the NAB.
MPhil in Marketing	The University has applied for programme accreditation, which is yet to be assessed
MSc. in Pensions Management	Reviewed by the Academic Audit and Review Committee. Department working on comments

3.5.3 Status of other programmes/proposals

The following are the status of other programme proposals/documents submitted by the faculties:

PROGRAMMES	STATUS
NAB DOCUMENTS	
MBA Corporate Communication (NAB documents)	Responses to Panel Chairman's queries and revised document have been submitted to NAB.
MA in Educational Leadership and Management	Programme has since been assessed. Panel report was received in February, 2019 and the Department is still working on the queries.
NCTE Proposals	
BSc. in Agribusiness Finance	Proposal has been submitted to NCTE. Waiting for response
MBA in Project Management and Finance	Proposal reviewed by Academic Audit and Review Committee and submitted to the NCTE.
BSc. in Logistics and Transport Management	Proposal was revised and re-submitted to the NCTE.

3.6 New programme proposal for Academic Audit Review

Programmes received that are yet-to-be reviewed by the Academic Audit and Review Committee are as follows:

- MSc. in Pensions Management programme (NAB)
- MPhil. in Management Information Systems (NAB)
- BSc. in Health Informatics and Management (NAB)
- BA in Communications (Journalism)-NCTE
- BA in Communications (Advertising)- NCTE
- Diploma in Communications (Journalism)- NCTE

3.6.1 Other Programmes reviewed by the Academic Audit

During the year under review, the Academic Audit and Review Committee received two official documents from the University to review, namely:

- The Chartered Quality Institute application from for the MBA Total Quality Management students
- Policies and Procedures documents for the doctoral programmes

4.0 Surveys/Data Collection for ACU/U-Multirank

4.1 Data collection for ACU and U-Multirank Institutional Questionnaire

4.1.1 Association of Commonwealth Universities (ACU) Data collection

In 2018, the University as a member of the Association of Commonwealth Universities (ACU) Council was invited to participate in the annual benchmarking exercise termed ACU measures, by completing online questionnaires for submission in four areas i.e. Institutional Profile, Academic Salaries, Research Management, and Gender.

The exercise aims at helping institutions to compare and contrast their existing practices and policies with those of their peers, thus supporting

Senior University Management in decision-making and strategic planning. The benefits of participating in the exercise include the following:

- Provision of information to decision makers about the University's performance in a range of areas
- Ability to track the University's performance over time
- Provides the University with the opportunity to benchmark its data internationally

Starting from 2018, the QAD had been collating data annually for the ACU measures questionnaire. The 2019 data was collected and submitted before the closing date of 28th June 2019. Additional issues were raised on the data submitted which were addressed in November.

4.1.2 U-Multirank Data Collection

Information collected on the University for the U-Multirank institutional questionnaire, is used for the U-Multirank institutional ranking as well as descriptive mapping indicators. This is done by using the U-Multirank web tool to identify comparable institutions (U-Multirank website). The QAD is responsible for collation and submission of data for the U-Multirank institutional questionnaire. The first data submission by the university for 2020 was done in October and the questionnaire was re-opened in November for final revision and re-submission of data.

4.2 Exit Survey

The survey was developed by the Directorate to help improve on systems and facilities at the University. Students who graduated in 2019 were asked to answer online questionnaires about their experiences while studying on campus. The questionnaire touches on all the facilities the University provided to facilitate teaching and learning on campus. The feedback received is currently being reviewed to generate a report for Management.

5.0 INTERNSHIP SIA

The Quality Assurance Directorates collaborated with the Industrial Relations Directorate to consolidate the concepts in Internship SIA.

A website was developed to interact and provide services to students. The work of students was published on this website. Students continued to provide information about activities, successes, and challenges among others. These were continually analysed to enable the Directorate to appreciate activities on the field.

Internship SIA has created many benefits such as:

- Student's excitement and involvement
- Corporate excitement and involvement
- Tracer studies statistics
- Improved performance of the internship programme
- Improved student internship reports

6.0 EVALUATION OF TEACHING AND LEARNING.

2018/2019 Academic Year- Second Semester

The Directorate has completed the semester two course/lecturer evaluation report for 2018/2019. In all, students assessed only 46 lecturers. At the School of Graduates Studies, only the MPhil students assessed their lecturers, whilst no lecturer was assessed by the Faculty of Law students.

2019/2020 – First Semester

Preparations are underway for the first semester 2019/2020 course/lecturer evaluation. The online questionnaires would be available to students after the 2019/2020 first semester's examinations.

6.1 MONITORING

During the year under review, monitoring activities of the Directorate covered the following areas:

- Monitoring and Evaluation of Script marking
- Dissertation supervision
- Dissertation marking and Defense

6.2 Thesis Defense

The Directorate monitored the thesis defense which took place in April, 2019 for the Level 400 students who completed in June, 2019 and also the Proposal Defense of the current level 400 students which was held from 28th October – 1st November, 2019.

6.3 End of semester examination

The Directorate monitored the end of second semester examinations conducted from 13th May – 2nd June 2019. The examination monitoring report has been produced, and will be submitted to Management.

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
Mrs. Edna Kwami	Assistant Registrar	Association of African Universities (AAU) Workshop for Quality Assurance Personnel	Tuesday, 21st – Friday, 24th May, 2019	UPSA	AAU Headquarters Accra
Mr. Augustine Afriyie Asiedu	Assistant Registrar	Association of African Universities (AAU) Workshop for Quality Assurance Personnel	Tuesday, 21st – Friday, 24th May, 2019	UPSA	AAU Headquarter, Accra

8.0 DESIGN AND RE-DESIGN

During the year under review, Course Lecture Evaluation was redesigned to improve patronage by students on effective evaluation of students lecture performance.

Under the new system, students can now be compelled to evaluate all lecturers. Lecturer performance can be relatively compared to that of colleague lecturers.

8.1 Course Outline

A system was designed to consolidate all course outlines for all programmes. This is to ensure proper analysis and review.

8.2 Standardisation of Course Outline

The format for the course outline was standardised during the year to ensure that all course outlines have the basic format and meet the necessary requirement.

Old System	New System
Flat	Database
Non-standardised	Standardised
Not scaled to dashboard	Scaled to dashboard
Delay in processing	Big data analysis of objectives, outcomes, topics etc.
Difficulty in vertical and horizontal reviews.	Ease of vertical and horizontal reviews.

BUSINESS DEVELOPMENT CENTRE



Dr. Albert Martins
Director, Business Development Centre

1.0 INTRODUCTION

The Business Development Centre (BDC) is the commercial wing of the University of Professional Studies, Accra (UPSA). Its mandate is to generate additional streams of revenue for the University through the development and effective management of academic and professional programmes; training programmes; consultancy services, facility rentals as well as business-support services targeted at a variety of markets. This report describes the activities undertaken by BDC from January 2, 2019 to November 20, 2019. It outlines BDC's business portfolio's key activities and income received.

BDC's commercial ventures during the period under review were as follows:

1. School of Graduate Studies including Doctoral Programmes
2. Undergraduate/Diploma Programmes of the Weekend School
3. Undergraduate/Diploma Programmes of the Evening School
4. Access Professional Programmes
5. Training - Certificates, Certifications, and Short Courses
6. Consultancy Services
7. Rentals
8. UPSA Hostel
9. Vice Chancellor's Endowment Fund
10. UPSA New Auditorium

2.0 STUDENT FEES

School of Graduate Studies including Doctoral Programmes

Cash received from the School of Graduate Studies during the period under review was Ghc 11,548,871.57 (eleven million, five hundred and forty-eight thousand, eight hundred and seventy-one cedis fifty-seven pesewas) as against a budgeted amount of Ghc 11,540,140.53

Undergraduate Weekend School

Cash received from the Undergraduate Weekend School during the period under review was Ghc 4,714,442.59 (Four million, seven hundred and fourteen thousand, four hundred and forty-two cedis and fifty-nine pesewas) as against a budgeted amount of Ghc 4,733,651.11

Undergraduate Evening School (Undergraduate)

Cash received from the Evening School (Undergraduate) during the period under review was Ghc 15,626,913.55 (Fifteen million, six hundred and twenty-six thousand, nine hundred and thirteen cedis and fifty-five pesewas) as against a budgeted amount of Ghc 10,317,200.65

3.0 ACCESS PROFESSIONAL PROGRAMME

Access students' population for 2019/2020 admissions as at 1st November 2019 stood at one hundred and fifty-eight (158) with the following breakdowns.

CIM	=	115	(Gender = Male 67----- Female 48)
ACCA	=	18	(Gender = Male 14----- Female 4)
ICAG	=	25	(Gender = Male 16----- Female 9)
Total	=	158	

Total cash received from Access Programs from the beginning of the year up to 18th November 2019 amounted to Ghc 202,530.00 (Two hundred and two thousand, five hundred and thirty cedis). Total expenditure was Ghc 104,991. Net profit for Access programmes was Ghc 97,000.00

4.0 TRAINING PROGRAMMES

CERTIFICATE COURSES

(i) Certificate in Practical Accounting 2019

The Certificate in Practical Accounting course, which began on 23rd March 2019 ended with final examination on 1st June 2019. A total of seventeen (17) participants completed the course successfully and received their Certificates.

(ii) Certificate in Investigative and Forensic Psychology 2019

The course began on 8th June 2019 and ended with the final examination on 31st August 2019. Fourteen participants successfully completed the course.

(iii) Certificate Course in Procurement Contract Fraud Prevention & Forensics

The Certificate Course in Procurement Contract Fraud Prevention and Forensics which began on 26th October 2019 ended on 30th November 2019. Twenty-five participants attended the course.

PROFIT FROM CERTIFICATE PROGRAMMES FOR 2019

Course	Total Income Ghc	Total Expenditure Ghc	Partners Share Ghc	Profit Ghc
Cert. in Practical Accounting	26,450.00	12,610.00	5,536.00	8,304.00
Cert. in Investigative & Forensic Psychology	25,900.00	18,536.00	2,946.00	4,418.00
Cert. in Procurement Contract Fraud Prevention & Forensics	25,900.00	18,536.00	2,946.00	4,418.00
Totals	51,250.00	17,520.00	13,492.00	20,238.00
Total Profits				32,960.00

CERTIFICATION COURSES

In collaboration with Self Search Ltd, the American Certificate Institute (ACI) partner in Ghana, the Certified Human Resource Management Professional (CHRMP) programme started on the 11th May, 2019 for six (6) Saturdays ending on 15th June, 2019 with (12) participants. Participants took their international examinations on 30th August, 2019. Income received was Ghc 22,950.00, with expenditure totaling Ghc 14,280.00 resulting in net income of Ghc 8,670.00

The following advertised courses could not come on because of low numbers of target participants.

- (i) Certified International Professional Negotiator (CIPN)
- (ii) Certified Marketing Management Professional (CMMP)

Additional Certification Courses to be introduced in 2020

- Certified International Inventory Manager "CIIM"
- Certified Lean Supply Chain Professional "CLSCP"
- Certified Operations Quality Professional "COQP"
- Certified Procurement & Distribution Professional "CPDP"

SHORT COURSES

During the year, the following two short courses were mounted.

INCOME AND EXPENDITURE FOR SHORT COURSES JANUARY TO DECEMBER 2019

Description					
	Course Duration	Number of Participants			
Developing Administrative Executives	8th - 20th May	16	15,900	10,241.50	5,658.50
Effective Records Management	20th - 22nd May	4	4,400	4,817.00	(417.00)
Overall Total					5,241.50

The following advertised training programmes could not be held owing to the low registration numbers.

1. Practical Records Management
2. Developing Effective Sales Team for Excellent Performance
3. Conducting Qualitative Analysis Utilizing NVIVO

Training calendar for 2020

Our training calendar for 2020 has been advertised in the newspapers and the marketing team is currently engaged in corporate marketing to promote the training programmes. Total cash received from Training Programs from January 2019 to 18th November 2019 was Ghc 145,949.86 (One hundred and forty-five thousand, nine hundred and forty-nine cedis eighty-six pesewas)

5.0 CONSULTANCY

The Otumfuor Centre for Traditional Leadership organised a training programme for chiefs and traditional rulers from 28th October to 1st November 2019. Income received was Ghc 60,000.00.

Total expenditure was Ghc 56,512.00.

Net income realized was Ghc 3,738.00

6.0 RENTALS

Available Spaces for Commercial rentals on UPSA Campus are shown below:

	RENTAL SPACES	CAPACITY / LOCATION
1.	New Auditorium	
	Main Hall	2500-Full Capacity
	Conference room 1,2,3,4	150-200
	Lobbies	400
	Foyers	400
	Courtyard	800-1000
2.	Quadrangle	500
3.	Student Centre Halls (2 nd ,3 rd ,4 th Floors)	85-200
4.	UPSA- Old Auditorium, LBC block	350
5.	Lecture Halls	20,50,70,100, 150, 200, 250
6.	Tennis Courts	200-500
7.	Electronic Bill Board	
8.	Ground Rent	LBC Frontage; Areas around the old Library, In front of the Quadrangle, Football Field, forecourt of the clubhouse.
9.	Hostel Rooms, Study, Conference Room and Forecourt.	7 floors, 1300 rooms
10.	Kitchenette	Modern

Rental by the School of Graduate Studies

ORGANIZATION	DATE	AMOUNT	EVENT
Institute of Chartered Accountants Ghana (ICAG)	4 th to 8 th Nov.,2019	Ghc 27,000.00	Examination
Allied Health Professionals	25 th Oct., 2019	Ghc 7,000.00	Examination
		Ghc 34,000.00	

An amount of Ghc 7,500.00 was received from the rental of 300 academic gowns to University of Ghana, Legon

Altogether, BDC received an amount of Ghc 361,112.80 (Three hundred and sixty-one thousand, one hundred and twelve cedi's eighty pesewas) as proceeds from rentals, as against a budgeted sum of Ghc 14,892.34

7.0 UPSA HOSTEL

Second Semester 2018/2019 Hostel Registration

The 2018/2019 hostel registration took place online between January 21st to March 31st 2019.

One thousand two hundred and ninety-one students (1,291) were registered into their respective halls. Students were required to supply their bank details at registration to expedite action on student refunds.

Meetings with SRC Executives and Hostel Students

To improve communications with students, the Hostel Management met the JCR Executives on a monthly basis and the entire resident students twice in the semester. Issues discussed included the following:

- Hostel Regulations
- Students refund
- Fixing of fans and replacement of non-functioning bulbs
- Plumbing and Carpentry issues
- Internet connectivity

The Hostel Management assured the students about efforts being made to resolve their concerns.

Student Refund

All refunds of monies due 2017/2018 resident students whose accounts information were accurate have been paid. Nearly all refunds for 2018/2019 have been done.

Renewal of Hostel Staff Contract

Towards the renewal of hostel staff contracts, interviews were held from Wednesday 23rd to Friday 25th January, 2019. The exercise was conducted in order to comply with the Labor Act 2003 (Act 651) clause 12(1) (2) which requires employers not to engage contract workers beyond six months. Successful candidates were re-engaged on 1st February, 2019 for a period of six (6) months.

In November 2019, 13 (thirteen) contract staff were upgraded to permanent staff by the University after going through interview and other recruitment protocols.

Facility Maintenance

The entire Hostel facility was fumigated during the 2018 Christmas break. The fumigation started from Thursday 27th December, 2018 and ended on Sunday 6th January, 2019.

The Hostel received various plumbing items from stores. Maintenance work was undertaken by the plumber within the period of January and February 2019.

Electrical maintenance works were carried out at the hostel during the year.

A structure to shelter the security staff behind the hostel building for monitoring during working hours has been constructed and routine maintenance activities were done.

Hall Tutors

The tenure of Mr. Theodore Tetteh (Mandela); Dr. Kwaku Mensah Mawutor (Opoku Ampomah) and Dr. Frederick Doe (Liberty) as hall tutors ended on 31st March, 2019. Mrs Gladys Nabieu and Mr. Siedu Adibura were appointed as Hall Tutors for Yaa Asantewaa and Opoku Ampomah respectively.

Junior Common Room (JCR) Election

The JCR election took place on the 24th April 2019 at the hostel. Aspirants were given some time to organise themselves for the election. On the day of the election, most of the residents turned out in their numbers to vote.

Disciplinary Issues

On the night of February 28th 2019, Management at the Hostel conducted a night swoop where some students were caught accommodating illegal persons (perchers), some of whom were of the opposite sex. At the end of the interrogations, forty-five (45) students were found guilty. Out of the number, twenty-six (26) students were blacklisted for the academic year (2019/2020), eighteen (18) students were given warning letters while two students were dismissed from the Hostel. Again, on 24th October and 5th November respectively, there were two unannounced inspections at the hostel. Seven (7) students were dismissed for harboring visitors of

the opposite sex in their rooms after 10pm in contravention of hostel regulations. Thirty-one (31) students were blacklisted and 27 (twenty-seven) were issued with warning letters for various offences

Long Vacation Accommodation

Due to the intended painting of the facility in June, this year's long vacation accommodation started in July and ended mid-August 2019, a period of six weeks. Total cash received over the vacation period was one hundred and nineteen thousand and seventy-seven Ghana cedis (Ghc 119,077.00)

Hostel Booking for 2019/2020 Academic Year

A new booking procedure was adopted by BDC in conjunction with ISTD. Under the new regime, students could book for accommodation after paying fees prior to registration at the faculty.

To ensure equal opportunity and avoid disorder, the hostel management system was opened to students at various times. Booking commenced on 12th August 2019 and ended on 30th August 2019 for only Mondays, Wednesdays, and Fridays at 12 noon prompt each day. A total of 331 rooms with 1334 beds were available for booking this academic year.

Hostel Fee for 2019/2020 Academic Year

Fees for 4-in-1 Occupancy

UPSA hostel facility user fee/student/academic year.	:GHC 2,030.00
UPSA hostel refundable deposit for damages	: GHC 100.00
Hall dues	: GHC 30.00
UPSA hostel initial electricity credit	: GHC 20.00
TOTAL	: GHC 2,180.00

Fee for 2-in-1 occupancy

UPSA hostel facility user fee/student/academic year.	:GHC 4,400.00
UPSA hostel refundable deposit for damages	: GHC 100.00
Hall dues	: GHC 30.00
UPSA hostel initial electricity credit	: GHC 40.00
TOTAL	: GHC 4,570.00

Hostel Entry Restrictions

A new car sticker system was introduced at the hostel at the start of September for security reasons. Vehicles without stickers are barred from entering the hostel. Vehicle stickers are sold to parents and suppliers at Ghc 100.00. UPSA staff are allowed free entry and parking upon providing a staff identity card.

Pre-Departure and Pre-Occupation Inspections

Pre-departure inspection to ascertain damages caused by students for repairs works to be conducted was completed before the close of the first semester. Pre-occupation inspection begun on August 2019 and ended in September,2019.

Routine Inspection for 1st Semester of the 2019 / 2020 Academic Year was conducted at the beginning of the semester to provide management with information for effective preventive maintenance of the hostel.

Counseling Unit

The Counseling Department activated its services at the Hostel on the 4th of November 2019. Ms. Ekuia Bema Asante commenced providing social, academic, career Counseling at the hostel.

New Hostel Construction and Hotels Proceeds

The construction of a ten-storied hostel accommodation at the premises of the current UPSA hostel commenced in November 2019.

Total cash received from the UPSA students hostel as at 18th November 2019 stood at Ghc 2,608,943.00 (Two million, six hundred and eight thousand, nine hundred and forty-three cedis)

8.0 VICE CHANCELLORS ENDOWMENT FUND (VCEF)

During the year, the VCEF fundraising committee engaged in the following key fundraising activities and events.

Interaction with Fundraiser

In the month of March 2019, the Committee met with Prof. Noel Tagoe, Executive Director of CIMA Education and a fundraising expert to explore fundraising possibilities. He has approached some institutions in UK and Ghana for donations to the VCEF on a pro-bono basis.

Engaging Traditional Leaders

The Committee promoted VCEF among traditional leaders through the Otumfuo Centre for Traditional Leadership and the personal contacts of Alhaji Jawula. Committee members visited Togbe Afede at his office in Accra to explore funds support for VCEF.

Corporate Appeals

The Committee decided to explore more sustainable funding streams for VCEF. Committee members held discussions with GIZ, the German service provider in the field of international cooperation for sustainable development. The discussions centered around a partnership where the Committee working through the Business Development Centre will deliver skill development training for job creation among the youth to discourage migration. GIZ will also partner UPSA to develop and deliver small businesses/projects for profit sharing. Discussions are ongoing. A number of mining companies were visited. The committee visited a couple of Mining Companies in Accra.

Alumni Cocktail Event

The Alumni cocktail event was held on 12th September, 2019 at the New UPSA Auditorium (Ground floor lobby). The event was attended by Alumni, Corporate Institutions, UPSA Suppliers, Internal stakeholders, and UPSA Management. The following were given plaques for donating amounts above Ghc 10,000 to the VCEF.

1. Mr. Moses Temanu
2. Alhaji Sahanuun Yakubu
3. Dr. Daniel McCauley
4. Mrs. Lorraine Gyan

The event was covered by five media houses and was a great success, Ghc 21,800 (Twenty-one thousand eight hundred cedis) has so far been retrieved from pledges made at the event.

VCEF Awards Day 2019

The Scholarship and Award day was held on the 2nd October, 2019 at the LBC Auditorium.

In all, a total number of Thirty-one (31) students benefitted from the awards this year, comprising twenty (20) fresh beneficiaries for 2019 and eleven (11) beneficiaries whose scholarships were renewed.

Engagement with Otumfuo Centre for Traditional Leadership

The fundraising committee attended the closing ceremony of the training workshop for chiefs, staff of traditional council, and regional house of chiefs on 1st November 2019. An amount of one thousand Ghana cedis (Ghc 1000.00) was realised from an appeal for funds.

Vice-Chancellor' Corporate Visits

In collaboration with the Chartered Institute of Marketing Ghana (CIMG), the Committee organised visits to selected Corporate Institutions aimed at creating awareness and raising funds for VCEF among others.

Apart from promoting the University, the Vice-Chancellor, also the Marketing Man of the Year 2018, presented the VCEF as the 'award project' and solicited for assistance. There were assurances by all the organisations visited. These were

1. Ghana News Agency
2. SIC-Life
3. Ecobank Ghana Limited
4. Vanguard Assurance
5. Japan Motors

A second leg of the visit involved two VCEF Board members visiting MTN. Japan Motors donated Ghc 5,000.00 to the fund.

Fifty-Five (55) Scholarships for 2020

At the Alumni Cocktail Event held on 12th September 2019, the Vice-Chancellor announced that the VCEF will award 55 scholarships in 2020 when UPSA celebrates its 55th Anniversary.

The total cost of the 55 scholarships will amount to at least Ghc 300,300.00 (55 x Ghc 5,460.00). The VCEF Fundraising Committee will need to work hard to raise this amount. Among strategies the VCEF fundraising Committee is considering is the identification and targeting of 55 persons (or less) who will support at least one student for scholarship for the awards in 2020.

Current VCEF Fund size

Total VCEF funds received to date is Ghc 276,873.72 (Two hundred and seventy-six thousand, eight hundred and seventy-three cedis and seventy-two pesewas). This amount has been invested in fixed deposits at Access Bank.

Impact of VCEF

Our VCEF is gradually making an impact in the country. Apart from student beneficiaries, institutions are also benefitting. Three key institutions have so far approached UPSA to assist them set up similar endowment funds. These are GIMPA, Ghana Institute of Journalism (GIJ), and the University of Development Studies (UDS) who sent a team to meet with the VCEF select team in November 2019.

10.0 NEW AUDITORIUM

Commercialisation

Full commercialisation of the UPSA's new auditorium commissioned on 8th of May 2019 begun at the end of the last session of UPSA's 11th graduation held on 27th July 2019.

Rental Process

1. Apply to the Vice-Chancellor of UPSA requesting use of the Auditorium
2. Review and accept the Rental Terms and Conditions.
3. Complete a booking form and submit to Business Development Centre for invoicing
4. Obtain a pro-forma Invoice from Business Development Centre
5. Pay 50% of Invoice amount for reservation within two weeks after invoice date
6. Pay balance of 50% of Invoice amount at least one week before the event
7. Pay a refundable deposit against damages one week before the event
8. Hold the event under BDC supervision
9. Complete and submit an evaluation form
10. Contact Business Development Centre for refundable deposit a week after event

New Staff

The following appointments were made at the auditorium during the year under review:

- | | |
|--------------------------------|--|
| 1. Mrs. Duchess Hinson | Assistant Registrar (Facility Manager) |
| 2. Mr. Nana Kwame Bamfo Nyarko | Assistant Registrar (Sales/Marketing) |
| 3. Mr. Jojoe Agyeman- Weittay | Assistant Registrar (Sales/Marketing) |
| 4. Ms. Lois Arde-Acquah | Junior Assistant Registrar (Support) |

Current Charges

Facility Description	Seating Capacity	Conferences/ Churches (First six hours) ₵	Musical /Business (First six hours) ₵
Main Auditorium (Full capacity)	2800	30,000 Additional hour ₵2,000	60,000 Additional hour ₵2,000
Main Auditorium (Ground Floor only)	1400	20,000 Additional hour ₵2,000	35,000 Additional hour ₵2,000
Main Auditorium (Ground Floor & first floor)	2230	28,000 Additional hour ₵2,000	45,000 Additional hour ₵2,000
Conference Rooms 1, 2 & 3	200	5,000 Additional hour ₵500	-
Conference Rooms 4	150	3,500 Additional hour ₵500	-
Foyer (First & Second)	400	4,000 Additional hour ₵500	-
Lobby	400	3,000 Additional hour ₵500	-
Courtyard (Outdoor-Pedestrian Area)	200	3,000 Additional hour ₵500	-
Quadrangle (Garden with Fountain)	400	5,000 Additional hour ₵500	-

Analysis of Cash Received from Auditorium Rentals (Sept 5th – 18th Nov 2019)

Date	Organization	Invoice Amount Gh¢	Amount Paid Gh¢
6th-7th Sept, 2019	Geo vision	115,000.00	115,000
25th Sept,2019	Olam Ghana	37,000.00	37,000.00
23rd Oct, 2019	Dream Ins Foundation	24,000.00	24,000.00
1st Nov,2019	Lec Group	20,000.00	20,000.00
23 rd Nov. 2019	Ninney Beauty Store	3,000	3,000.00
27 TH -29 TH Dec, 2019	Life Tabernacle (Spoken Word Ministry)	75,000.00	50,000.00
31st December,2019	Agape New Testament Church	52,500.00	52,500.00
Total		326,500.00	301,500.00

Cash received from the New Auditorium between September 5th and November 18th 2019 amounted to Ghc 301,500.00 (Three hundred and one thousand, five hundred cedis)

Operational Challenges

Despite the many successes, there were a few challenges encountered during the period;

- No Internet Access in the Auditorium for clients who need to stream events live.
- Car parking during major events remain a key challenge
- Security during events attended by high-profile persons
- A more systematic maintenance regime is required
- No curtains in the main auditorium to block the sun rays during daytime events.
- Difficulty in getting personnel from other departments to assist before, during and after events

11.0 CREDIT UNION

The UPSA Credit Union based at the UPSA Hostel currently has a total membership of four hundred and thirty (430). This comprises 270 staff and 160 students.

The Credit Union has started giving loans to its members at 2%. Loan deductions at source (Controller) will commence in January 2020.

11.0 FINANCIAL PERFORMANCE

BUDGETED AND ACTUAL INCOMES AS AT 18/11/2019

NO.	DESCRIPTION	2019 BUDGET	ACTUAL AS AT 18/11/2019	PERCENTAGE
		GH¢	GH¢	CHANGE (%)
1	School of Graduate Studies	11,540,140.53	11,548,871.57	(1)
2	Weekend School (Undergraduate)	4,733,651.11	4,714,442.59	1
3	Evening School (Undergraduate)	10,317,200.65	15,626,913.55	34
4	Access Program	215,609.46	202,530.00	(7)
5	Certificate and Short courses	369,408.87	145,949.86	(154)
6	Income from students' hostel	3,708,151.80	2,608,943.00	(43)
7	Otumfuo Centre for Traditional Leadership	64,200.00	126,100.00	49
8	Centre for Public Accountancy	95,000.00	-	-
9	Drolor Centre for Strategic Leadership	62,000.00	-	-
10	Centre for Universal Health Coverage	30,000.00	-	-
11	Rental (food vendors, venues, photocopier operators etc.)	14,892.34	361,112.80	59
12	New Auditorium	-	301,500.00	-
	TOTAL	31,284,264.76	35,636,363.36	13

Note: The 2019 income total excludes income from the New Auditorium
Source: finance directorate, November 2019

The performance of BDC was evaluated based on the total cash received compared to budgeted cash for 2019. For the period January 2019, up to 18th November 2019, the total actual total cash received was Ghc 35,636,363.36 (Thirty-Five Million, Six Hundred and Thirty Six Thousand Three Hundred and Sixty Three Ghana Cedis, and Thirty Six pesewas) as compared to the budgeted amount for the year 2019, Ghc 31,284,264.76 (Thirty One Million, Two Hundred and Eighty Four Thousand, Two Hundred and Sixty Four Ghana Cedis and Seventy Six pesewas).

Rental, Otumfuo and the Evening School units posted positive revenue growth whilst other Units such as School of Graduate Studies, Access Programmes and Certificate Courses posted negative growth. Certificate and short courses were the worst performing unit having recorded 154% (one hundred and fifty-four percent). The Hostel also recorded negative performance -43% (minus forty-three percent). However, this is attributable to the 65% (first semester) and 35% (second semester) hostel fee payment policy. Overall, the Centre showed a positive percentage growth rate of thirteen percent (13%) in revenue generated over budgeted revenue for the year ending 2019.

COMPARISON OF TOTAL INCOME RECEIVED IN 2017; 2018 & 2019

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 years 2017, 2018 and 2019. During the year 2017, total cash revenue of Ghc 23,141,792.00 was received. In 2018, the total cash received increased to Ghc 26,833,679.51. In 2019, income received further increased to Ghc 35,334,863.36. Over the three years, cash received has been consistently increasing. This is attributable to increases in school and hostel fees and to increased capacity and efficiency at the Business Development Centre.

NO	INCOME SOURCES	CASH RECEIVED 2017	CASH RECEIVED 2018	CASH RECEIVED 2019
1	School of Graduate Studies	9,878,384.35	10,836,686.62	11,548,871.57
2	Weekend School (Undergraduate)	3,758,353.49	3,910,522.68	4,714,442.59
3	Evening School (Undergraduate)	6,658,850.72	8,472,137.73	15,626,913.55
4	Access Programme	109,810.00	178,910.50	202,530.00
5	Certificate & Short Courses	390,190	299,997.58	145,949.86
6	Consultancy Services	78,742.10	44,700.00	126,100.00
7	Ground Rent	11,860.00	95,779.40	361,112.80
8	Income from Students Hostel	2,255,602.00	2,994,945.00	2,608,943.00
	TOTAL	23,141,792.00	26,833,679.51	35,334,863.36

Observably, income from Certificate and short courses has been reducing over the three years. The year 2019 realised an all-time low of Ghc 145,949.86, compared to Ghc 299,997.58 and Ghc 390,190.00 in 2018 and 2017 respectively. The drop in 2019 is attributable to the perceived unfavourable facilitators fees and limited promotional efforts by the BDC training team. These limitations have been addressed and the plummeting income trend is expected to reverse in the coming years.

12.0 RECOMMENDATIONS

Administration

With the increase in BDC staff and operations, it is recommended that imprest amount of Ghc 1,200 be increased to Ghc 2000.00 to promote effectiveness at BDC.

It will further be appreciated if the processing of accountable imprest is expedited to avoid operational difficulties.

Facilitator Fees

It will further be appreciated if the processing of payments to resource persons after training is prompt.

New Auditorium

The University would need to train its own personnel to handle media services at the New Auditorium. The current over-reliance on the consultant could pose some problems in the foreseeable future

A more marketable name needs to be adopted for the New Auditorium. This would assist in positioning the facility and in marketing communications

As a strategy to increase sales and revenue at the New Auditorium, BDC Management is proposing a restricted commission system for Senior Staff and selected students

13.0 FOCUS FOR 2020

Vice-Chancellor's Endowment Fund

Towards awarding 55 scholarships in 2020 when UPSA celebrates its 55th Anniversary, the VCEF fundraising team will intensify its efforts to raise at least Ghc 300,300.00.

The VCEF will increase visibility on campus. The New Auditorium management team will appeal to the facility renters to allow VCEF promotions during programmes.

There will be more Corporate visits led by the VC or by officers of the University to continue promoting the Fund.

New Auditorium

The Marketing of the Auditorium will be intensified to achieve a target of two million cedis (Ghc 2 million)

In the coming year, the management team is seeking business partnerships with local and international organisations for continuous patronage of the facility.

Training

There will be conscious efforts to revamp the training department to increase revenue. The training portfolio will be improved.

BDC will be engaging more with the UPSA Centers of Excellence to generate more income from training and consultancy.

Collaborations

BDC will be collaborating with internal stakeholders such as GAUA; UTAG; ISTD and SRC towards UPSA cash-generating projects

14.0 CONCLUSION

The Business Development Centre is grateful to the Vice-Chancellor; Oversight Committee Members, UPSA Management, Directorates, Faculties and the entire University Community for the support and cooperation accorded to the Centre during the year. Thank you all.

MEDICAL SERVICES DIRECTORATE



Dr. Bernard Dornoo

Director, Medical Services Directorate

1.0 INTRODUCTION

The year under review for the Medical Directorate covers 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

2.0 HIGHLIGHTS

The year 2019 presented an opportunity for growth and expansion of services against the odds of challenges. The clinic recorded a significant increase in the number of new private paying clients who accessed clinical services.

Unfortunately, this year, the Directorate was unable to undertake the annual staff medical screening exercise for members of staff of the University as scheduled due to a delay in the procurement of reagents.

The La-Nkwantanang-Madina Municipal Health Directorate continues to support and collaborate with us in service delivery, public health interventions, training and capacity building, and in the organisation of joint health programmes with the support of the office of the Registrar of the University. The Directorate received full support from the Municipal Health Directorate towards the establishment of an Antenatal Care Clinic at the UPSA Hospital with antenatal services commencing in January 2019. The Municipal Health Directorate has assigned a dedicated team of midwives who provide antenatal service at UPSA with the associated delivery services being

done mainly at the Madina Polyclinic.

3.0 CLINICAL SERVICES

3.1 Out-Patient Care

Clinical care services was provided to students, members of staff, dependents of members of staff, non-dependent relations of members of staff, and private clients (paying clients) during the period under review.

A total of 14,289 clinic attendees from various categories of clients had been recorded as at end of December 2019. Table I below shows the details of OPD attendances.

Table I: OPD Attendance and Consultations, 2019

OPD ATTENDANCE AND CONSULTATIONS, 2019								
MONTH	SEX	STAFF	DEPENDANT	NSP	CONTRACT	PRIVATE	STUDENTS	TOTALS
JAN	M	157	49	12	13	16	40	287
	F	97	93	6	15	20	55	286
FEB	M	178	65	18	17	33	286	597
	F	128	127	19	11	29	483	797
MAR	M	162	73	13	6	21	341	616
	F	94	112	14	8	17	573	818
APR	M	182	65	6	8	15	331	607
	F	118	134	19	9	35	563	878
MAY	M	173	75	7	9	28	329	621
	F	114	134	15	9	41	522	835
JUN		74	47	3	6	13	28	171
	F	60	36	4	5	24	52	181
JUL	M	47	12	5	0	6	11	81
	F	29	29	1	3	9	17	88
AUG	M	129	60	2	5	35	77	308
	F	97	114	6	8	45	142	412
SEP	M	129	48	9	2	38	291	517
	F	97	100	10	8	48	572	835
OCT	M	173	101	8	7	36	541	866
	F	140	166	14	5	70	971	1366
NOV	M	111	86	3	8	30	606	844
	F	107	159	11	10	50	863	1200
DEC	M	105	46	4	6	15	298	474
	F	86	87	6	7	23	395	604
TOTAL		2787	2018	215	185	697	8387	14289

3.2 First Time Attendants

In 2019, a total of 3070 clients accessed services at the out-patient department as first time attendants. Details are shown in Table 2 below.

Table 2: First Time Clinic Attendants, 2019

FIRST TIME CLINIC ATTENDANTS, 2019								
MONTH	SEX	STAFF	DEPENDANT	NSP	CONTRACT	PRIVATE	STUDENTS	TOTALS
	M	3	1	7	4	10	10	35
	F	1	8	1	0	6	8	24
	M	2	7	1	0	8	99	117
	F	1	16	2	1	8	137	165
	M	0	3	2	0	7	118	130
	F	0	6	2	0	9	146	163
	M	1	4	1	2	7	100	115
	F	0	10	1	3	14	118	146
	M	1	9	2	0	16	77	105
	F	0	6	0	0	22	106	134
	M	0	2	0	2	15	1	19
	F	0	1	0	0	21	6	25
	M	2	0	1	0	10	1	14
	F	0	1	0	0	16	8	25
	M	0	2	0	0	24	47	73
	F	4	11	0	0	26	84	125
	M	5	0	6	0	19	104	134
	F	2	3	2	0	13	225	250
	M	1	4	3	0	14	199	221
	F	1	4	4	0	24	307	340
	M	2	9	1	0	7	234	253
	F	1	6	2	0	23	236	268
	M	0	1	2	0	7	99	109
	F	3	1	0	0	9	67	80
TOTAL		30	113	40	12	340	2537	3070

3.3 Comparative Data of 2018 and 2019 First Time Attendance

Comparative analysis of overall attendance as well as first time attendance between 2018 and 2019 showed an increase with respect to all the various categories of patients. There was more than 69.2% increase in the number of newly enrolled private paying clients in 2019 (340) over that of 2018 (201). See Table 3 for details.

Table 3: Comparative analysis between 2018 and 2019 Attendance and Consultations

	YEAR	STAFF	DEPENDANTS	NSP	CONTRACT	PRIVATE	STUDENTS	TOTAL
	2018	3351	2247	166	109	521	7542	13,936
	2019 (upto Dec 9 th)	2787	2018	215	185	697	8387	14,289
	2018	98	111	63	11	201	2979	3463
	2019 (upto 9 th Dec)	30	115	40	12	336	2537	3070
% Increase						67.2		-11.3

3.4 Antenatal Services

Antenatal service at the UPSA Clinic commenced in January 2019 with the support of a dedicated team of midwives from the Madina Polyclinic assigned by the Municipal Health Directorate under the supervision of the Deputy Director of Nursing Services.

So far, the ANC Clinic which is held every Wednesday, has recorded 43 registrants with 15 deliveries so far. The deliveries were mostly conducted at the Madina Polyclinic (Rawlings Circle) with the exception of a few who opted for delivery elsewhere or who had to be referred on grounds of obstetric complications.

3.5 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 cold, flu and Sinusitis), Urinary Tract Infections, Sexually Transmitted Infections, as well as Hypertension, Diabetes and other Life-style related conditions like Dyslipidemia (high cholesterol).

A worrying trend is the increasing incidence of hypertension amongst student below age 30 years.

3.6 Referrals

Referrals for further care during the period was done to various referral health facilities including the University Ghana Hospital, the 37 Military Hospital, the Korle-Bu Teaching Hospital, and the Greater Accra Regional Hospital (Ridge).

4.0 MEDICAL DIAGNOSTIC SERVICES

4.1 Laboratory Services

The Laboratory continued to provide efficient diagnostic services for clients. From January to November 2019, a total of 5823 patients have undergone at least one or more laboratory tests, creating an 18.8% increase over the January to December 2018 total of 4,900. Table 4 below shows the breakdown.

Table 4: Patients Who Received Laboratory Diagnostic Services, 2019

MONTH	STAFF			DEPEND.			STUDENTS			NUCM			GRAND TOTAL
	M	F	T	M	F	T	M	F	T	M	F	T	
JANUARY	43	45	88	21	29	50	11	14	25	43	45	88	226
FEBRUARY	60	62	122	21	46	67	93	194	287	10	17	27	503
MARCH	50	45	95	20	43	63	112	222	334	5	15	20	512
APRIL	69	53	122	23	70	93	140	232	372	8	17	25	612
MAY	55	44	99	24	56	80	124	191	315	11	24	35	529
JUNE	55	56	111	35	48	83	13	17	30	6	10	16	240
JULY	88	59	144	27	59	86	12	16	28	33	37	70	328
AUGUST	52	38	90	13	42	55	27	82	109	19	18	37	291
SEPTEMBER	57	32	89	30	50	80	138	336	474	12	21	33	676
OCTOBER	55	51	106	43	80	123	249	554	803	11	31	42	1074
NOVEMBER	86	63	149	54	80	134	241	383	624	10	30	40	937
DECEMBER	32	32	64	17	40	57	112	165	277	5	14	19	417
TOTAL	699	580	1279	328	643	966	1272	2396	3661	173	277	450	6345

4.2 Ultra-sound scan

A total of 169 ultrasound scans were conducted at the University's diagnostic centre from January to December 2019 as compared to 171 in 2018. Other imaging services were procured from other diagnostic centres for clients.

5.0 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 authorised health facilities whose prescriptions are endorsed by UPSA doctors. The monthly representation of prescriptions served and prescription costs are detailed respectively in Table 5 below.

Table 5: Number of Prescriptions served, 2019

MONTH	PRESCRIPTIONS SERVED	
	2018	2019
JANUARY	385	412
FEBRUARY	823	1,121
MARCH	1086	1,096
APRIL	1214	1,334
MAY	1041	1,383
JUNE	662	559
JULY	537	127
AUGUST	560	505
SEPTEMBER	979	966
OCTOBER	1585	1,753
NOVEMBER	1493	1,691
DECEMBER	561	892
TOTAL	10,926	11,839

6.0 NON-CLINICAL SERVICES

6.1 Health Screening, Education and Medical Examinations

6.1.1 Pre-Employment Medical Examination

Pre-employment medical examination was conducted for 65 persons undergoing recruitment proceedings.

6.1.2 Staff Health Screening

The annual medical screening for UPSEA staff could not be conducted for the year 2019 due to delays in the procurement of reagents for the exercise.

6.1.3 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.

6.1.4 Students Medical Screening

The Directorate undertook fully the fresh students' medical screening for fresh students. In all four thousand four hundred and thirty-one (4,431) students were screened.

6.2 Clinical Meetings and Continuous Professional Development

The Directorate held three (3) clinical meetings during the year for the purpose of continuous professional development and capacity building of staff members in 2019. Professional and technical members of staff also attended various continuous professional development and training programmes as required by their respective Statutory Regulatory Bodies.

7.0 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.

8.0 HUMAN RESOURCE AND CAPACITY DEVELOPMENT

8.1 Staffing

Two key contract members of staff, the Principal Medical Officer and the Chief Nursing Officer, were relieved of their service and replacements have yet to be selected. Two records officers and two laboratory technologists who were previously engaged under locum contract were engaged on full-time employment in August 2019. One Nurse Assistant was also newly engaged for the directorate in November 2019.

Staffing in the nursing department remained precarious throughout the period and had impact on the overall performance and coverage of services. The Directorate was unable to re-operationalize the night emergency services at the UPSA Hostel due to the shortfall in staffing strength.

Table 6 below gives a summary of current staff strength and recommended complements.

Table 6: Current and Required numbers of various categories of staff at the directorate

No.	Staff	Current	Required	Variance
1	Medical Officers	4	5	1
2	Physician Assistant	1	2	1
2	Nurses	7	11	4
	Nurse Assistants	2	3	1
3	Administrator	2	2	0
5	Laboratory Technicians	4	5	1
5	Pharmacist	1	2	1
6	Pharmacy Assistant	2	4	2
7	Medical Record Officer	4	5	1
8	Orderlies	3	3	0
	Total	30	42	12

8.2 Training and Capacity Building

In line with quality of care policy and as requirement by professional licensure, members of staff took courses and attended various workshops and Continuous Professional Development (CPD) programmes during the year under review.

9.0 FINANCES

9.1 Expenditure

9.1.1 Medical Refunds

The Medical Directorate processed Medical refund claims for staff.

9.1.2 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.

9.1.3 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.

9.1.4 Cost of Medical Care for Staff and Dependents

The University also financed medical care for staff and dependents who qualify under the free medical care policy through provision of care at the University clinic.

9.2 Income

9.2.1 Fees for Services Rendered to Private Clients at the Clinic

The Medical Directorate generated a total of Seventy-two Thousand, One Hundred and Forty-Six Cedi, Fifty-One Pesewas (72,146.51GHC) from services rendered to private clients. This included consultation fees, clinical services, laboratory service charges, and pharmaceutical services to the private paying clients.

9.2.2 Medical Screening fees for fresh students

Payment by fresh students towards medical screening forms one of the income generating avenues for the Medical Directorate. Currently, each fresh student pays One hundred Ghana Cedis (100 GHC) for the exercise. Since currently every aspect of the screening is done in house, the University makes significant savings from the exercise.

9.2.3 Medical care levy for all students

The student medical care levy of Forty Ghana Cedis (40 GHC) per semester provides income for care of students and the running of clinical services for students.

10.0 CHALLENGES

The Directorate faces three 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.

10.2 Human Resource

The human resource capacity of the Directorate is still below the required minimum. Additionally, the kind of human resource services received from the Human Resource Directorate vis-a-vis the nature of services rendered by the Medical Directorate and the fact that our staffing planning is critical to the quality of services is worrying and tends to make planning difficult for the Directorate.

10.3 Procurement of Medicines, Reagents and Consumables

The Directorate is often placed in a precarious situation due to procurement delays and disorderly procurement practices of medical supplies. During the year under review, there was never a day that the Clinic had a full complement of all requested essential medicines. This has been a major challenge to the smooth running of the clinic. Sadly, in the year 2019, the Directorate was unable to conduct the annual staff medical screening due to procurement delays.

11.0 RECOMMENDATIONS

The Directorate needs an Ambulance. The Directorate plans to extend services, particularly to cover maternity and delivery services, but it will not be safe to do so without the services of an ambulance to adequately handle emergencies. It is critical to build the full complement of the requisite human resource capacity for optimal quality of care and to also allow for emergency night cover at the UPSA Hostel sickbay.

The Directorate calls for a complete review of the procurement process for the Medical Directorate in order to resolve the perennial shortage of essential medicine.

The University needs to procure an X-ray machine to provide essential services for clients. Economically, the X-ray fee charges from the freshmen medical exercise alone should be able to pay fully for the cost of purchasing and running the X-ray machine for about 3 years.

12.0 CONCLUSION

The Medical Directorate will continue to strive to provide quality medical care and services to the growing number of clients, collaborate with other stakeholders in healthcare including the Ghana Health Service/Municipal Health Directorate and offer technical support and advice to various directorates, faculties, offices, and units.

WORKS & PHYSICAL DEVELOPMENT DIRECTORATE



Mr. Edward Odjidja
Director of Works –
Physical Development

INTRODUCTION

This report outlines the various activities carried out by the Physical Development Directorate in the course of the year 2019.

In the course of the year 2019 under review major constructional projects carried out in the course of the year were:

- The Academic Wing Complex
- Auditorium and Students' Centre

Other minor works undertaken covered areas of maintenance, general sanitation, landscaping, power, water supply and sewerage works on the University campus.

1.0 CONSTRUCTION WORKS

1.1 The Academic Wing Complex (Rev. Fr J.J.M.Martey building)–

Most work was carried out on the:

Second and Third Floors (NB block).

Outstanding work these floors have been completed and IST Directorate have taken occupancy of the space.

1.2 The Lecture Auditorium/Cafeteria

The above structure is currently at sub-structural level and forms part of the Academic Wing Complex which comprises a lecture auditorium with a cafeteria and general stores on the ground floor.

However, the change of usage of space in relation to the current academic programmes being offered by the University indicates that individual lecture spaces are required instead of large lecture auditorium like spaces. Thus the current drawings of the space have been revised to meet the current user requirements.

The original design in terms of the overall dimensions and building height remain the same. However the raked floor, and void of the auditorium are to be replaced with three slabs. This would afford the University the judicious use of the facility by the provision of individual lecture halls per floor.

The quantities and rates of the existing contract documents have been revised to reflect the changes in the drawing.

The Revisions to the Facility would incorporate the following:

Ground floor: offices and large storage space for Central stores and the Sports Department.

Subsequent floors (3 levels): four lecture halls per level, ancillary facilities.

The drawings and blank bills of quantities to the above reflecting the modification of the lecture auditorium/cafeteria to lecture halls and central stores have been completed and submitted to the University by the construction Consultants. The revised cost of the project is yet to be submitted for necessary action.

2.0 Erection of an Electronic Bill Board

The Bill Board has been mounted and all electrical connections have been undertaken. The Bill Board is operational.

3.0 Street lighting and pedestrian walkway from the Campus to the hostel.

The Ministry of Energy and the Urban Roads Department heeded requests for the above with the provision of zebra crossings and road markings to the main road. The pedestrian walkway was suspended as the road would in the future be expanded into a dual carriage and any cost put to the construction of a pedestrian walk would be wasted.

Work on street lighting has been undertaken by the Ministry of Energy with the erection of poles and the installation of lights from the N4/UPSA intersection to Accra Training College and from the Book Trust junction to Trinity College.

Work is currently being done on the campus with the installation of street light poles at the carpark of the Rev. Fr.J.J.M. Martey building. Other areas on campus without lighting would be tackled. Recently, the Member of Parliament for Madina donated street lights to the University.

4.0 Astro Turf Construction to the Football Field.

Management of the University signed a contract in the second quarter of this year for the construction of an Astro-turf football field at the existing site of the football field. The facility will come with:

- spectator stands(inclusive of a VIP seating area)
 - changing rooms,
 - washroom facilities,
 - storage space and space to be used by the Sports Department for offices etc,
 - flood lighting
- and the completion of the fencing of the field.

Works on the above facility began in August 2019 and was to be completed in November 2019. Construction of the above facility is ongoing as follows:

Spectator stands:

The floor, columns and reinforcement fabrication to spectator seat beams have been completed and concreted. Formwork for the first floor of the VIP stand and others are being done. Work is about 60% done on this section.

Changing rooms:

The Changing rooms are at super structure level with the building roofed, first fixes for electrical and plumbing done, door frames and ceiling installation are completed both externally and internally plastered. Skimming to the walls has been done. Window frame installation is 100% done.

Floor tiles installation is 80% complete, wall tiles to washrooms is 85% completed.

Astro turf ground preparation and laying is about 15% complete

Work, though progressing is far behind schedule.

5.0 Landscaping works on the campus

Maintenance is being consistently done to the lawns and shrubs on campus with trees being planted. In the coming year the Directorate intends to plant trees in the planter areas of the car park in front of the Administration block as the space is no more used for social functions. About 25 trees in all is intended to be planted.

6.0 Auditorium and Students' Centre

Construction of the above facilities which began in July 2016 have been completed and are in use. There are snags from the defects liability period that are being sorted out by the contractor and as such, the final retention has not been released.

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 IPS (Institute of Professional Studies, Nana Opoku Ampomah

indicated that he was prepared to offer land to the University for a campus in Bekwai. A 35 acre piece of land has been offered at Amofo, Bekwai. Document preparation to support the offer of the 35-acre piece of land by Nana Opoku Ampomah (Chief of Amofo Traditional area) is being undertaken.

The University intends to develop a land use plan and put on a structure that can be used to initiate development of the campus when the documentation is complete.

7.2 Land near Ideal College.

In furtherance to future development and expansion of the University, Management of the University has purchased two acres of land near Ideal College with the intention of constructing a Hostel on the acquired land. Under a Design, Build and Transfer Contract with the University, Access Bank(Ghana)PLC is constructing a 10-storey hostel block on the land. The contract to begin the construction of a student hostel on the land has been signed and work has commenced. The project duration is 18 months. The Hostel is captioned as Hostel C" under the contract.

An Additional Hostel Facility (captioned as Hostel B") is being constructed at the existing Students Hostel by Access Bank (Ghana) PLC under the same contract as Hostel C".

The Accommodation schedule for the Hostels:

Total number of floors for each Hostel: 10

Total ground floor area developed for the building: 1944m²

Number of student rooms: 396

Total sq metre of each student room: 28.54m²

Other amenities per floor include:

Porters lodge with offices and general washroom areas

Store rooms, Electrical rooms

Study rooms (two per floor)

Junior common room (JCR)

Staircases, lobby areas and elevator

Work on both Hostel projects have taken off earnestly.

7.4 Land in Mpehuasem, East Legon

The University is in the process of acquiring land at Mpehuasem, East Legon for future development. The land size is about eight (8) plots.

7.3 Multipurpose ten storey Twin Tower facility

Under a Design, Build and Transfer Contract, the Access Bank (Ghana) PLC is constructing the above project. The 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 the following:

<p>A. Ground floor Parking for cars/vans total: about 122 Paved road access to the car park area Security Elevators and staircases Office spaces washrooms Service areas</p>	<p>Total land area developed:5,922sqm</p>
<p>Suspended connecting walkway to all floors</p>	<p>Total area for connecting walkway:484m2</p>
<p>B. First floor Commercial areas total-440m2 Storage Stairs and elevators (2no.) Washrooms Kitchenette Electrical rooms Janitors closet</p>	<p>B. First floor Office spaces 28 offices @13.5m2 each ICT Data Centre Meeting rooms Stairs and elevators (2no.) Washrooms Kitchenette and breakout rooms Electrical rooms Janitors closet</p>

<p>A. Second floor Commercial areas total-440m2 Storage Stairs and elevators Washrooms Kitchenette and breakout rooms Electrical rooms Janitors closet</p>	<p>C. Second floor (Law Faculty) Moot Court Offices :8 offices @14.0m2 each Lecture rooms Stairs and elevators Washrooms Kitchenette and breakout rooms Electrical rooms Janitors closet</p>
<p>D. Third floor Commercial areas total-440m2 Storage Stairs and elevators Washrooms Kitchenette and breakout rooms Electrical rooms Janitors closet</p>	<p>D. Third floor Lecture rooms -(no.1-150 seats,no.2-118 seats, no.3-160 seats) 3 meeting rooms Electrical rooms Stairs and elevators Washrooms Kitchenette and breakout rooms Electrical room</p>

<p>E. Fourth floor Commercial areas/offices total-440m2 Storage Stairs and elevators Washrooms Kitchenette and breakout rooms Electrical rooms Janitors closet</p>	<p>E. Fourth floor Lecture rooms -(no.1-150 seats, no.2-118 seats, no.3-160 seats) washrooms 3 meeting rooms Electrical rooms Stairs and elevators Kitchenette and breakout rooms</p>
<p>F. Fifth floor Lecture rooms -(no.1- 68 seats, no.2-68 seats, no.3-68 seats) washrooms 3 meeting rooms Electrical rooms Stairs and elevators Kitchenette and breakout rooms Janitors closet</p>	<p>F. Fifth floor Lecture rooms -(no.1- 150 seats, no.2-60/70 seats, no.3-160 seats) washrooms 3 meeting rooms Electrical rooms Stairs and elevators Kitchenette and breakout rooms Janitors closet</p>
<p>G. Sixth Floor Lecture rooms -(no.1- 63 seats, no.2-40 seats; no.3-81seats, no.4 -45 seats, no.5 – 45 seats, no.6-45seats) washrooms 3 meeting rooms Electrical rooms Stairs and elevators Kitchenette and breakout rooms Janitors closet</p>	<p>G. Sixth Floor Lecture rooms -(no.1- 54 seats, no.2-54 seats, no.3-66 seats, no.4-54 seats) washrooms 3 meeting rooms Electrical rooms Stairs and elevators Kitchenette and breakout rooms Janitors closet</p>
<p>H. Seventh Floor Lecture rooms -(no.1- 63 seats; no.2-40 seats;no.3-81seats ,no.4 -45 seats ; no.5 – 45seats, no.6 -45seats) washrooms 3 meeting rooms Electrical rooms Stairs and elevators Kitchenette and breakout rooms Janitors closet</p> <p>J. Eight Floor Apartments (total of six(6)) 2no. 1 bedroom apartment – 72.8m2 4no. 2 bedroom apartment -88.2m2</p>	<p>H. Seventh Floor Lecture rooms -(no.1- 54 seats, no.2-54 seats, no.3-66 seats, no.4-54 seats) washrooms 3 meeting rooms Electrical rooms Stairs and elevators Kitchenette and breakout rooms Janitors closet</p> <p>J. Eight Floor Hotel type rooms (total of twenty(20)) 2no. 1 bedroom apartment – 72.8m2 4no. 2 bedroom apartment -88.2m2</p>

K. Ninth Floor Executive lounges and dining Kitchen Storage area Roof terrace lounge Washrooms Changing rooms Stairs and elevators	K. Ninth Floor Services and plant floor Elevators and stairs
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Work has commenced on the project with site clearing almost complete. The duration of the project is 36 months.

Due to the location of the project, the bus stop would be relocated to minimise vehicular pedestrian conflicts.

8.0 Power/Maintenance

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, 750kva, 200kva and 330kva generators that provide alternate power to the campus.
- Rectification and repairs were done on the overhead lines supplying power to the Ewoutoma Medical Centre, J B Buamah Building, Arkorful Building and the Gate House.
- Replacement of the faulty HRC fuses in the feeder pillar near the 500kva transformer was done by the electricians
- Replacement of faulty old AC power lines in some offices in the central Administration and other blocks.
- Rectification and repairs of power supply issues to some water pumps on campus
- Installation of streetlights around the generator sets.
- 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, and 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 to perform efficiently.

8.1 Solar Power Provision

There is the intention to consider using solar power to provide the energy needs of some buildings on campus. A pilot scheme is being planned for the Lecture Block Complex. It would then be extended to other buildings.

9.0 WATER SUPPLY AND SEWERAGE

9.1 Water Sources, Water Treatment & Water Storage On Campus

- Water supply from the GWCL was mostly continuous. However, sometime in October, there was an interruption in the flow of water over a period of about six (6) days. In other weeks, flow of water may be low or, interrupted for some time over the day, or for a day or two (2). On such days, water was pumped from the reservoirs on campus for use.
- Water supply to campus by water trucks was not needed as water obtained from the GWCL and the boreholes met the water demand in the various buildings.

a. Water Treatment: Water from the boreholes is treated by reverse osmosis process and stored together with the treated water from the GWCL.

b. Water for lawn maintenance is taken from the final effluent wastewater tank of the biogas sewage treatment plant installed on campus. With the completion of the Student Center, rainwater is channeled and stored in the disused septic tank for the public washrooms nearby. This water is mainly intended for the maintenance of lawn areas nearby.

c. Water for firefighting: In addition to the extra ground storage tanks at some of the buildings to make water available for firefighting, there exist on campus, two (2) fire hydrants, connected to the GWCL mains (by a 4" HDPE pipeline). One (1) located in front of the Student center and the other, at the car park of the New Auditorium.

• Faulty ball valves in the various overhead tanks were replaced.

9.2 WATER TRANSPORT & DISTRIBUTION ON CAMPUS

No extensions were done to the existing water supply pipe network on campus. Sections of the network that developed leaks over the course of the year were worked on and the necessary repairs were made.

9.3 SEWER COLLECTION, TREATMENT & DISPOSAL

- Due to the activities of three (3) canteens on the ground floor of the Student Center, chambers that have been constructed to channel waste from these canteens were getting clogged and overflowing, creating unsightly conditions in front of the building where these chambers are located. The blockage was due to large amounts of fats, oils and food particles that was being poured into the drains consistently. The department in collaboration with the Business Development Department, met with the canteen operators to advise them on how to handle the disposal of fats & oils and to completely desist from putting them in the drains.
- Grease traps would be installed in each kitchen to prevent oils from being poured into the sewers.
- In the course of the year, sewer lines that got clogged in various buildings were worked on and the blockages was relieved.

9.4 WATER PUMPS & PUMP CONTROL DEVICES

- One (1) (1hp) pump was installed in a sump at the underground pump room, to pump water from the room to curtail any flooding.

9.5 SITE SPECIFIC MAINTENANCE WORKS

Justice Aryeetey Block (LBC) – With only one resident plumber on campus, only the most critical plumbing repairs are generally handled at a time. As it takes time to procure plumbing services, there was always plumbing issues pending even though the sole plumber on campus constantly undertook work. However, once materials and plumbing services providers are made available, works are carried out immediately, supervised by the department. Repairs carried out included;

Lecture Block Complex

- Unclogging of the floor drains in the buildings.
- Reconstruction of chambers outside the building(LBC). These chambers function to channel off water from the floor drains in the building, but had walls caved in and cover slabs that were broken.
- Replacement of faulty push taps and flexible tubes on the supply line to these taps.
- Resolution of leakage problems at WC cistern to flush pipe or WC bowl to drain pipe connections
- Replacement of stop cocks on the water supply lines to the WC cisterns.
- Replacement of damaged WC seat covers
- Repair or replacement of WC cistern float valves and siphons.

Opoku Ampomah Building (Central Administration)

Plumbing activities/repairs included:

- Change of damaged stopcocks.
- Replacement of flexible tubes (on water supply lines to WC cisterns and hand wash basins)
- Relieving air that got entrapped in the distribution pipelines
- Ewuntoma Building (University Clinic)
- Plumbing activities/repairs included:
- Replacement of faulty hand wash basin taps and leakages around the basins
- Replacement of WC siphons, flushing arms & hooks, as well repairs to handle leakages around the WC.

J.J. Martey Building (Academic Wing Complex) & Joshua Alabi Building (Library)

Repairs undertaken included:

- Replacement of faulty hand wash basin taps and leakages around the basins
- Replacement of WC siphons, flushing arms and hooks, as well as leakages around the WC.

Idris Egala Building (Graduate School)

Plumbing repairs undertaken included:

- Replacement of faulty hand wash basin taps and leakages around the basins
- Replacement of WC siphons, flushing arms and hooks, as well as repair to leakages around the WC.

- Replacement of broken WC bowls.
- Blockages of WC bowls were worked on and relieved.

Student Center & New Auditorium

These buildings have seen the least amount of plumbing repair works done so far since the fixtures installed are relatively new.

Water Fountain at the Quadrangle

Maintenance works undertaken here included:

- Frequent addition of Chlorine tablets
- Removal of solids that may have fallen into the fountain basin.
- Complete dewatering, cleaning and infilling of fountain and pumps

Reverse Osmosis Water Treatment Plant

A new underground Pump House has been constructed just adjacent the water tank and it now accommodates the treatment plant.

Before relocation, the plant was assessed. Based on the assessment, the two(2) large filter vessels (a 100 liters FRP Tank Quartz sand and a 100 liters FRP Carbon vessels) were replaced, along with the filter media they contained. The RO filter membranes were also replaced.

New components added to the set up were;

- An Ultra Violet (UV) water treatment device.
- A surface pump and a pump control valve to draw water from the untreated water tank to be fed into the RO plant for treatment.
- Two (2) filter vessels with automatic multiport valves for the automatic backwashing of the filter media within the vessels at the schedules times to prevent them from getting clogged.
- ¾" Solenoid valve.
- A 1hp sump pump to prevent the RO plant from getting flooded in case of a leakage.

Challenges

a. Inadequate number of resident plumbers on campus for plumbing repairs at any given time. This is currently the biggest challenge concerning water, sewage and plumbing maintenance works on campus.

There is only one (1) plumber available to handle plumbing faults that occur from the use of the many washrooms in each of the buildings on campus.

As a result;

- On the event where the only resident plumber is indisposed for any reason, works remain undone until he returns or until plumbing services are procured. In the case of leakages, the closest valves will have to be closed and these remain closed until plumbing services are available.
- The plumber gets over worked and finds it difficult to cope.
- There is always a backlog of pending plumbing faults that need to be worked on, which need not be the case.
- Inconvenience caused to users of affected washrooms, offices or spaces in the buildings.

Quality of Plumbing items supplied.

Although the department takes much care, to ensure that materials supplied are of good quality, however, some fittings supplied among the lot, quickly develops faults when they are installed and in operation. The result is that the plumber has to revisit sanitary fixtures that had previously been worked on, sometimes within the space of a week or a few days.

b. Attitude of Users (particularly at the LBC)

The floor drains in the washrooms and corridors of the LBC get blocked as some users had stuffed the floor drains with insoluble debris. Some of the cleaning staff were also in the habit of sweeping off sand particles into the drains instead of collecting and disposing off them properly in the waste bins.

Students are in the habit of uncovering WC cisterns (particularly at the LBC) seeking to flush after use even though signs have been posted in the various cubicles of the washrooms instructing users on how to use the fixtures

c. Decrease in the quality of water tanks

This year, a total of six (6) Rambo 1000 polytanks,

from behind the Joshua Alabi Library and Justice Ayeetey building (LBC), that were in operation, suddenly develop leakages. Previously when such tanks are repaired, the leaks quickly redeveloped and as such, they are traded in for new ones altogether.

d. Inadequate carpentry staff.

The Directorate would like to appeal to Management to consider the recruitment of an additional carpenter as currently there is only one carpenter serving the campus and is most of the time overwhelmed with work.

10.0 ENVIRONMENT AND SANITATION

10.1 Waste Management

Alliance Waste Limited is the private waste management company that handles the onward haulage of waste. Plans for the construction of an enclosed and roofed waste holding shed is being processed by the Procurement Unit.

There was also a 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 two (2) Stihl weed slashing machines and a new lawn mower for the implementation of weed control. This has enhanced productivity.

The Directorate undertook misting and integrated pest control on various parts of the campus in the course of the year.

10.3 Janitorial Service Providers

Four service providers are providing various janitorial services to the University. They are Emjek Cleaning Services responsible for the Justice Aryeetey Building; Unik Cleaning services handling the Prof. Joshua Alabi Library, GH, AB and Rev. Fr. Martey Building; and MacClean Sanitation Management cleaning the Students Centre and its surroundings.

11.0 Additional Staff

The Directorate had two new staff joining its ranks this year, a Quantity Surveyor and a Health and Safety officer.

12.0 Conclusion

The Directorate wishes to express its appreciation to Management, staff and students of the University for the remarkable support and collaboration it received during the year under review and it will continue to deliver on its mandate in spite of various challenges faced.



PUBLIC AFFAIRS DIRECTORATE



Mr. Geoffrey Gle

Acting Director, Public Affairs Directorate

1.0 INTRODUCTION

The mission of the Public Affairs Directorate (PAD) is to pursue proactive public relations and marketing communications strategies aimed at enhancing UPSA's visibility as an emerging world-class University, and to positively affect and influence stakeholders. The following report represents PAD's activities from January to December, 2019.

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.
- Create mass appeal for the University among stakeholders and the general public.
- Provide excellent customer service to internal and external stakeholders that interface with the Directorate and the UPSA brand.
- Position UPSA as the preferred University for students and employees.
- Organise/coordinate all events and protocol activities of the University.
- Manage adverse publicity (crisis management) for the University.

3.0 STAFF

The current full time staff of the Directorate stands at nine (9) 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	Asst Registrar	
Senanu King Dovoh	Asst Registrar	
Mark Aryeetey	Jnr. Asst Registrar	
Ruth Badu Nartey	Senior Staff	On Leave
Victoria Lovi	Junior Staff	Front Desk
Sandra Asiedu-Mantey	Junior Staff	Front Desk
Helina Osei Gyedu	Junior Staff	Front Desk
National service staff		

4.0 MAJOR ACTIVITIES UNDERTAKEN

- Organised four (4) Graduation events and a Matriculation Ceremony
- Strengthened stakeholder engagements particularly with Alumni
- Collaborated with VCEF in hosting the Alumni & Friends Cocktail party
- Organised the Third Annual Leadership Lecture
- Implemented aspects of the Brand Policy as contained in the UPSA Brand Guide
- Supported the Academic Affairs Directorate's Admissions Outreach programmes

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 PUBLICATIONS

The following publications were completed during the period under review:

1. UPSA 2018 Annual Report
2. Admissions Brochure
3. 11th Congregation Brochure (Faculty of Law and Faculty of Information Technology & Communication Studies)
4. Congregation Brochure (Faculty of Accounting & Finance, Management Studies, and School of Graduate Studies)
5. Brochure for Third Annual Leadership Lecture
6. Brochure for PhD students
7. 2020 UPSA Calendar
8. Handbook for the School of Graduate Studies
9. Brochure for Auditorium
10. SRC Constitution

4.3 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 up-coming events. The News update is disseminated to the University community electronically. Regrettably, some senior members do not use their official UPSA email addresses and thus, miss out on important information. We intend to work with ISTD, Deans and Faculty Officers to reverse this trend.

4.4 EVENT MANAGEMENT

The year under review has been one of the busiest for staff of the Public Affairs Directorate as they were involved in organising a number of major events. These events were also published widely in the print and online media.

	EVENT	DATE
1.	Vice-Chancellor's Book Launch	27th February, 2019
2.	5 th International Conference on Business Management & Entrepreneurship Development (ICBMED)	17 th April, 2019
3.	Otumfuo Centre for Traditional Leadership Workshop	20 th -24 th May 2019
4.	Commissioning of UPSA Auditorium	8 th May, 2019
5.	11 th UPSA Congregation – 1 st Session	1 st July 2019
6.	Congregation – 2 nd Session	25 th July 2019
7.	Congregation – 3 rd Session	26 th July 2019
8.	Congregation – 4 th Session	27 th July 2019
9.	VCEF Cocktail – Evening with Alumni & Friends	12 th September, 2019
10.	Launch of New MA Programmes	25 th September, 2019
11.	VCEF Scholarship Award Ceremony	3 rd October
12.	2018 Matriculation Ceremony	4 th October, 2019
13.	Student Entrepreneurship Initiative (SEI) Programme Launch	28 th October, 2019
14.	UPSA-CIMG Public Lecture	8 th November, 2019
15.	Third Annual Leadership Lecture & Launch of 55 th Anniversary	22 nd November, 2019
16.	Sod-Cutting: UPSA Twin Towers and Hostels	28 th November, 2019

4.5 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 2019/2020 Academic Year
- Postgraduate Admission for 2019/2020 Academic Year
- Faculty of Law Admission Advert for 2018/2019 Academic Year
- Invitation to Tender Adverts
- Congregation Adverts
- Registration and Review of Suppliers, Contractors and Service Providers.
- UPSA Annual Leadership Lecture
- Short Courses organised by the Business Development Centre
- Short Courses organised by the Institute of Work, Employment and Society

5.0 ORIENTATION FOR FRESH STUDENTS

PAD also participated in the orientation programme for fresh students.

6.0 LED SCREEN

The Public Affairs Directorate assumed the management of the Electronic Billboard or LED Screen – situated at the entrance gate – for advertisement. We will collaborate with the Business Development Directorate to make the services available to the general public as part of the University's income generating activities.

7.0 UPSA VIDEO DOCUMENTARY

Management has commissioned a UPSA video documentary project in view of the 55th Anniversary celebrations in 2020. This project will also produce an abridged documentary for the University's outreach and recruitment drive, as well as a social media clip. The project will be completed early next year. PAD is working with Enigma Images Ltd. on this project.

8.0 CHALLENGES

- Organising back to back graduation events and orientation programmes
- Overworked UPSA Choir
- Inadequate equipment – computers and printers
- Media & Website Coordination Unit: challenge of consistent, timely messaging and proper coordination

9.0 RECOMMENDATIONS

In view of the above-mentioned challenges, the Directorate would like to make the following recommendations:

- Scheduling of graduation events with at least two to three days interval
- Motivating the hardworking UPSA Choir with the provision of refreshment after major events and the donation of UPSA Cloth
- Provision of computers and printers
- We will engage with Management on proper alignment with the Media and Website Coordination Unit for consistent, timely messaging and coordination

10.0 MAJOR PLANS FOR 2020

The Public Affairs Directorate plans to carry out the following major activities in the year 2020:

1. Strengthen stakeholder relations with alumni, corporate bodies, friends & partners
2. Pursue Institutional Advancement strategies
3. Assist the VCEF Fundraising Committee
4. Collaborate with stakeholders in organising Anniversary events
5. Implement the UPSA brand policy as contained in the Brand Guide
6. Support admissions outreach programmes
7. Produce UPSA Video Documentary
8. Coordinate UPSA 55th Anniversary Activities
9. Procure UPSA branded souvenirs

11.0 CONCLUSION

The Public Affairs team is grateful to Management and all stakeholders for their support in executing our mandate throughout 2019. We look forward to another fruitful year.

DOCUMENTATION & INFORMATION MANAGEMENT CENTRE

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Dr. Edwin T. Ayernor,
Director, Documentation and
Information Management Centre (DIMC)

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. Based on a proposed operational and administrative structure to enhance efficiency in December, 2018, the DIMC during the year under review continued on its effort to improve students' information management through collaboration with key stakeholders. Similarly, the DIMC deployed improved information management systems to enhance documentation procedures, the capturing, storage, retrieval and usage of information in the University. The significant activity during the year under review is the commencement of the digitisation of student examination answer booklets as a strategy for sustainable storage management and efficient accessibility and retention of such records. Despite some critical challenges, the DIMC was able to perform its regular functions and operations successfully.

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 recommendations 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 2019

The following action plans were outlined to be undertaken and also to guide the activities of the year under review:

Plan	Status
1. Expansion of the Scope of Digitisation to cover examination scripts (answer booklets) and other academic records of student	Completed
2. Training of administrative staff on records management practices	Completed
3. Implementation of e-thesis database	Completed
4. Implementation of the paperless office policy and paperless meeting framework	Partly completed
5. Quarterly records surveys	Partly completed
6. Collaboration with ISTD to obtain raw data on students course registration and assessment	Completed

1.2 Structure of DIMC

In the 2018 annual report of the DIMC, a new operational and administrative structure was proposed to enhance the efficiency of the Centre. During the year under review, the Centre operated on the basis of the new structure as follows:

1. 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

Coordinated 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 of this include:

- a. Assisting faculty and departmental officers to implement the functional information classification scheme, file plans, and appropriate information

management systems and practices.

- b. Monitoring of records repositories and information management activities in the faculties/schools/institutes
- c. Ensuring security and safety and controlled access to academic records in the faculties, schools and institutes
- d. Management of the creation, storage and retrieval of students files
- e. Maintenance of finding aids on faculty/school/institute information

3. E-Records/Data Management Unit

The Centre deployed appropriate technologies and standards 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. 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. Database Management of the metadata of all digitised information.
- d. Monitoring and supervising the use of INFOMINA by various categories of users.
- e. Database management for data mining and institutional intelligence.

The officers tasked to coordinate the activities of the Units presented reports to reflect the key functions of the above units which are incorporated in this annual report.

2.0 2019 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 the 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 2019 registration exercise of fresh students was smoother and much improved as compared to previous years due to the implementation made by key stakeholders such as ISTD, DIMC, and Academic Affairs Directorate. The critical period of the registration spanned between 19th August to October 24th 2019. The process involved:

- i. Verification of the following documents:
 - Academic certificates – Tertiary diploma, WASSCE and SSCE Certificates
 - Birth or identity certificate – (or in default weighing card, baptismal certificate, passport, driving license, and NHIS card)
 - Online provisional admission letters
- ii. Check for payment of fees
- iii. Verification and thorough examination of entry requirements before formal admission letters were issued.
- iv. Creation of files for the freshmen. After the verification of documents for a particular student, a file is created immediately for him/her with the following documents:
 - a. Provisional Admission letter
 - b. Academic Certificate/Results slip (Tertiary diploma, WASSCE and SSCE Certificates)
 - c. Birth Certificate (or in default weighing card, baptismal, passport, driving license)

- d. Official Admission letter
- e. DIMC Clearance form
- f. UPSA Admission Declaration forms

This was to ensure that files were created for each and every freshman who had duly registered. In all, five thousand one hundred and thirty-eight (5,138) fresh student were duly registered. Newly created students' files were sorted, coded and arranged on shelves for permanent storage. Preparation of finding aids/location register for the newly created files for freshmen had also been completed.

As compared to previous years, the problem of long queues during registration were significantly reduced as the results of the measures put in place by key stakeholders. These included:

1. Automatic pre-verification of WASSCE results,
2. Pre-registration meetings with all stakeholders,
3. Improvement in USIS functionalities
4. Implementation of a new filing system
5. Involvement of students volunteers as queue marshals

Apart from the DIMC staff, faculty officers, departmental officers, staff of the Academic Affairs Directorate and ISTD were involved in the registration exercise.

Irrespective of the significant improvement of the registration exercise and other students' records management activities, the following unresolved issues should be recommended for implementation:

1. Re-assigning same Index Numbers to returning students
2. Online submission of required documents
3. Online completion of registration forms

2.2 Digitisation of Students Records

A lot of planning and preparatory activities were undertaken to commence the digitisation of students records examination answer booklet. This adds up to the set of records for the creation of e-records folders which began in 2017/2018 academic year. The first batch of the digitisation of answer booklets started with examination records of the 2018/2019 academic years' records. Therefore, this will result to:

1. Creation a virtual copy of students' examination records
2. Reduction of physical access to examination records
3. Synchronise student examination records (answer booklet, transcript, etc.,) with students file
4. Improve the management and storage of examination records

2.3 Re-Organisation of Old Records of Professional Students

The University has old records consisting of professional programmes students' files dating beyond the year 2005 and earlier. In recent times, there has been an upsurge in the frequency of requests for information about earlier past students which required retrieval of information from these records. As a result, the DIMC diverted attention and resources to re-organise these neglected records in order to:

1. Weed out ephemerals from the records
2. Sort and re-arrange based on the new filing systems
3. Capture metadata of the records into the students' files database
4. Create appropriate finding aids for easy search and retrieval

As a result of the re-organisation, about 8000 old students' files have been restored and integrated into the new filling system easy search and retrieval of information.

2.4 Transfer of the Examination Script to the National Records Centre

In the previous year, it was reported that the faculty records repositories were all filled to capacity with examination answer booklets. As a result, various faculty, departmental, and

academic affairs offices housed answer booklets inappropriately. Apart from the risk of exposing these records, the health hazards associated with their management and the manner in which records were scattered, leads to difficulties in search, retrieval, and general management of examination scripts.

To provide an interim solution, management granted approval for the transfer of parts of these records to the Records Centre of the Public Records and Archives Administration Department (PRAAD). This, to an extent, has brought some relief to the distressed storage conditions of examination answer booklets in the faculties.

Currently, about 90,000 examination scripts of the 2012/2013 academic year have been transferred to PRAAD for an annual storage fee.

2.5 NCTE/NAB Staff Audit and Personal Electronic File

During the year under review, the National Council for Tertiary Education (NCTE) and the National Accreditation Board (NAB) co-conducted a human resource audit of senior members of the University. Under the supervision of the Pro-Vice-Chancellor, the DIMC in collaboration with Deans, HODs, Departmental Officers, and HR Directorate Staff provided the necessary documentation, organisation, and retrieval of records in both paper and electronic form to aid the audit process.

At the end of the audit process, the DIMC successfully created a virtual copy of personnel files to:

1. Hold basic senior members' employment documents such as qualifications, transcripts, and NAB/NCTE bio-data forms,
2. Manage faculty members e-folders at the Departments.
3. Share e-folders through the institutional cloud storage systems (UPSA Google Drive) with key stakeholders.

2.6 E-Library Platform

As part of the plan of activities earmarked for 2019, an e-thesis platform was intended for deployment to cater for the growing number of printed project works, dissertations and theses in

electronic forms. In finding an optimised solution to this a broader scope was designed to include the requirements of distance learning and various library operations. As a result, a web-based open source e-library application has been customised and set up to meet the needs of the management and use of various e-resources for teaching and learning.

Currently, this application is running on the URL <http://library.upsavirtual.site/> as part of the distance learning platforms has been handed over to the electronic support unit of the Joshua Alabi Library for setup and full implementation. The system has functionalities such as;

1. Search engine capability using standard bibliographic index or content keywords
2. Building e-catalogue database for both print and electronic materials
3. Circulation of print materials
4. Membership management
5. Online Public Access Catalogue compliance

2.7 Provision of Data for Ranking and Awards

The DIMC provided the required information with and the commensurate evidence to the Times Higher Education 2019 Impact Ranking and Institute of Directors Ghana (IoD-Gh) Corporate Governance Excellence Award. The result led to the University winning the Best Corporate Governance Compliant in the Educational Category Award by the IoD-Gh. The University was also ranked 301+ in THE 2019 Impact Ranking which is based on four of the United Nation's Sustainable Development Goals (SDG).

The DIMC, with assistance of the Media and Website Team and Research and Consultancy Centre, provided data on four SDGs as follows:

SDG	Rank	Remarks
Partnership with the Goals (SGD17)	300+	Mandatory
Peace, Justices and Strong Institutions (SDG16)	Top 200	
Gender Equality (SDG5)	300+	
Quality of Education (SDG4)	300+	

Apart from the mandatory SDG I7, the University could have performed much better in the other three or more SDGs due to lack of available evidence to support responses to the ranking questionnaires. For instance, there are various activities and projects undertaken by the University which directly or indirectly support the Government of Ghana in the achievement of the SDGs. These include:

1. Using solar lighting systems and equipment
2. Free tuition for high school students living in nearby communities of the University
3. Leadership training for traditional authorities and chieftaincy administrators
4. Public lectures and capacity development programmes on leadership, entrepreneurship, business development, strategic management, etc.
5. Local and international collaboration projects
6. Endowment fund, scholarships and support for needy and underprivileged students
7. Affirmative actions for student recruitment (admission)
8. Assistance to students with special needs (physical challenges)
9. Student participation in voluntary and community services
10. Educational and recruitment outreach programmes

The above factors significantly contributed to the scoring for the impact ranking. Although the University is engaged in these activities there were difficulties in presenting the evidence for the ranking due to the following reasons.

- Non-existence of direct policies or documented implementation plans.
- Poor publications or positioning of contents, or reporting event proceedings on University's website.
- The projects and events were designed without the consideration of the criteria for Times Higher Education Rankings.

To ensure improvement in providing information for ranking the following measures were put in place:

1. Stakeholder meetings to restructure information floor and retention on the University Website. A report of these meetings is due for submission.
2. Appropriately document and publish existing policies.
3. Track the publication of events and activities with various Units.

2.8 Documents/Records Survey

The DIMC conducted surveys to ascertain the levels of records management practices in the various faculties/schools, directorates, secretariats, units and sections of the University, including the conditions and volumes of documents and records. As a result, a file audit was conducted on approximately Five Thousand Five Hundred (5500) files (excluding students' records) from the various units of the University to ascertain the application of records management practice and principles. The following were observed during the surveys:

I. Growth Rate of Records

Despite efforts to reduce the circulation of print documents/records there is a significant increase in the use of printed documents. In the last four years, there has been an increase of about 30 hard files only containing records created out of administrative and ancillary functions of the University which excludes students' academic records on hard files.

There are also a number of undetermined printed documents which contain evidential, transactional, legal, fiscal, or otherwise value information which deem it necessary for such document to be kept as records. In cases where such documents may contain any of the values listed above, there are online representing copies of main records kept in the original order or file.

Having such a quantum of ephemeral documents do not only reflect the wastage of paper, but pose a threat to storage and retrieval of records and can hinder efficient records management.

2. Management and Handling of Records

Notwithstanding the increases in the growth rate of printed documents and heavy consumption of paper, there has been an appreciable improvement in the overall handling and management of records. This could be attributed to the DIMC information management training programmes and awareness creation. Such improvements include:

1. Circulation and tracking of the movement of documents or files in some key offices
2. Creation of files and finding aids by various administrators
3. Arrangement and organisation of files
4. Application of simple technologies for file management

2.9 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

To enhance access to instructive and informative materials, DIMC has put in place mechanisms to ensure that all university records and documents are generated, distributed, stored and can be retrieved to support decision making processes where necessary.

2.10 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 the Business Development Centre

2. Mr. Felix Mawuli Yao Zanu

- a. Served as secretary to the Graduate Studies Committee
- b. Served as secretary to the panel for dissertation and proposal presentation
- c. Facilitated the Practical Records Management Training organised by the Business Development Centre

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 Business Development Centre
- 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 and maintain UPSA-Virtual, accreditation process for Distance Learning programmes, and training of faculty on the authoring of Study Manuals, Infographics and UPSA-Virtual.

3.0 STAFF STRENGTH

<u>Staff /Function</u>	<u>Rank/Position</u>	<u>Unit</u>
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
6 National Service Persons		Digitisation General Records Administrative Assistance

4. CHALLENGES

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 were as follows:

I. Staffing

- a. Only one 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 assistant registrars undertook 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 95 per cent of the storage capacity
- b. The storage spaces in the faculty records repositories have utilised more than 75 per cent in each faculty

5.0 PLAN FOR 2020

For the year 2020, 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 2020:

Table 1: Plan of Actions and Timelines for 2019

Plan	Timelines
1. Review existing DIMC policies and develop comprehensive information management policies and SOPs	By July 2020
2. Complete a comprehensive SOPs for digitisation	By March 2020
3. Conduct Bi-annual records/document survey	In June and November 2020
4. Expand the functionalities and access on ERMS (Infomina) to all authorised users of student and administrative records.	May 2020
5. Implement the paperless Office and Paperless Meeting policy frameworks	By March 2020
6. Conduct training and skills development on electronic records and cloud storage (drives)	February and August 2020
7. Produce data analytics reports on student enrolments and performance in the last first years.	November 2020
8. Draft a framework for institutional archives	November 2020

6.0 RECOMMENDATIONS

To enhance the functions and operations of the DIMC in the coming year, the following are recommended to management for consideration;

1. Support the policy framework and strategies for paperless operations by utilisation of electronic records and the institutional cloud storage systems.
2. Recruitment of Diploma or HND holders with relevant qualifications in records or information management to undertake various operation functions of the DIMC.
3. Employment of at least two physically able persons with at least SSCE/WASSCE or equivalent certification to be engaged as assistants in the filing, retrieval, carrying, and transportation of files.

7.0 CONCLUSION

The good Lord has been gracious to all the members of the DIMC to be 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 some critical challenges 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. Where necessary, the DIMC will reinforce and continue the plans that were successfully completed in the coming year. 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,
Research and Consultancy Centre

Introduction

This report highlights the main activities that were carried out during the year under review, the challenges faced and the planned activities for the upcoming year, 2020.

The highlights include:

Development of Research Proposals, Concept note and Expressions of Interest for Funding. Continuing our efforts to secure funding for research and consultancy, the Centre responded to two calls for Expression of Interest (Eoi); one call for a research proposal and another call for a concept note. Both solicited and unsolicited proposals for training were also submitted.

Institutional Research: Two surveys were conducted on the University to evaluate staff and students' satisfaction. These surveys covered a number of areas ranging from working/learning environment to promotions, quality of teaching, adequacy and relevance of learning resources as well as hostel and sports facilities.

Publication of Volume 11 of the Journal of Business and Professional Studies (formerly, Journal of Business Research): After a successful name change of the University's Journal, accepted

manuscripts for volume 11 are in press and will be published under the new name, Journal of Business and Professional Studies. A new Editor-in-Chief has also been appointed to oversee the journal and a meeting has since been held to sketch initial plans.

Organisation of Conferences and Seminars:

The 5th edition of the University's annual Conference dubbed International Conference on Business Management and Entrepreneurial Development (ICBMED) was successfully organised under the theme "Growing Businesses through Secure and Sustainable Financing". To promote research and scholarship, three inter-faculty seminars were also organised in the first, second and third quarters of the year.

Preparation of New Policy Documents:

Three documents, namely, Research Management and Administration Handbook, Plagiarism Policy, and Intellectual Property Policy were prepared and submitted to Management for approval. The Research Management and Administration Handbook has been approved and the two other documents are pending approval.

Quarterly Publication of New Research:

Consistent with the University's Research Policy and Management's desire to monitor and evaluate the University's research output, the first, second, and third quarter reports on new publications/research have been published. For the first, second, and third quarters, a total of 11, 14, and 35 new publications were made by 11, 17, and 25 faculty members respectively.

To conclude, I will like to take this opportunity to thank my team, through whose hard work we have been able to carry out the aforementioned activities. I will like to also acknowledge and thank Management for their unwavering support. In the coming year, we look forward to your continuous support as we commit to achieving great milestones.

Thank you for your attention and Enjoy your reading.

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 in 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 = Pragmatism, L = Leadership, and E = Efficiency.**



OUR STRATEGIC OBJECTIVES

Consistent with our Strategic Plan 2016-2020, the Centre's work in 2019 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 (12) regular staff and four (4) national service personnel. The breakdown of staff positions is as follows:

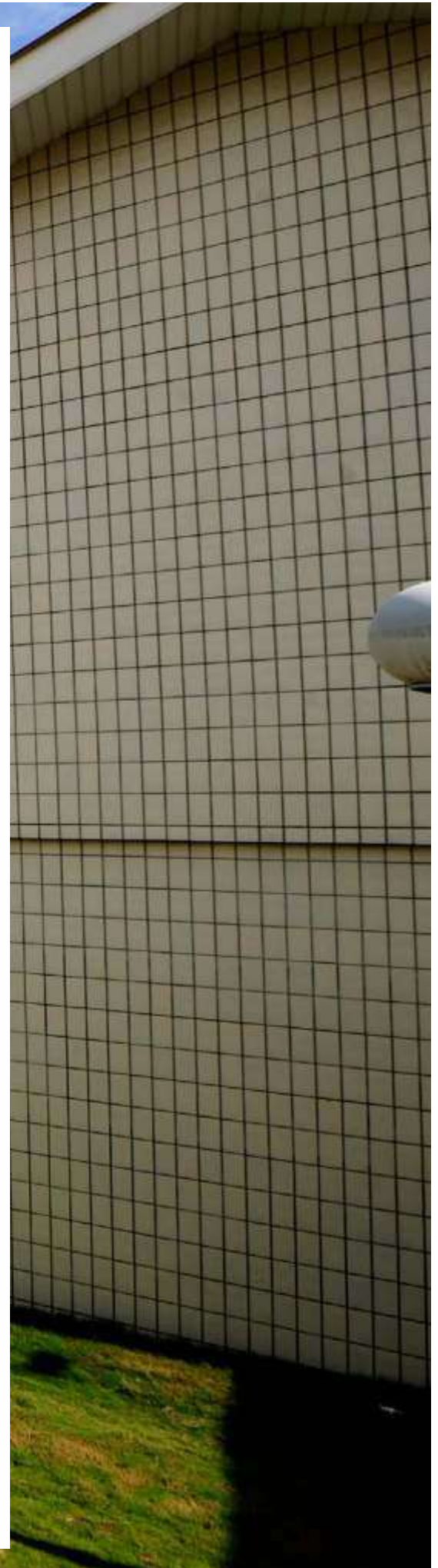
- Director (1)
- Deputy Director (1)
- Assistant Registrars (2)
- Research Fellows (8)
- National Service Personnel (4)

Promotion

During the year under review, Dr. Haruna Rufai Kilu was promoted to the rank of Senior Lecturer.

Completion of PhD Program

Dr. Andaratu Achuliwor Khalid completed her PhD work in Development Studies and successfully graduated during the year under review. The Director and staff congratulate her for achieving such laurels.



Staff Development and Conferences Attended

Name	Programme	Duration	Sponsor	Venue
	National Summit on Tertiary Education and Enterprise Development on the theme “Putting our Graduates to Work”	13 th –15 th March 2019	UPSA	Eastern Premier Hotel, Koforidua
	5 th School of Social Sciences International Conference	3 rd - 4 th April 2019	SELF	University of Ghana, Accra
	5 th International Conference on Business Management and Entrepreneurial Development (ICBMED)	17 th -18 th April 2019	UPSA	UPSA
	School of Business Seminar on seminar on the topic “Corporate Financial Reporting in the Wake of the Banking Crisis in Ghana: Could the Accountant be held Responsible?”	24 th May 2019	SELF	Jophus Anamuah-Mensah Conference Centre, UEW, Winneba, Ghana
	9 th Advances in Hospitality and Tourism Marketing and Management	9 - 12 th July 2019	UPSA	University of Portsmouth, UK
	1st Edition of Africa Risk Convention (AFRisk Convention),	12 - 16 th August 2019	IIPER (UK) & UPSA	UPSA
	Lecturers Lecture series on “Promoting Life-Long Learning Culture among Tertiary Students for Ghana’s Growth and Development: The Central Role of Lecturers”	8 th August 2019	UPSA	UPSA
	5 th Higher Education and Research Conference Ghana-France	15 th October 2019	UPSA	GIMPA
	National High-Level Conference on Integration of Knowledge and Strategic Leadership for Muslim Academics in Ghana	26 - 27 th October 2019	Baraka Policy Institute	Madina Institute of Science and Technology

	5 th International Conference on Business Management and Entrepreneurial Development (ICBMED)	17 th –18 th April 2019	UPSA	UPSA
	Joint Facility for Electives of the African Economic Research Consortium, for CPP & CMAP Programmes	4 th -7 th July 2019	AERC	Nairobi -Kenya
	5 th International Conference on Business Management and Entrepreneurial Development (ICBMED)	17 th – 18 th April 2019	UPSA	Graduate school, UPSA
	Conference on Strengthening Cooperation among Gender Centres in Higher Institutions of Learning in Ghana	12 – 13 June 2019	Centre for Gender Studies and Advocacy (CEGENSA)	University of Ghana
	Advancing the creative industry for development in Ghana: Policy workshop	11 th September 2019	DANIDA Fellowship Centre	Best Western Premier Hotel
	Bridging the Media Gap: Media training seminar	10 th –11 th October 2019	DANIDA Fellowship Centre	Ghana Academy of Art & Sciences
	Women in Energy Conference: Positioning for the future	26 th –27 th November 2019	MiDA	Labadi Beach Hotel
Dr. Adam Salifu	5 th International Conference on Business Management and Entrepreneurial Development (ICBMED)	17-18 th April	UPSA	UPSA
Dr. Andaratu Achuliwor	United Nations University (UNU) on Transforming Economies	11-15 th September 2019	United Nations University	Thailand
	Seminar on Literature Review	19 th February 2019	ISSER	ISSER
	5 th International Conference on Business Management and Entrepreneurial Development (ICBMED)	17 th – 18 th April 2019	Self	UPSA
	Research Process Strategies for High Impact Publication	23 rd July 2019	UPSA	UPSA
	BANGA – AFRICA Workshop & Mentoring Session	14 th August 2019	ISSER	UG
	Doctoral Summer School	26 th – 30 th August 2019	College of Humanities & Legal Studies, UCC	UCC
Mrs. Benedicta Quao	Seminar on China's Development and the Future of Hong Kong SAR, & China as the New Development Partner for Africa		The Institute of Economic Affairs (IEA), Ghana	Ambassador Birgit Storgaard Dialogue Centre, IEA

	National Summit on Tertiary Education and Enterprise Development on the theme “ Putting our Graduates to Work”	13 th – 15 th March 2019	Ministry of Education	Eastern Premier Hotel, Koforidua
	5 th ICBMED International Conference on Business Management and Entrepreneurial Development	17 th - 18 th April 2019	UPSA	UPSA
	Lecturers Lecture series on “Promoting Life-Long Learning Culture among Tertiary Students for Ghana’s Growth and Development: The Central Role of Lecturers”	8 th August 2019	UPSA	UPSA
	Entrepreneurship, Resource, Management, Innovation and Technology (ERMIT) Programme Staff Mobility Exchange Program	10 th -30 th October 2019	European Union	Yaoundé, Cameroon
	5 th ICBMED International Conference on Business Management and Entrepreneurial Development	17 th - 18 th April 2019	UPSA	UPSA
	Lecturers Lecture series on “Promoting Life -Long Learning Culture among Tertiary Students for Ghana’s Growth and Development: The Central Role of Lecturers”	8 th August 2019	UPSA	UPSA

ACTIVITIES OF THE CENTRE

Development of Research Proposals, Concept Note and Expressions of Interest for Funding

During the year under review, the RCC continued its efforts at developing proposals in response to opportunities for research and consultancy services. To this end, the Centre submitted two Expressions of Interest (Eols) to Plan Ghana and National Communication Authority on the topics “Green Skills for Ghana” and “Consumer Satisfaction Survey to Determine Perception of Mobile Phone Users” respectively. In collaboration with some faculty members from the Department of Economics, University of Ghana, the Centre submitted one research proposal and one concept note to the UNU-WIDER for funding. The research proposal was on the topic “Transitions within and out of informal work in Ghana: What are the facilitators, constraints and livelihood implications?” The

concept note on the other hand was on the topic “Intergenerational Mobility in Occupational Choices: Are There Gender Differences in Ghana?”

In respect of consultancy services, both solicited and unsolicited proposals were submitted organization to express interest in conducting training. One of the solicited Eols went to ARB Apex Bank through GIZ to undertake “Managerial and Leadership Capacity Development Training for Lower and Middle-placed Female Management Staff of Rural and Community Banks in Ghana”. Others went to some mining companies and financial institutions.

Institutional Research

In the year under consideration, the RCC conducted two surveys in the University to evaluate staff and students' satisfaction. The Staff Satisfaction survey covered areas ranging from working/learning environment, promotions to

overall satisfaction. The Students' Satisfaction survey assessed students' satisfaction with regard to admission and registration processes, quality of academic programmes, teaching and learning resource and environment as well as hostel and sports facilities. The final reports of these two surveys are ready to be presented at this year's Management Retreat.

Publication of the Journal of Business and Professional Studies (JBPS)

Pursuant to the request by the Trademark Counsel for Elsevier to the University to change its journal name from the Journal of Business Research (JBR), the RCC, with approval from Management, took steps to obtain an ISSN and copyright for the new name of the journal known as the Journal of Business and Professional Studies (JBPS). Subsequently, a new editorial team led by Prof. Nathan Austin as the Editor-in-Chief has been put in place by Management to reposition the journal. The team has since met to make initial plans.

Manuscripts accepted for publication in the volume 11, to be published under the new name, are currently in press. Other submissions are being processed for timely publication.

Organisation of Conferences and Seminars

5th ICBMED Conference

In April 2019, the RCC organised the 5th edition of the University's annual Conference dubbed International Conference on Business Management and Entrepreneurial Development (ICBMED). The conference was organised under the theme "Growing Businesses through Secure and Sustainable Financing". This year's edition of the conference witnessed a marked improvement in terms of quality of submissions, participation, and organisation. In total, 81 papers were accepted for presentation after receiving over 100 submissions. The submissions came from Ghana, Nigeria, South Africa and Malaysia. Out of the presentations, 12 full-length articles/papers have been submitted to the JBPS for publication consideration in a Special Issue for the conference. These papers are currently undergoing due processes.

Maiden Edition of AFRisk Convention

With approval from Management, the RCC, in collaboration with the School of Graduate Studies, organised the first Africa Risk Convention in Quantitative Methods and Risk Management (AFRisk Convention) in August 2019. This convention was a collaborative programme between UPSA and the International Institute of Professional Education and Research (IIPER), UK. The three-day convention had participants from the banking industry, oil and gas, insurance, and academia in Ghana and Nigeria. Participants took an exam at the end of the convention and those who were successful were issued Certificates in Quantitative Risk Management (CQRM).

Inter-faculty Research Seminar

As part of its continuing efforts to promote research and scholarship within the University, the RCC organised three Inter-faculty Research Seminars for Senior Members. The first seminar took place on 7th March 2019 under the topic "How to become a productive researcher" which was facilitated by Prof. Nana Owusu Frimpong and chaired by the Pro-VC, Prof. Charles Barnor. The second one was geared toward academic promotions in the University and was facilitated by a panel of experts, namely, Prof. Kwame Frimpong, Prof. Nana Owusu Frimpong, Prof. Albert Puni and Mr. Anthony Afeadie. The third seminar for the year under review was on the topic "Research process strategies for high impact publications". This was facilitated by Prof. Baniyelme D. Zoogah, Associate Professor of Management at the Williams College of Business, Xavier University in Cincinnati, Ohio, USA and a Visiting Lecturer at the Office of Doctoral Programmes, UPSA. All these inter-faculty seminars were well-attended by faculty members.

In-house Bi-Monthly Seminars

In our quest to develop the capacity of the staff at the Centre, a bi-monthly seminar series was instituted in-house for members to make presentations on a wide range of topics and new research methodologies. These seminars were held on Thursdays and topics covered included

but were not limited to: Acquiring a social license to mine: Reflections on multinational mines in Ghana; Counterfactual thinking and online purchase; Writing a winnable grant proposal; and Why “good or quality” manuscripts may be rejected by high-ranking journals.

Assessment of MBA Project Work 2018/19

Working with the School of Graduate Studies, the RCC arranged for the marking and verification of the final year MBA project work for the 2018/2019 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.

Preparation of Policy Documents

The year under review witnessed the acceptance of the proposed Research Administration and Management Handbook by Management to become the standard manual to govern all research activities in the University. The RCC is planning on a dissemination programme to be done in the ensuing year. Two other policy documents, Plagiarism Policy and Intellectual Property Right have undergone expert reviews and are currently awaiting Management's approval.

Quarterly Publications of New Research

Consistent with the University's Research Policy and Management's desire to monitor and evaluate the University's research output, the RCC started a Quarterly Publication of New Research. So far, the first three quarterly reports for the year have been published. In the first, second, and third quarters, a total of 11, 14 and 35 new publications were made by 11, 17 and 25 faculty members respectively. Tables 1 and 2 present the breakdown.

Table 1: Cumulative Number of Faculty Member and University Publications

Quarter of 2019	Number of Faculty Members Involved	University Publications
First Quarter - Q1	11	11
Second Quarter – Q2	17	14
Third Quarter – Q3	25	35
<i>Cumulative Total</i>		<i>60</i>

Source: RCC

Table 2: Cumulative Faculty and Departmental Publications for 2019

Faculty	Department	Number of New Publications			Total: Dept	Total: Faculty
		Q1 2019	Q2 2019	Q3 2019		
	Acc.		2	8	10	
	B & Finance	5	4	14	23	
	Bus. Admin.	2	4	6	12	
	Marketing	4	2	3	9	
	IT Studies		1	1	2	
	Comm. Studies		1	4	5	
	Private			1	1	
	Public			2	2	
Total		11	14	39	64	64

Source: RCC

Publication Reward

Three years after the introduction of the Publication Reward Scheme to recognise and reward staff for publishing in ranked or rated journals, there has been a sustained increase in the number of publications. From a paltry figure of 4 awards in 2017, the number has risen to 62 in 2019. The distribution in terms of Faculties and Departments are presented in Tables 3 and 4 respectively.

Table 3: Number of Publication Award per Faculty

Faculty	2017					2018					2019				
	4*	3*	2*	1*	Total	4*	3*	2*	1*	Total	4*	3*	2*	1*	Total
	4	A	B	C		4	A	B	C		4	A	B	C	
	A*					A*					A*				
Acc. & Finance	0	0	1	1	2	0	0	1	7	8	0	1	6	22	29
Mgt. Studies	0	2	0	0	2	0	1	9	5	15	0	6	7	18	31
IT & CS	0	0	0	0	0	0	1	1	0	2	0	0	1	1	2
Law	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	2	1	1	4	0	2	11	12	25	0	7	14	41	62

Source: RCC

Table 3: Number of Publication Award per Department

Dep't	2017					2018					2019				
	4*	3*	2*	1*	Total	4*	3*	2*	1*	Total	4*	3*	2*	1*	Total
	4	A	B	C		4	A	B	C		4	A	B	C	
	A*					A*					A*				
Acc.	0	0	0	0	0	0	0	0	3	3	0	0	0	9	9
B & F	0	0	1	1	2	0	0	1	4	5	0	1	6	13	20
Bus. Adm.	0	1	0	0	1	0	0	4	3	7	0	1	1	5	7
MKT	0	1	0	0	1	0	1	5	2	8	0	5	6	13	24
ITS	0	0	0	0	0	0	1	1	0	2	0	0	1	1	2
Com. Studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Law	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	2	1	1	4	0	2	11	12	25	0	7	14	41	62

CHALLENGES

In the year under review, the RCC faced some challenges in carrying out its functions.

The major ones included:

1. Low response rate to requests for information (e.g. Research Report, Surveys)
2. Lack of access to funding databases and networks
3. Ineligibility to put in proposal for some Requests for Proposals
4. Inadequate logistics and office equipment such as desktop computers/laptops/colour printers/furniture.

PLAN FOR 2020

In the coming year, the Centre plans, among other things, to:

- Intensify efforts at grant proposal writing
- Increase effort at soliciting for consultancy services
- Introduce Post Graduate Diplomas/Certificates in Research Methodology, Professional Consultancy Service Management, and Monitoring and Evaluation
- Continue to conduct Staff and Students' Satisfaction Surveys
- Start UPSA Reputation Survey
- Organise the 6th ICBMED conference, 2nd AFRiskConvention and Quarterly Interfaculty Research Seminars
- Publish the University's Research Report and Basic Statistics
- Organise a post mid-year budget review
- Support the QAD to conduct university-wide tracer study
- Introduce Tourism Satisfaction Index
- Introduce a monthly workshop series on Research Methodology
- Explore collaborative opportunities for joint research and consultancy

CONCLUSION

In conclusion, 2019 has been yet another eventful year for the Centre in terms of activities undertaken to promote research enterprise in the University. As 2020 beckons on us 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 and also to Management for their continuous support in making 2019 a successful year. We will continue to count on your contribution and support in the ensuing year and implore on Management to provide the RCC with the needed logistics for optimum results.

CENTRE FOR INTERNATIONAL EDUCATION & COLLABORATION



Dr. G. Koryoe Anim-Wright
Dean, Centre for International
Education & Collaboration

1.0 INTRODUCTION

This year was one of transition for the Centre for International Education and Collaboration (CIEC). The changes were an opportunity to introduce new and continuing ways to encourage UPSA's global engagement and redefine our mission in a way that will allow for a broader impact on the communities we serve.

This report outlines our multi-level approach to responding to the needs of the UPSA community and outlines initiatives undertaken. It provides an overview of our mission, the impact of our efforts and what CIEC, along with the UPSA community, have accomplished together during the period under review. It also mentions the challenges we see in the near and far term.

2.0 STAFFING POSITION

The current permanent staff at CIEC for the period under review is as follows:

- Dean - Dr. G. Koryoe Anim-Wright
- Assistant Registrar - Mrs. Eunice Ahiabor
- Senior Administrative Assistant - Ms. Joana Tsaku

Mrs. Aisha Attipoe was granted a two-year leave of absence.

Dr. Kweku Rockson retired at the end of March 2019.



3.0 STRUCTURE OF REPORT

This report is broken into the following sections:

- Major Activities Undertaken
 - International Education and Collaboration
 - Global Learning & Enrichment Opportunities
 - International Students
 - University Affiliations
 - Sharing Knowledge, Near and Far
- Tangible Output
- Plans for 2019 vs. Accomplishments of Plans in 2019
- Challenges and Recommendations
- Looking Ahead

4.0 MAJOR ACTIVITIES UNDERTAKEN

4.1 INTERNATIONAL EDUCATION AND COLLABORATION

Competing through Collaboration

At UPSA, we believe in the importance of international education and the margin of excellence it provides for our faculty, staff, and students. Our focus is on programmes that advance learning and scholarship in a manner that allows our faculty and students to think with an international or global perspective. This section provides an update in the areas of local and international collaboration as well as the impact or potential impact of that effort.

***At UPSA, we believe in the
importance of international education***

4.1.1 International Collaborations

- Since March 2019, UPSA Management and faculty have held various meetings with representatives from the Union Institute & University (UIU) in Cincinnati, Ohio, on online PhD programmes. UPSA and UIU are currently working on offering Ph.D. in Interdisciplinary Studies in the following areas:
 - Educational Leadership;
 - Ethical and Creative Leadership; and
 - Public Policy and Social Change.

Both institutions are finalising the MoU to guide the partnership. A date early next year has been tentatively set for signing the MoU.

Impact: The Educational Leadership programme addresses a national need expressed by the Ministry of Education. In signing this agreement and offering this programme, UPSA will be the first tertiary institution in Accra offering a Ph.D. in Educational Leadership. It will also broaden the scope of our doctoral programme offering.

- Dr. Gerald Dapaah-Gyamfi, Director of the Drolor Centre for Strategic Leadership, initiated arrangements for a visit to UPSA by the Director of the Criminal Justice Studies programme at the University of Dayton (Ohio), Prof. Martha Hurley. During her visit, she met with representatives from the Law Faculty to ascertain common areas of interest from which to develop a partnership proposal.
- Prof. Djimon Marcel Zannou, Vice Rector in charge of Academic Affairs at the University of Abomey Calavi in Benin, visited UPSA in November to engage in lesson sharing and strengthening of collaborations with UPSA.

Potential Impact: We plan on renewing the MoU as well as exploring language immersion programmes for UPSA students. With Ghana surrounded by Francophone countries, we could develop an optional academic enrichment experience that will allow UPSA students in any discipline to travel to a Francophone country for language immersion purposes.

- Under the auspices of the Office of the Vice-Chancellor, a five-person delegation from Botswana visited UPSA to share information about their university and discuss collaboration opportunities. The delegation included the Vice-Chancellor of the University of Botswana, the Acting Director of International Programmes, and the Honorary Consul of Botswana in Accra. Based on discussions at the meeting, UPSA has sent an MoU for collaboration.

Potential Impact: This MoU will focus on a collaboration that allows UPSA faculty to pursue terminal degrees at the University of Botswana thereby increasing the number of our faculty with terminal degrees in their field. A visit is planned for 2020 to sign an MoU, with the implementation scheduled for the following academic year.

- Ms. Elzette le Roux, Coordinator of the Centre for Teaching and Learning, Akademia, visited UPSA, met selected Deans, shared experiences, and learned about our programmes and processes. Akademia is a South African non-profit, private higher education institution.

UPSA will be the first tertiary institution in Accra offering a Ph.D. in Educational Leadership.

Potential Impact: Akademia has a strong online programme. An agreement that includes expertise regarding online programmes could be helpful to our distance learning efforts. This will be further explored.

- Dean of the School of Law, Prof. Kwame Frimpong, and Dr. Koryoe Anim-Wright, Acting Dean, CIEC, attended the Law School Deans Forum in Kigali, Rwanda. While there, they engaged the Dean of Harvard Law in a discussion about the Globalization Lawyers and Emerging Economies (GLEE) project and its rollout in Africa.

Potential Impact: The project is in its formative stages with a focus on large law firms in Kenya, South Africa, and Nigeria. Ghana was not included in the initial programme. However, as a result of our meetings, we have been informed that Ghana may be included with UPSA serving in a lead role.

- Prof. Abednego F.O. Amartey, Vice-Chancellor of UPSA, visited the University of Ibadan and

“Fourth Industrial Revolutions and its Applications in Academia”

Covenant University, both in Nigeria, in July. He engaged in meetings with the Vice-Chancellors and Management in both institutions for the purpose of deepening our intra-Africa collaborations.

Impact: We are currently in the final stages of an MoU with UI as an outcome of his visit. Our collaborative efforts have already begun: in November, the UI Law School Dean reached out to the UPSA Law School Dean to serve as an External Examiner.

- CIEC is planning for the visit of 38 staff, faculty, students, and alumni from the University of Virgin Islands (UVI) in mid-December 2019 for a lecture on the Trans-Atlantic Slave Trade and how it influenced their history.

Potential Impact: UPSA currently has an MoU with UVI to offer short courses through UPSA's Institute of Work, Employment and Society. The choice of visiting UPSA for the lecture was influenced by that agreement. A meeting of both Vice-Chancellors could lead to an expansion of the current MoU to include faculty and student exchanges and other areas of mutual interest.

- Prof. Amartey invited Prof. Tshilidzi Marwala, Vice-Chancellor of the University of Johannesburg (UJ), to UPSA for a December meeting. This invitation follows a successful visit to South Africa by Prof. Amartey and Dr. Edwin Tetteh Ayernor, Director, Documents and Information Management Centre. Mutual areas of cooperation were discussed and an MoU signed. Prof. Marwala also delivered a lecture to the UPSA community on the “Fourth Industrial Revolutions and its Applications in Academia”.

Impact: The signing of an MoU focused on research opportunities as well as faculty and student exchanges. This opens additional opportunities for our students to pursue graduate programmes in South Africa with funding from local organisations.

- The CIEC is at the beginning stages of discussions with other institutions of higher learning. The following are worth mentioning:
 - o Eastern Michigan University, Ypsilanti, Michigan;
 - o Wright State University, Dayton, Ohio; and
 - o Grantham University, Lenexa, Kansas.



4.1.2 Local Partnerships and Collaborations

- As part of our efforts to build local relationships and partnerships, the CIEC collaborated with the School of Management Studies and Melcom to offer a 3-day Customer Service Training in September. The training, fully funded by Melcom, was attended by 27 participants from Melcom and area hospitals. Following our training, five (5) participants have already conducted training exercises for staff in their organisations.

Impact: Melcom plans on hosting this training session regularly and will continue our partnership to achieve that goal. We included a presentation on our graduate programmes to attendees that could lead to some choosing UPSA for graduate school. Additionally, we will continue to cultivate our relationship with Melcom for their interest in our Vacation School programme.

These partnership will result in internships for UPSA students.

- The CIEC is following up on a request for collaboration from United Bank of Africa. The collaboration will involve employment opportunities for successful UPSA graduates with exceptional results.

Potential Impact: This partnership will result in internships for UPSA students.

- UPSA currently has students working at Vodafone under a new Vodafone student-focused programme. Our students have been placed in their call centre, working directly with customers to resolve issues. As a follow-up to the programme, the Centre held meetings with officials from Vodafone and UPSA students.

Impact: The strong and positive representation of our students ensures that Vodafone will reach out to UPSA if additional students are needed.

- The University of Ghana has included UPSA in the programme for a delegation from Koc University, Turkey, visiting Ghana in February 2020.

Potential Impact: Our discussions will include the development of an ERASMUS+ grant and other similar opportunities to deepen UPSA's exchange programmes and internationalisation efforts.

Other collaborative discussions in the formative stages are with the following organisations:

- The African Capacity Building Foundation for a potential academic programme in Diplomacy; and
- TV3 for the development of a potential TV show on the students in the Incubator programme.

4.2 GLOBAL LEARNING AND ENRICHMENT OPPORTUNITIES

- Two UPSA students have been selected to participate in a semester abroad at the University of New Brunswick, Canada. The students are:
 - Wendy Tetteh, MPhil in Leadership; and
 - Priscilla Afful Quansah, BBA.
 They will be in Canada from January to April 2020.
- The CIEC collaborated with NLA University College in Norway to secure an ERASMUS+ grant. Under this programme, three students from UPSA will visit NLA University College for a semester over the next three years.
- In March, a request was made to the International Student Exchange Programme (ISEP) for UPSA to become a member of the organisation. Unfortunately, ISEP is not accepting new universities in Ghana, but are open to UPSA students participating through the “Direct for All” programme (<https://www.isepstudyabroad.org/isep-for-all>). A flyer was sent to Faculties to share with students about the programme.
- CIEC is planning an international education experience in February 2020 for UPSA students to selected universities in the US with participation in two conferences at Harvard and Fordham universities. The Office of Doctoral Programmes assisted in the development of the programme.
- A visit by the UPSA Vice-Chancellor to the University of New Brunswick in Fredericton, Canada in September re-energised our partnership. As a result of his visit, seven faculty members were selected as recipients of the Queen Elizabeth II Diamond Jubilee Scholarship – Advanced Scholars. The faculty members are spending three months at UNB (November 2019 to March 2020) to undertake research to support the development of entrepreneurship training at UPSA.
- Three staff members from the University of Yaoundé and UPSA participated in the EMRIT Intra-ACP Mobility Scheme project this year:
 - In October, UPSA welcomed Mme Ebessune, an administrative staff member at the University of Yaoundé's international office, for a one-month attachment with the CIEC to learn about our processes and programmes.
 - Two UPSA staff members, Emma Pimpong, Assistant Registrar, Public Affairs Directorate; and Maxwell Yeboah-Mensah, Assistant Registrar, Research and Consultancy Centre, traveled to the University of Yaoundé for two-and-a-half weeks. While there, they explored ways to increase the enrollment of international students at UPSA.
- Prof. Oyvind Okland from NLA University College in Norway spent a week at UPSA under an ERASMUS+ grant. While at UPSA, he taught graduate courses in International Communication and Marketing, and Integrated Marketing Communication. Over the next three years, one faculty member from UPSA and NLA University College will visit each institution for one week.
- Under the leadership of the Office of Doctoral Programmes, UPSA hosted Prof. Buagu Musazi, a professor in Accounting from Morgan State University, for one month. He was at UPSA under the Carnegie Africa Diaspora Fellowship (CADF) Program, a Scholar Fellowship Program for Educational Projects at African Higher Education Institutions offered by the Institute for International Education in collaboration with the United States International University-Africa (USIU-Africa). While at UPSA, Prof. Musazi delivered a Public Lecture on the topic “Impact of Implications of USA Tax Policies on African Economies” among other collaborative projects.

4.3 INTERNATIONAL STUDENTS

In working with international students, our focus is to ensure that the campus infrastructure, including programming and activities, provide them with the necessary support to transition and integrate into university life seamlessly. This involves working with colleagues in recruitment, admission, advising, orientation, retention, and programming support where needed.

The CIEC held two familiarisation meetings with international students in February and October. Those sessions included identifying any issues they might have and putting them in touch with the requisite UPSA office to provide support.

UPSA currently has a total of 19 international students from seven countries, namely Nigeria, Cote d'Ivoire, Benin, Gambia, Togo, Sierra Leone, and Cameroon. Over the past five years, the highest number of international student intake was in 2018 when the University welcomed 11 students. With the exception of 2018, the admission numbers over the years have ranged from 1 to 5. The most common majors for international students are: Accounting, Business Administration, Finance and Marketing, Law, and Communication.

The CIEC is examining ways to:

- Increase our international student intake; and
- Accurately capture international students at admission.

4.4 SHARING KNOWLEDGE, NEAR AND FAR

Our faculty members were active at international conferences, presenting papers, posters and reports. This is a result of UPSA's approval of 28 Travel Awards totaling a little under GHC 250,000 that paid fully for senior members to travel for the purpose of strengthening UPSA's ties with partners, initiating contact with potential partners, and attending and/or presenting at conferences. These have expanded UPSA's outreach.

4.5 UNIVERSITY AFFILIATIONS

A number of private university colleges are affiliated to UPSA. Through the affiliation, these university colleges are able to run selected UPSA programmes, and after completion of studies, the students are awarded UPSA certificates. The institutions are:

Ghana Technology University College

GTUC offers the following UPSA programmes:

- o Diploma in Management
- o Diploma in Marketing
- o Diploma in Public Relations Management
- o Diploma in Computing and Information Studies

- Ghana Christian University College
The following programme is offered under the affiliation:

- o Bachelor's in Computing and Information Studies

- Methodist University College, Ghana
We are in the preliminary stages of working with MUCG for affiliation to the Faculty of Law.

- MS Regal College
The Centre received a request for affiliation from MS Regal College for the Diploma of Public Relations and Marketing, and Bachelor of Business Administration. A formal meeting of their Council is pending prior to their completion of the application process.
In August 2019, UPSA established an Affiliations Committee to ensure UPSA's high academic standards are met by each affiliate institution. The committee is also responsible for coordinating the affairs and activities of affiliate institutions.

5.0 TANGIBLE OUTPUT

- Two students traveling to Canada for a semester in January 2020.
- Seven faculty members participating in a

three-month fellowship at the University of New Brunswick;

- The ERASMUS+ grant resulted in a Visiting Faculty lecturing at UPSA for one week.
- Visits from four (4) universities and to five (5) universities by UPSA members during the year will allow us to increase our internationalisation efforts by signing agreements and/or MoUs that allow faculty and student exchange, expand our programme offerings, and provide greater opportunities for our faculty to obtain terminal degrees.
- Two UPSA staff members travelled to Cameroon under a staff mobility project.
- UPSA received one staff member from the University of Yaoundé for an attachment.
- Two students will spend a semester at NLA University College in Norway next August under the ERASMUS+ grant.
- One faculty member will teach at NLA University next August as a Visiting Faculty for one week.
- We anticipate three new doctoral programmes by the end of next academic year as a result of our collaboration with UIU.

The figure below illustrates the breadth of international connections made in 2019.



6.0 PLANS FOR 2019 VS. ACCOMPLISHMENTS OF PLANS IN 2019

STIPULATED PLANS FOR 2019	ACHIEVEMENT OF STIPULATED PLANS FOR 2019
Improve on students and faculty linkages	Paved the way for six (6) MoUs pending signature that include provisions for student and faculty linkages
Facilitate collaborations, partnerships and mentorships with local educational institutions	University of Ghana collaboration with Koc University, initiation of collaboration with GIMPA on study abroad programme, request from MS Regal University College for mentoring through affiliation
Encourage collaboration with foreign universities and educational-related agencies	Hosted seven (7) colleagues from foreign universities to increase collaboration
Liaise with designated centres, directorates, departments and faculties in the university to assist in enhancing the University's image	Signing of MoUs and entering into partnerships and collaborations with other institutions (such as the collaboration with Melcom) are helpful in enhancing the University's image— demonstrates a level of trust and confidence in UPSA by partners
Facilitate student and faculty exchange and increase the intake of foreign students	Provided opportunities that will allow five (5) student exchanges in 2020; seven (7) faculty are currently in Canada; discussions to increase international student intake ongoing.
Coordinate ticket purchases for all members of the University community traveling on official university business	Coordination took place as purchases were requested

7.0 CHALLENGES & RECOMMENDATIONS

Challenge: Our international students from Francophone countries are experiencing language difficulties, making comprehension of lectures a challenge for some.

Recommendation: CIEC would like to recommend a requirement for students from non-Anglophone countries to take an English proficiency test to enable us to better tailor language courses to their needs.

Challenge: Work closer with Faculty and Schools and empower faculty to lead in the development of programmes that will enhance the teaching and learning through the incorporation of international opportunities for learning.

Recommendation: In lieu of a sole focus on faculty travel to conferences, the CIEC would like to recommend the introduction of faculty-led programmes that will allow UPSA faculty to contribute to the global mission of the University. This will enhance the department's curriculum and count towards a student's major as a requirement or an elective. The programmes proposed must be sustainable and recurring.

Challenge: Our official record of international students at UPSA does not tally with the unofficial knowledge of international students studying at UPSA.

Recommendation: A document has been developed, pending approval, to streamline the admission of international students. The recommendations proposed will enable the admission process to better identify international students for the purpose of registration and the provision of services to them.

Challenge: There are some feelings of isolation by our international students. Many are unaware of services available to them.

Recommendation: CIEC needs to develop programmes that will bring our international students together with other UPSA students. Additionally, it might be useful to conduct an orientation for international students. CIEC will also develop a more formal structure and handbook for international students that details the support services available to them.

8.0 LOOKING AHEAD

CIEC is grateful to the University community for the efforts of individual faculty to advance and support the international outreach of UPSA.

Looking ahead, our focus is to advance learning, scholarship, and research through the development of partnerships, collaborations, and programmes that allow members of the University community, across disciplines, to immerse themselves in a culture or discipline.

To achieve this, we will provide leadership and guidance on innovative and unique approaches to international education and collaboration.

Under this broad umbrella, our key focus areas for 2020 will include:

- Working collaboratively with Faculties and Schools to develop innovative ways of internationalising our curriculum to enable graduates to think and act globally.
- Ensuring there is a common thread in our international efforts, linking and complementing efforts and commitments. This includes attracting international students to UPSA, hosting more visiting scholars, and establishing meaningful local and global partnerships and collaborations that strengthen UPSA's mission and values.
- Working with offices such as Academic Affairs, Counseling, Dean of Students and other support services to assess the effectiveness of the programmes and initiatives offered to international students at UPSA and where appropriate, make recommendations on how to improve processes to create an improved experience for entering international students.
- Developing a Ghanaian Immersion programme targeted at those inside and outside the Continent of Africa as a tool towards a better understanding of the history and contemporary issues in Ghana and Africa today. The programme will also focus on topics that will help participants develop an appreciation for general issues pertinent to the Ghanaian/African culture and development.

OTUMFUO CENTRE FOR TRADITIONAL LEADERSHIP

AND

DROLOR CENTRE FOR STRATEGIC LEADERSHIP



Dr. Gerald Dapaah Gyamfi,
Director, Otumfuo Centre for
Traditional Leadership

I.0 INTRODUCTION

This report covers the activities carried out by Otumfuo Centre for Traditional Leadership (OCTL) for the period January to December 2019.

The Centre was established to provide a platform for institutionalised training for traditional leaders to enhance their capacity in leadership and effective management of resources.

2.0 STAFFING

NAME	POSITION
Dr. Gerald Dapaah Gyamfi	Ag. Director (Drolor Centre for Strategic Leadership) oversight responsibility for OCTL
Mrs. Elizabeth Djobanor	Assistant Registrar
Mr. Lawrence Lartey	National Service Personnel

3.0 TRAINING PROGRAMME

The Centre offers diploma and certificate courses 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. These course are run in two cohorts annually.

- 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.

4.0 ACTIVITIES

During the year under review, the Centre organised two training workshops under the following objectives:

- Equip traditional leaders with leadership skills to enhance their ability to manage the communities and the resources under their authority.
- Provide platforms for networking and community development.
- Build capacity for Strategic Leadership towards community development.
- To equip traditional leaders with marketable skills to enable them to prepare marketing plans to showcase their communities for investors and as tourist attractions.
- Build Capacity for accountability and transparency using proper records and documentation management systems for effective land administration.
- Empower traditional leaders to promote peace using modern conflict management skills.
- To provide a facility for the study of chieftaincy as an institution and its role in a democratic republic, emphasising its developmental role as an independent and complementary tool of development.
- Provide a facility for the study of the role of chieftaincy as an instrument of social cohesion and stability in a turbulent period.

4.1 INCOME GENERATED FROM THE WORKSHOPS

The Centre organised two workshops in the year; the first 5-Day workshop was organised from 20th to 24th May, 2019 and the subsequent one was from 28th October to 1st November, 2019. The income generated from the workshops is presented in Table I:

Table I : Income Generated from the Workshops

NO	PERIOD	PARTICIPANTS	GROSS INCOME (GH¢)	NET INCOME (GH¢)
1	20 th to 24 th May, 2019	55	85,250.00	35,484.00
2	28 th October to 1 st November, 2019	40	60,250.00	15,785.00

4.1.1 OPENING CEREMONY (Monday, 20th May, 2019)

In a speech read on his behalf at the opening ceremony, Professor Abednego Okoe Amartey, the Vice- Chancellor of UPSA highlighted the role of Chiefs and traditional leaders and noted this as the core rationale for UPSA's training programme for chiefs.

He urged participants to acquire knowledge as they could play the role of agents of change and development in the Ghanaian society.

In a speech read on her behalf, the Minister for Local Government and Rural Development, Hon. Hajia Alima Mahama, expressed concern about an imminent gap in the governance process caused by the appointment of Metropolitan, Municipal and District Chief Executives (MMDCs).

She therefore called on Traditional leaders to support the election of MMDCE on political affiliation and assist in educating their subjects on that to ensure its success.

She further encouraged women, Persons living with disability and the youth, to put themselves up for the various positions to be elected.

Dr. Gerald Dapaah Gyamfi, Ag. Director of the Drolor Centre for Strategic Leadership, UPSA, with oversight responsibility for OCTL, said it was vital that traditional leaders were empowered, especially, at a time when lands and chieftaincy disputes were on the ascendency.

Torgbi Keh XII, Divisional Chief of Gbi-Wegbe, expressed gratitude to Mr. John Peter Amewu, the Energy Minister for sponsoring 3 chiefs and 10 queen mothers from the Volta region to pursue the course.

4.1.2 Closing Ceremonies

Closing Ceremonies were held for the May and October/November sessions. The May session was held on Friday, 24th May, 2019 for participants who had completed the Part I, II and Diploma of the training programme as presented in Table 2:

Table 2: Details of Training Participants: 20th – 24th May 2019

SESSION	Training Programme			Total
	Part I	Part II	Diploma	
20 th – 24 th May, 2019	26	17	12	55

Twenty six (26) new participants of Part I were awarded Certificates of Participation, seventeen (17) participants of Part II received Certificate in Chieftaincy Management and Administration.

Twelve (12) participants who enrolled in May 2017 and had successfully completed the Parts I, II and Diploma of the training programme were awarded Diploma in Chieftaincy Studies in Leadership and Management.

The diploma graduating class of 2019 presented a citation in honour of Lepowura M.N.D Jawula, former Director of the Centre in recognition and appreciation of the significant role he has played in establishing a training programme for chiefs.

The closing ceremony for the second training workshop was held on Friday, 1st November, 2019 for participants who had completed the Part I, II and Diploma of the training programme as presented in Table 3:



Table 3: Details of Training Participants: 28th October – 1st November 2019

SESSION	Training Programme			Total
	Part I	Part II	Diploma	
28 th October - 1 st November, 2019	15	8	17	40

Fifteen (15) participants of Part I were awarded with Certificate of Participation, and eight (8) participants of Part II received Certificate in Chieftaincy Management and Administration.

Seventeen (17) participants who enrolled in December 2018 and had successfully completed the Parts I, II, and Diploma of the training programme were awarded Diploma in Chieftaincy Studies in Leadership and Management.

5.0 LAUNCH OF OCTL

His Royal Majesty, Otumfuo Osei Tutu II, Asantehene on 22nd November, 2019 launched the Centre when he delivered the keynote address for the 2019 Annual Leadership Lecture at the new state-of-the-art UPSA Auditorium.

6.0 CHALLENGES

Some of the factors affecting the number of participants for the programme include:

- Sourcing financial assistance externally to enable the centre to support chiefs from less endowed communities remains a challenge.
- Inability of some of the participants to pay for the full course.
- Low publicity/promotion of the programme.

7.0 SUGGESTIONS FROM PARTICIPANTS

The following suggestions were highlighted by the participants as part of the evaluation of the programme.

- The workshop should be advertised in the dailies for more patronage.
- The advertisement for the training programme should be done early to enable participants to plan adequately.
- The Centre should consider running the programme at the various regional houses of

chiefs to allow more participants to attend.

- The Centre should organise the programme during the holidays so that participants can lodge at the University hostel.
- The Centre should plan the second training workshop to coincide with the Annual Leadership lecture so that Nananom can attend.

8.0 FOCUS FOR NEXT YEAR

The Centre will do the following:

- Organise two training workshops in the first and second semesters for traditional leaders.
- Organise a One-day Conference for traditional leaders during the long vacation.
- Intensify its efforts in sourcing funds for its programmes.
- Move to one of the regional houses of chiefs to organise a two-day training workshop for chiefs and staff of traditional councils.

9.0 CONCLUSION

The Centre is grateful to Management for its commitment and support for the Centre's programmes and its efforts in ensuring the launch of the Centre during the year under review. It is hopeful that the ensuing year will offer opportunities for the Centre to deliver on its mandate successfully.

DROLOR CENTRE FOR STRATEGIC LEADERSHIP (DCSL)

Executive Summary

This is a report on the activities of the Drolor Centre for Strategic Leadership (DCSL) for the calendar year of 2019. The first quarter realised the exit strategy summit and a new Director to the Centre. In the second quarter, the Centre hosted Prof. Hurley of University of Dayton. In the fourth quarter, the Centre organised a seminar on sexual harassment for both students and faculty of the University. The Centre has had difficulty with accessing funds for its projects and therefore requests that it be given the capacity in this regard. The Centre promises to undertake activities that will make it more visible in the succeeding year.

1.0 INTRODUCTION

This is a report on the activities of the Drolor Centre for Strategic Leadership for the calendar year of 2019. The report comprises the following.

2.0 STAFF STRENGTH

The current staff strength of the DCSL is two: comprising an Ag. Director and an Assistant Registrar.

NO.	NAME	DESIGNATION
1	Dr. Gerald Dapaah Gyamfi	Acting Director
2	Dinah Nana Ayensu (Ms)	Assistant Registrar

3.0 ACTIVITIES:

3.1 Exit Strategy Summit

The Drolor Centre for Strategic Leadership in collaboration with ESS Global Group organised a one-day conference for students of the University. The conference equipped students with the consciousness of leaving university and the need to plan. The conference also took students through structured mentorship assistance for undergraduate students who either were considering new career entry or were seeking to start up their own enterprises. This included tips on resume writing, job hunting, and preparing for interview. There were two speakers: Dr. Richmond Frimpong of Data Bank, Ghana and Mr. Samuel Kwame Asare of Project Centre, UK. The programme was a huge success. ESS group is a human-capital enhancing organisation, which focuses on nurturing young people for leadership especially those in Africa. The ESS Group, since 2007, has successfully reached out to over two hundred thousand youth in West and Southern Africa, Europe and the United Kingdom with its structured mentorship assistance in all its conferences on how to become successful after school.

3.2 University of Dayton Visit to UPSA

On July 7, 2019, the Drolor Centre, hosted the Director of the Department of Criminal Justice Studies of the University of Dayton, Ohio USA, Prof. Martha Hurley. Her visit was to afford her University the opportunity to familiarise itself with UPSA and consider areas of possible collaboration between the two universities. She interacted with Management, Faculty of Law and toured the campus as well. The Centre also scheduled to organise a public lecture on transnational border crime with Prof. Hurley, but this was not carried out due to the advice that because students were on break, it could affect the overall audience participation.

3.3 Seminar on Sexual Harassment

On October 29, 2019 the Centre organised a one-day seminar on sexual harassment for both students and faculty of the University on the theme: the narrative versus the reality of sexual harassment. The event was successful and the participants urged the Centre to carry the subject matter to the lecture halls to enable more students to benefit from it. The seminar speakers from UPSA were Dr. Ummu Markwei and Mrs. Patience Araba Mba.

4.0 CONFERENCES

From June 30 to July 5, within the period under review, Dr. Gerald Dapaah Gyamfi, the acting Director of the Centre attended a conference organised by the International Police Executive Symposium on the theme: Police Leaders in Countries in Transition. The Conference was held in Belgrade, Serbia.

DATE	NAME OF OFFICE	PROGRAMME	SPONSOR	VENUE
June 30 to July 5, 2019	Drolor Centre for Strategic Leadership	International Police Executive Symposium	UPSA	Belgrade, Serbia

5.0 CHALLENGES

The major challenge of the Centre is its inability to attract the needed funding for its intended projects.

6.0 RECOMMENDATIONS

DCSL recommends that UPSA should financially support the Centre in its initial drive to embark on public lectures on topical strategic decisions of the country. This will help the Centre to attract external funding.

7.0 FOCUS FOR 2020

In the succeeding year of 2020, the DCSL seeks to be more visible through its planned projects in reaching out to its target audience: that is, all people in leadership and those aspiring to leadership positions in whichever form. The Centre proposes to undertake the following activities:

1. Organise New Year Colloquium
2. Run a seminar on gender mainstreaming
3. Plan a Youth Empowerment Summit
4. Exit strategy
5. Run a certificate programme in leadership
6. Initiate a mentorship programme for young leaders in all fields of endeavour.

8.0 CONCLUSION

The year under review brought new partnership and new programmes to the Centre with emphasis on building capacity of human capital.

Nonetheless, the Centre hopes to broaden this horizon in the area of capacity building in the coming year.

HUMAN RESOURCES DIRECTORATE



Mark Otibo
Director, Human Resources

1.0 INTRODUCTION

This report outlines major activities of the key sectors of the Human Resource Directorate.

Mission

Human Resources will contribute to the UPSA's mission, vision, and goals by developing a Human Resource (HR) strategy and providing valued HR services to the University to attract, support, retain, and develop the diverse talent needed to achieve and sustain its mission and vision. In this endeavour, we will strive to deliver high-quality advisory services, competitive total rewards, organisational alignment and development, and effective employee relations strategies and communication, in compliance with University policy, legal, social, and economic standards.

Vision

The Human Resources Department is a service-oriented department, recognized as a trusted resource, strategic partner, leader and innovator in support of the University's mission, vision, and employees.

Staff Strength

The total staff strength of the University stands at 657, - the breakdown is presented in Table 1:

1.1 STAFF STRENGTH AS AT DECEMBER 2019

Gender	Senior Members		Senior Staff	Junior Staff	Total
	Teaching	Non-Teaching			
Male	217	84	71	59	431
Female	89	48	67	22	226
Total	306	132	138	81	657

Source: Human Resource Directorate, December 2019

2019 RECRUITMENT

The University received clearance to recruit staff for faculty and the various directorates and centres. The breakdown of the recruitment are as follows.

Faculty	47
Administration Senior Members	15
Senior Staff	48
Junior Staff	<u>15</u>
Total No	<u>125</u>

FACULTY APPOINTMENTS	
Department of Banking and Finance	6
Department of Accounting	9
Department of Communication Studies	9
Department of Information Technology	7
Faculty of Law	3
Department of Business Administration	9
Department of Marketing	4
Total	47
REGISTRY APPOINTMENTS	
Business Development Centre	4
Internal Audit	1
Works and Physical Development	2
Alumni	1
Human Resource Directorate	1
Audio Visual	1
Academic Affairs Directorate	1
IWES	2
Security	1
Credit Union	1
Total	15
SENIOR STAFF	
Public Affairs	3
Medical Directorate	6
Centre For Practical And Multi-Disciplinary Legal Education And Training	2
Graduate School	4
Weekend School	1
Works and Physical Development	3
Chaplaincy	1
Counselling	1
Library	4
Media and Website	2
Faculty of Management Studies	1
Procurement	2
Office of Pro-VC	1
Academic Affairs Directorate	2
Business Development Centre	10
Human Resource Directorate	1
ISTD	3
Finance	1
Total	48
JUNIOR STAFF	
Business Development Centre	4
Medical Directorate	2

	NAME	POSITION	DATE OF APPOINTMENT
1	Dr. Ampem Darko Aniapam	Dean, Weekend School	1/2/2019
2	Dr. John Bosco Damnyang	Dean, Faculty of IT & Comm. Studies	1/2/2019
3	Dr. Mrs. Helen Arkorful	Dean, Evening School	1/1/2019
4	Mrs. Fidelis Quansah	Confirmation of Appointment as Dean, Faculty of Management Studies	1/1/2019
5.	Dr. Kwaku Mensah Mawutor	Renewal of appointment as Dean, School of Graduate Studies	26/09/19
6.	Mr. Godwin Adagewine	Dean, Centre for Practical and Multi-disciplinary Legal Education and Training	25/2/2019
7.	Dr. Gerald Gyamfi Dapaah	Director, Drolor Centre for Strategic Leadership	1/3/2019
8.	Dr. Albert Martins	Confirmed as Director of Business Development Centre.	1/8/2019
9	Dr. Koryoe-Anim Wright	Dean, Centre for International Education and Collaboration	3/12/19

VICE DEANS

1	Mr. Kwadwo Obeng	Faculty of Accounting & Finance	1/1/2019
2	Mrs. Philomena Dadzie	Students	1/1/2019
3	Dr. Emmanuel Selase Asamoah	Faculty of Management Studies	1/2/2019
4	Dr. Alberta Bondzie-Simpson	Distance Learning Centre	3/6/2019
HEADS OF DEPARTMENT			
1	Dr. Edward Atta- Botchwey	Banking & Finance	1/01/2019
2	Dr. Mrs. Helen Koteikor Ahulu	Acting Head, Accounting	1/11/2019
3	Dr. Ernest Abraham Mensah	Business Admin.	1/2/2019
4	Dr. Godfred Yaw Koi –Akrofi	Acting Head Information Technology	1/3/2019
5	Dr. Theodora Adjin –Tetty	Acting Head, Communication Studies	1/11/2019
6	Prof. Edmund Kwaw	Head, Private Law	1/3/2019
7	Dr. Francisca Kusi-Appiah	Acting Head, Public Law	1/11/2019
8	Dr. Andrews Akolaa Adugudaa	Acting Head Marketing	1/11/2019
9	Mr. Ato Kwamena Dadzie	Website Unit	1/12/2019

CO-ORDINATORS

	NAME	POSITION	Date of appointment
1	Mr. Munkaila Abdulai	Total Quality Management	1/02/2019
2	Mr. Richard Nii Ayitey Akoto	MBA Petroleum Accounting and Finance	1/02/2019
3	Mr. Joseph Gerald Nyanyofio	MBA Corporate Governance	1/04/2018
4	Mr. Peter Ackah	MBA Auditing/Internal Auditing	1/04/2018
5	Mr. Issah Mohammed	MBA Accounting and Finance	1/2/2019
6	Mr. Joel Quarcoo	MPhil/MSc Leadership	1/2/2019
7	Mr. Isaac Ofoeda	MPhil Finance	1/2/2019
8	Mr. Charles Nii Ayiku Ayiku	Media & Website	1/2/2019
9	Mr. Samuel Darko	Media & Website	1/2/2019
10	Mr. Charity Boateng	Evening School	1/10/2018
11	Mr. Ibn Kailan Abdul-Hamid	MA in Brands and Communications Management	2/8/2019
12	Ms. Gertrude Amorkor Amarah	Centre for Practical and Multi-Disciplinary Legal Education and Training (CPMLET)	2/8/2019
13	Ms. Ivy Heward Mills	Training Programmes	2/12/2019
14	Mr. Samuel Appiah Darko	MA Peace Security and Intelligence	2/12/2019

RESEARCH OFFICERS

	NAME	POSITION	Date of Appointment
1	Dr. Ummu Markwei	Department of Business Administration	1/02/2019
2	Dr. Anthony Sumnaya Kumassey	Faculty of Management Studies	1/02/2019
3	Mr. Richard Amankwa-Fosu	Department of Accounting	1/7/2019
4	Dr. George Cudjoe Agbemabiese	Department of Marketing	1/11/2019
5	Dr. Ben Teye Odra	Department of Information Technology	1/11/2019
6	Dr. James Ntiamoah Doku	Department of Banking and Finance	1/11/2019

HALL TUTORS

1.	Mrs Gladys Abindaw Nabieu	Yaa Asantewaa Hall	February 1, 2019
2.	Mr. Baba Seidu Adibura	Opoku Ampomah Hall	August 2, 2019
3.	Mrs. Akorfa Wuttur	Mandela Hall	December 5,2019

FACULTY OFFICERS

1.	Mrs Beatrice Adjepong	Faculty of Management Studies	February 1, 2019
2.	Mrs. Leticia Akyeampong	Faculty of Law	September 15, 2019

UPGRADE

Dr. Emmanuel Kitcher of the Department of Information Technology was upgraded from Lecturer to Senior Lecturer.

PROMOTIONS

Academic Staff

No.	Name	From	To	Department
1.	Dr. Anthony Sumnaya Kumasey	Lecturer	Senior Lecturer	Public Administration
2.	Dr. Rufai Haruna Kilu	Lecturer	Senior Lecturer	Management
3.	Mohammed Issah	Assistant Lecturer	Lecturer	Accounting
4.	Mr. Ibn Kailan Abdul-Hamid	Assistant Lecturer	Lecturer	Marketing
5.	Kwame Fosu Boateng	Assistant Lecturer	Lecturer	Banking and Finance
6.	Mr. Eric Yiadom Boachie	Assistant Lecturer	Lecturer	Banking and Finance
7.	Mr. Godwin Musah	Assistant Lecturer	Lecturer	Banking and Finance
8.	Mr. Lawrence Asare Boadi	Assistant Lecturer	Lecturer	Banking and Finance
9.	Mr. Joshua Kwaku Ofoeda	Assistant Lecturer	Lecturer	Information Technology
10.	Emmanuel Doughan	Assistant Lecturer	Lecturer	Business Administration
11.	Mr Winston Asiedu Inkumsah	Assistant Lecturer	Lecturer	Marketing
12.	Mr. Mustapha Iddrisu	Assistant Lecturer	Lecturer	Marketing
13.	Mr. Stevens Justice Avenyo	Assistant Lecturer	Lecturer	Communications Studies

Registry Staff

The following Senior Members from Registry were also promoted during the period under review.

1. Mrs. Angela Adzo Seneadza of the Medical Directorate was promoted from Assistant Pharmacist to Pharmacist

TRANSFERS

1. Mr. Albert Amponsem, Senior Accountant was transferred from the Finance Directorate to the Audit Unit as Acting Head.

2. Mr. Michael Quaye Internal Auditor was transferred to the Finance Directorate.

3. Mr. Ibrahim Monipak, Assistant Registrar was transferred from the School of Graduate Studies to the Library.

4. Bridget Elikem Mensah, Senior Administrative Assistant was transferred from the Quality Assurance Unit to the Institute of Works, Employment and Society (IWES).

5. Mrs. Stella Twum Boateng was transferred from the Works and Physical Development Unit to the Quality Assurance directorate during the period under review.

6. Ms. Lesly Imparim, Senior Administrative Assistant was transferred from the Institute of Works, Employment and Society (IWES) to the Works and Physical Development Unit during the period under review.

RESIGNATIONS

- Mr. Ato. Conduah Senior Lecturer, with the Communications Studies Department resignation took effect from July 31, 2019
- Dr. Dorothy Pokua Agyepong, Lecturer at the Faculty of IT and Communication Studies, resigned from the UPSA effective January 2019.
- Dr. James Kwame Mensah a Lecturer at the Faculty of Management Studies resigned from the UPSA effective January 1, 2019.
- Mr. Yehoda N. K. Kotey, Assistant Lecturer, Law Faculty resigned from the University on July 1, 2019.

APPROVAL OF LEAVE EXTENSION

Dr. Godwin Utuka has been granted two years leave extension effective March 1, 2019 to February 28, 2021

Mr. Andrew Offei Nyanteh was granted 1 year leave extension from November 6, 2019 to October 31, 2020.

Ms. Erica Mamle Osae was granted Six (6) months leave extension with effect from September 1, 2019 to February 28, 2020 to enable her to complete PhD course work at the University of Cape Coast.

Mrs. Victoria Nyarkoah Sam was granted two (2) years leave of absence without pay with effect from January 1, 2020 to December 31, 2021

Dr. Worlanyo Seneadza was granted three (3) months leave of absence with pay with effect from October 1, 2019 to December 31 2019.

Dr. Abdul Majeed Idrissu was granted two (2) years leave of absence without pay with effect from January 1, 2019 to February 1, 2021.

LEAVE OF ABSENCE

Ms. Aisha Keita Attipoe, Assistant Registrar at the CIEC has been granted a two-year leave of absence effective March 1, 2019.

COMPLETION OF PHD

The following completed their PhD programme this year and were awarded accordingly.

FACULTY OF ACCOUNTING AND FINANCE

1. Dr. Richard Kofi Akoto
2. Dr. David Mensah
3. Dr. Richard Agbanyo
4. Dr. Christopher Quaidoo
5. Dr. Danaa Nantogmah
6. Dr. Anadaratu A. Abdalla
7. Dr. Christine Avotri

FACULTY OF MANAGEMENT STUDIES

1. Dr. Aku Shika Andoh
2. Dr. George Agbemebiase

FACULTY OF INFORMATION TECHNOLOGY AND COMMUNICATIONS STUDIES

1. Dr. Isaac Asampana
2. Dr. Harriet Lamptey

REGISTRY STAFF

1. Dr. Abdul Samad Siddique
2. Dr. Edward Bannerman Wood

**LIST OF STAFF WHO HAD SCHOLARSHIP TO PURSUE
VARIOUS PROGRAMMES DURING THE PERIOD UNDER REVIEW**

NO.	NAME	PROGRAMME APPLIED FOR	PRESENT GRADE	UNIVERSITY APPLIED TO
1	MR. THOMAS YAW TACHIE-EYIAH	PHD IN MARKETING	ASSISTANT LECTURER	UNIVERSITY OF PROFESSIONAL STUDIES, LEGON-ACCRA
2.	MICHAEL KAKU MINLAH	PHD IN ECONOMICS	ASSISTANT LECTURER	QINGDAO UNIVERSITY, SHANDONG PROVINCE OF CHINA
3.	ISAAC OFOEDA	PHD FINANCE PROGRAMME	ASSISTANT LECTURER	UNIVERSITY OF GHANA BUSINESS SCHOOL
4.	JOSHUA OFOEDA	PHD INFORMATION SYSTEMS	ASSISTANT LECTURER	UNIVERSITY OF GHANA BUSINESS SCHOOL
5.	BAFFOUR YADIOM-BOAKYE	PHD IN LAW	ASSISTANT LECTURER	UNIVERSITY OF ABERDEEN , UNITED KINGDOM
7.	SEIDU ADIBURA BABA	PHD BUSINESS ADMINISTRATION (ACCOUNTING)	LECTURER	UNIVERSITY OF CAPE COAST
8.	JOHN KWAKU MENSAH MAWUTOR	PHD IN DEVELOPMENT FINANCE	SENIOR LECTURER	UNIVERSITY OF STELLENBOSCH BUSINESS SCHOOL, SOUTH AFRICA
9	ERIC PADDY NYABEY	MPHIL IN FINANCE	ASSISTANT LECTURER	UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
10	MICHAEL GIFT SOSU	MPHIL IN FINANCE	ASSISTANT LECTURER	UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
11	RESTER TOGORMEY	MPHIL IN FINANCE	ASSISTANT LECTURER	UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
12	PATIENCE A. DZIGBORDI KORSORKU	MPHIL IN FINANCE	ASSISTANT LECTURER	UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
13	DORCAS OYE HAYWOOD-DADZIE	MPHIL IN FINANCE	ASSISTANT LECTURER	UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
14	DESMOND ABOAGYE	MPHIL IN FINANCE	ASSISTANT LECTURER	UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA

STUDY LEAVE WITH PAY				
	NAME	PROGRAMME	PRESENT GRADE	UNIVERSITY
1	DICKSON ARMSTRONG TUMAWU	PHD IN ENVIRONMENTAL MANAGEMENT	ASSISTANT LECTURER	UNIVERSITY OF CAPETOWN, SOUTH AFRICA
2	BAFFOUR YIADOM-BOAKYE	PHD IN LAW	LECTURER	UNIVERSITY OF ABERDEEN

SCHOLARSHIP FOR WARDS

A total number of five (5) members of staff benefitted from scholarship awarded to their wards and dependents during the year 2019. The beneficiaries are as follows:

S/N	NAME OF WARD	NAME OF STAFF	PROGRAMME
1	Dakura Lydia Chang-Naah	John Chang-Naah	Dip in Mgt Studies
2	Jennifer Opare Boateng	Rockson Opare Boateng	LLB 4-year
3	Afari Martinson	Dr. Mary Essiaw	BSc Information Technology
4	Zeitu Abdul-Ganiyu	Abdul Ganiyu Adasoh	Dip in Mgt. Studies
5	Jacqueline Akua Kpeli	Victor Kpeli	BSc Marketing

RETIREMENTS FOR 2019/2020

2019		
Dr. Stephen Akrobor	Senior Lecturer	2019
Mrs. Iris Oppong	Assistant Registrar	December 2019
2020		
Mrs. Peace Adzadzi	Senior Lecturer	2020
Prof. Nathan Austin	Professor	June 2020
Mr. Brian S. Akrong	Senior Lecturer	June 2020
Mr. Joseph Kwaku Antwi	Director of Finance	March 2020
Dr. Seidu M. Mustapha	Registrar	July 2020
Mr. Adam Alhassan	Procurement Officer	August 2020
Prof. Kwame Frimpong	Dean, Faculty of Law	Contract Expires In March 2, 2020

JUNIOR AND SENIOR STAFF

2019			
1	Mr. Godwin Agyekum	Plumber	2019
2	Mr. Musah Salifu	Chief Driver	2019
3	Mr. Seth Dewu	Carpenter	2019
4	Mr. Alex Nkansah	Security Officer	2019
5	Mr. Emmanuel Agbenyo	Senior Guard	2019
6	Mr. Emmanuel Mawusi	Security Officer	2019
2020			
7	Mr. Dominic Nartey	Chief Computer Technician	2020
8	Mr. Thomas Tay	Transport Officer	2020
9	Mr. David Ayimbo	Labourer	2020

DISTANCE LEARNING SCHOOL



Prof. Albert Puni
Dean, Distance Learning School

INTRODUCTION

The Management of the UPSA through the approval of the University Council set up the DLS to make distance learning part of the University's operation to broaden access to higher education in Ghana and beyond. Consequently, a team was tasked to provide the technical expertise to ensure the set-up of the School, undertake the necessary actions to obtain institutional and distance programme accreditation, and design policies and structures for offering distance programmes in the University. This report covers the activities undertaken by the DLS during the year under review 2019.

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 distance learning, expanding access to higher education in Ghana, the sub-region and beyond.

2.0 ACCREDITATION PROCESS

After two visitations from the National Accreditation Board (NAB) review panel and a rigorous approval process on the 7th November 2019, the NAB sent a commendation letter indicating that UPSA has met the minimum requirement for setting up an Online Distance Learning Centre. The commendation letter stated as follows: “your institution's effort in meeting the Board's expectation is not only appreciated but worth commending”.

2.1 Capacity Development

In January, 2019, the DLS organised a three-day training programme for faculty on Faculty Certificate in Online Teaching (FCOT)

2.2 Study Manual Development

Over the period under review, over twenty- five (25) study manuals were earmarked to be developed. Currently, all the study manuals to be administered for the first year (three trimesters) have been completed.

The table below shows the stages of completion of the study manuals:

NO.	STUDY MANUAL	AUTHORS	COMPLETION STAGE
1.	Organizational Behaviour and Management	Prof. Albert Puni Mr. Michael Mickson	Completed
2.	Statistics for Decision Making	Dr. Joseph K. Tuffour Mr. Alhassan Bunyaminu Mr. Timothy Avodeh	Completed
3.	Management Information Systems (MIS)	Dr. John Bosco K. Damnyag Mr. James Ami- Narh Dr. Isaac Asampana Mr. Albert A. Akanferi	Completed
4.	Legal Aspects of Businbess	Mr. Godwin Adagewine	Completed
5.	Marketing Management	Prof. Abednego F. O. Amartey Dr. Andrews Akolaa Mr. Wintson Asiedu Nkumsah Mr. Andrews Ayiku Mr. Robert Amponsah Mr. Yussif Mohammed Hardi	Completed
6.	Economics for Managers	Dr. Raymond Dziwornu Dr. Joseph K. Tuffour Mr. Ebo Botchwey Mrs. Victoria N. Sam	Completed
7.	Business Finance	Prof. Charles Barnor Mrs. Gladys A. A. Nabieu Mr. Richard Kofi Akoto Mr. Andrews Doe Agblobi	Completed
8.	Management Accounting	Dr. John K. Mawutor Mr. Richard Amanwah- Fosu Mr. Emmanuel Kofi Penny	Completed
9.	Accounting for Financial Systems	Dr. Mrs. Helen Ahulu Mr. Issah Mohammed Dr. John MacCarthy	Completed

12.	Strategic Management	Prof. Charles Barnor Dr. Danaa Nantongmah Mr. Kwame Ofosu Boateng Mrs. Deborah Edu- Twumwah	Yet to be Completed
13.	Management Communication	Dr. Kweku Rockson Mrs. Vincentia Abui Akrobotu Mrs. Shirley Banini Mrs. Ivy Jones Mensah Mrs. Gifty Anani	Completed
14.	Advanced Human Resource Management	Dr. Mrs. Mary Naana Esiaw	Completed
15.	Accounting for Managers	Mr. George Quartey Mr. Emmanuel Gyamera Mr. Emmanuel Mensah Mr. Paul Muda	Yet to be Completed
16.	Principles and Internal Audit	Dr. Stephen T. Akrobor Mr. Saeed Salahudeen Mr. Prince Kwaku Sunu	Yet to be Completed
17.	Information Systems And Fraud	Dr. Stephen T. Akrobor Dr. Abdul- Malik Seidu Zakaria Mr. John Kwaku Amoh	Yet to be Completed
18.	Corporate Finance	Mrs. Gladys A. A. Nabieu Dr. James Doku Mr. Abubakar Musah Mr. Richard Akoto	Yet to be Completed
19.	Financial Reporting	Dr. Helen Ahulu Mrs. Ivy Eklemet Mr. Lexis Tetteh Mr. Emmanuel Gyamera	Yet to be Completed
20.	Public Sector Accounting	Dr. Redeemer D. Y. Krah Dr. Richard Amoasi- Andoh Mr. Thompson Kubaje	Yet to be Completed
21.	Conduct of Audit And Reporting	Dr. Samuel Antwi Mr. Peter Ackah Mr. Lexis Tetteh	Yet to be Completed

Eleven (11) study manuals were yet to be commissioned. These are:

- 1) Business Leadership and Ethics
- 2) Global Dimension of Business
- 3) Corporate Governance: Theories and Issues
- 4) Advanced Entrepreneurial Development
- 5) Advanced International Strategy
- 6) Advanced Consumer Behaviour
- 7) Advanced Marketing Research/Advanced Integrated Marketing Communication.
- 8) Advanced Service Marketing
- 9) Advanced Sales Management/ Digital Marketing
- 10) Brands Management
- 11) Business Etiquette/ Practitioners Forum

3.0 THE WAY FORWARD

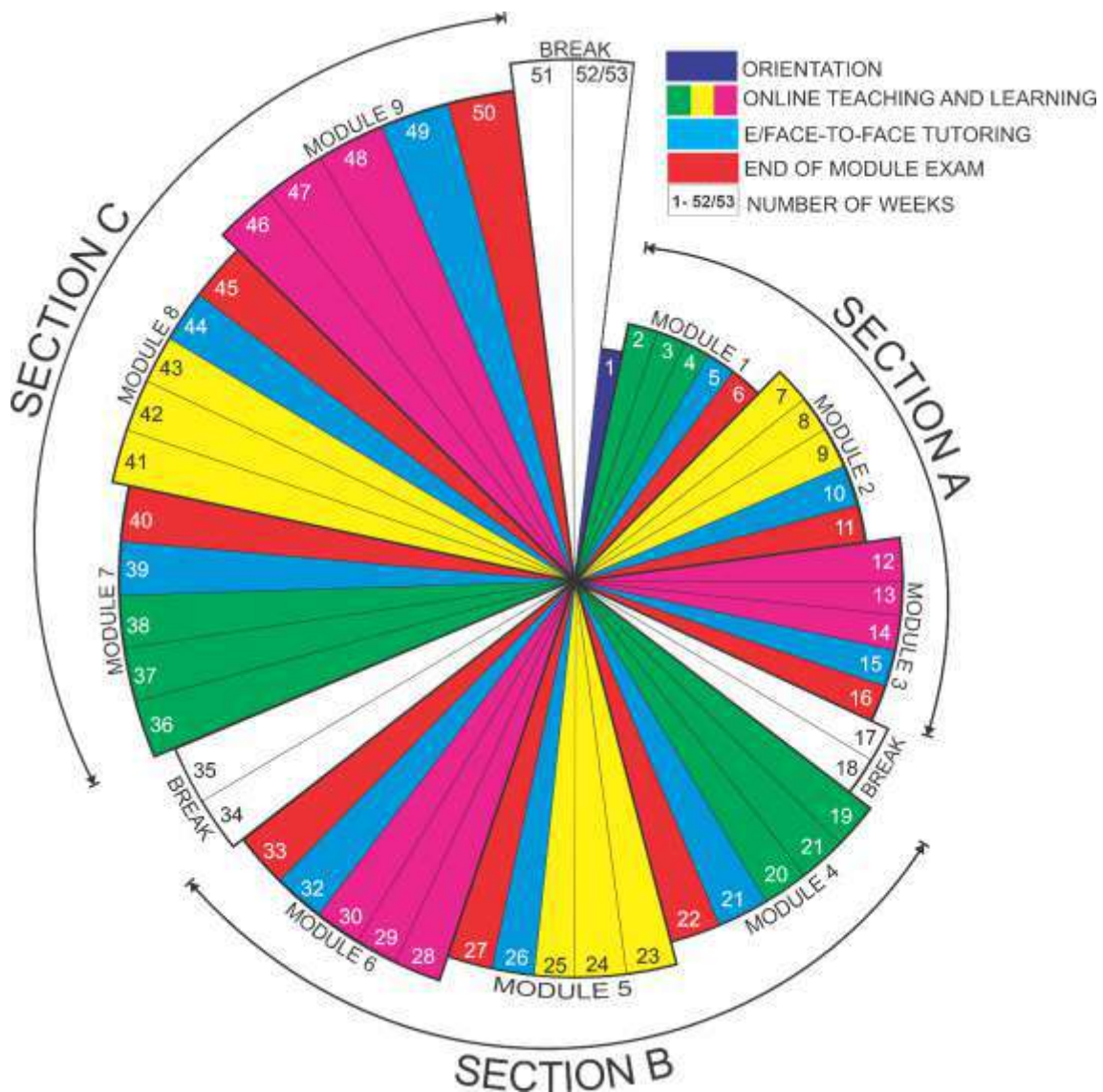
On the way forward, the DLS intends to undertake the following activities in 2020

Items	Objectives	Timelines
1. Stakeholder meetings <ol style="list-style-type: none"> a. ISTD/Academic Affairs b. Faculty c. General Stakeholder meeting 	Briefing and getting stakeholders inputs for the implementation of DL programmes	January 2020
2. Launching of the DLS and DL programme <ol style="list-style-type: none"> a. Branding b. Promotion c. Launching Day d. Application and Admission 	Sensitisation of DLS and DL programmes to prospective students and the general public	March 2020
3. Roll out of DL programmes	Classes commence for DLS students	Either Start September 2020 or January, 2021

IMPLEMENTATION STRATEGIES

To ensure the smooth implementation of DL programmes, the DLS intend to implement the carousel Teaching and Learning Schedule. The carousel Teaching and Learning will ensure that:

- a. One course/module is taken at a time as follows:-
 - i. Three weeks of Online Teaching and Learning Interactive Activities
 - ii. Revision/Tutorials on the 4th Week
 - iii. End of Course/Module Exams on the 5th week
- b. A two-week break at the end of three courses/modules (End of Session Break)
- c. Three sessions in the year giving at least nine courses/modules per academic year. In this case, students can complete an MBA programme in two years all things being equal.



Teaching and learning

To ensure that the carousel Teaching and Learning Schedule is implemented smoothly the following measures will be adapted:

1. Before the start of module, the following should be in place
 - i. All materials should be loaded on UPSA-Virtual
 - ii. Creation of instructive interactive activities
 - iii. Creation of assignment and assessment items
 - iv. Production of end of course/module exams questions
 - v. Access and enhancement of online library
2. Testing with short courses by January, 2020

4.0 RECOMMENDATION

We recommend that Management put in place the following to support the successful implementation of the distance learning programme:

- A team of two technical persons
- Two computers
- One sound minimiser
- One lightening control system
- One full-time technical multimedia person
- One full-time instructional designer
- Two permanent faculty to support

· We suggest that we start with four MBA programmes, namely: MBA in Accounting and Finance, MBA in Auditing, MBA in Corporate Governance and MBA in Marketing.

4.1 Staffing

- A full- time technical multimedia person
- One full-time instructional designer
- Two permanent staff
- Two permanent staff from faculty to support

4.2 Equipment

- Two computers
- One sound minimiser
- One lightening control system

5.0 CONCLUSION

The Distance Learning School wishes to thank Management, Directors, Deans, HODs and Faculty Members for their continuous support and hard work that has brought the Distance Learning School this far. The School hopes to continue with the implementation processes that would witness the running of a first-class distance learning school in Ghana.



INDUSTRIAL RELATIONS DIRECTORATE



Mr. John S. K. Agbenyo

Director, Industrial Relations Directorate

I.0 INTRODUCTION

In partial fulfillment of the award of Diploma and Degree Certificates by the University of Professional Studies, Accra, each student is required to undertake at least eight weeks industrial attachment. Students are expected to present a detailed report on the internship exercise, using specific guidelines provided by the University.

The Industrial Relations Directorate was established to advocate stronger relations with Industries, Professional Institutions Associations and similar bodies in Academia to facilitate the internship process. This agenda was vigorously pursued in the year under review

2.0 STAFF

The Director

One Assistant Registrar

Two Administrative Assistants

3.0 INTERNSHIP PLACEMENT

The internship process has been smooth over the period. Issuing of letters for internship starts as soon as students resume from the Christmas break. This early start gives us advantage over other institutions, making most students to get placement for their internship. Letters were issued to banks, cooperate organizations, educational institutions, private organizations, NGOs, insurance companies, etc.

Internship placements were organized for students:

- By making official request to the various organizations through letters and personal contacts/follow-ups.
- The directorate assisted students to secure placement through alumni, family, friends, and other key stakeholders in various organizations

PRE-DEPARTURE INTERNSHIP ORIENTATION

The Industrial Relations Directorate conducted pre-departure orientation for level 300 undergraduate and level 100 Diploma students due for internship to educate them on:

- Internship-sia
- Workplace ethics
- Punctuality
- Personal grooming
- Best practices to sell the UPSA brand-etc.
- Students were counseled on report writing

INTERNSHIP MONITORING

The directorate was unable to do:

Physical monitoring, monitoring intership-sia online due to lack of human and material resources.

SUBMISSION OF 2019/2020 INTERNSHIP REPORTS

A total number of 2,856 students completed their internship programme and submitted their reports for assessment. This number is made up of 2,002 Morning, 588 Evening and 266 Weekend students respectively. The reports have been submitted to the various faculties for marking.



The table below shows details of the above figures:

Details of Internship Reports for 2019/2020 Academic Year submitted to the Faculties

NO	PROGRAMME	REGULAR/ MORNING	EVENING	WEEKEND	SUB- TOTAL
1	BSC ACCOUNTING	377	151	105	633
2	BSC BANKING AND FINANCE	211	22	16	249
3	BACHELOR BUS. ADMINISTRATION	363	190	100	653
4	BSC MARKETING	139	43	18	200
5	BSC ACTUARIAL SCIENCE	13	-	-	13
6	B.A PUBLIC RELATIONS MANAGEMENT	46	39	-	85
7	BSC IT MANAGEMENT	39	41	-	80
	SUB-TOTAL	1,188	486	239	1,913
	DIPLOMA PROGRAMMES				
1	DIPLOMA IN ACCOUNTING	207	23	7	237
2	DIPLOMA IN MANAGEMENT	192	20	10	222
3	DIPLOMA IN MARKETING	122	16	5	143
4	DIPLOMA IN PUBLIC RELATIONS MANAGEMENT	171	25	-	196
5	DIPLOMA IN IT MANAGEMENT	122	18	5	145
	SUB-TOTAL	814	102	27	943
	GRAND TOTAL	2,002	588	266	2,856

4.0 NATIONAL SERVICE ACTIVITIES

National Service activities undertaken by the Directorate are as follows:

- Facilitated pre-national service orientation for final year students due for 2019/2020 service period, where a team of personnel from the National Service Secretariat came to the University to educate students on pertinent issues concerning National Service.
- The Directorate generated the list of all final year students together with their ID photo albums. Students involved were then given the opportunity to crosscheck their details to ensure accuracy. The ID album was then matched with the students list for the purposes of authenticating their studentship. A total number of three thousand five hundred and forty eight (3,548) final year students were submitted to the National Service Secretariat for 2019/2020 Service postings.
- Compiled and collated UPSA's request for 2019/20 National Service Personnel and submitted to the Service Secretariat.
- Received and processed all National Service Personnel appointment letters and subsequent postings to the various Departments, Faculties' Schools Units and Centres.
- Organised orientation for the newly recruited service personnel to help them familiarized themselves with the work processes and work environment of the University.

NATIONAL SERVICE MONITORING

The Directorate did a follow-up on few students doing national service with some organizations. These organizations were very impressed with the performance of UPSA personnel and mentioned that UPSA is the only public university that follows up on their students doing national service to check on their performance.

5.0 ORIENTATION FOR FRESH STUDENTS

The Industrial Relations Directorate participated in orientation for fresh students to educate them on the importance of internship as an academic requirement of the University.

6.0 INTRODUCTORY LETTERS FOR ACADEMIC RESEARCH AND ASSIGNMENTS

The Directorate issued academic introductory letters to the entire student body to enable them access information from various organizations for their class assignments, project work and dissertations.

7.0 INCOME GENERATION

The Directorate generated close to Ghs35,000.00 income for the University through the following mean:

- Students not due for internship i.e. Levels 100, 200, and 400 undergraduate students and Level 200 diploma students who pay Ghs 10.00 for the introductory letter for internship
- Students who submit their internship reports late also pay Ghs 50.00 penalty for late submission.

8.0 CHALLENGES

The Industrial Relations Directorate faced the following challenges:

- Most students wanted to do their internship in big organizations even though during the orientation they were educated that they can equally do internship in small organizations where they can get more attention. Even though students were placed, preference was for the bigger organizations due to financial motivation.
- Management directed the Academic Affairs Directorate to work on the final year student's class list for the year under review to be sent to the National Service Secretariat.
- The request letter that came from the National Service Secretariat to work with was not received early enough. The Directorate however went ahead and compiled the students list. Eventually Academic Affairs has to fall on IRD for the class list.

- This created problems and the list eventually left very late.
- This directive was not helpful, as it created a lot of pressure and tension and delayed work.
- Some students due for National Service do not participate in the pre-service orientation; hence they encountered some difficulties in the process.

Resources:

- Lack of resources for monitoring- especially the internship- sia (human and material resource) e.g. Personnel to be charge of the internship-sia.
- Communication equipment etc.

9.0 INDUSTRIAL RELATIONS OUTLOOK FOR 2020

- The Directorate will make monitoring of interns and UPSA products on national service through Internship-Sia a priority.
- IRD to organize a week long job fair where corporate organizations will be invited to mount stands on campus to interact with students for the purpose of networking and creating internship and job opportunities,

IRD OUTLOOK FOR 2020

- To learn about what organizations look out for during internships, and what is required of interns etc.
- 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 OUTLOOK FOR 2020

- IRD to continue to collaborate with alumni and other key stakeholders to seek internship placements for students.

10.0 RECOMMENDATIONS

The 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.

11.0 CONCLUSION

- If the directorate is well resource, its activities will be enhanced tremendously.



INSTITUTE OF WORK, EMPLOYMENT AND SOCIETY



Dr. Mrs. Mary Naana Essiaw
Director, Institute of Work, Employment
and Society (IWES)

1.0 INTRODUCTION

The Institute of Work, Employment and Society (IWES) is mandated to engage in policy-driven research and advocacy in the areas of work, employment and societal issues. The Institute intends to progressively strengthen the work and employment relationship as it drives groundbreaking discoveries in areas vital to the world of work, with the ultimate goal of improving the employee, organisational practices and the business world at large. Further, IWES hopes to empower individuals by transforming their lives, their experiences at work, and employment relationships through high quality applied research that influences organisational practices and public policies.

We desire to carry out research and consultancy for dissemination to various sources. We seek to build on our collaborative efforts with our stakeholders and international partners to achieve the highest laurels as much as possible.

Our 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.

Our 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 appreciate our customers and so they deserve our service; timely, responsive, proactive, meeting their needs and aiming to delight.



2.0 STRATEGIC OBJECTIVES

- Commission academic research on work, employment and societal issues.
- Provide consultancy services to governments, industries and individuals within the West Africa sub-region.
- Publish and disseminate publications
- Contribute to public discourse on work, employment and social issues through the media, community debates and public forums
- Provide advice and other services to industrial participants and governments
- Promote models of work arrangements which promote economic efficiency while respecting employment rights and standards
- Work co-operatively with academic and community organisations which share similar objectives.

3.0 HUMAN RESOURCE

3.1 Staffing

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

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 2019



3.2 IWES Team

The Institute's team is headed by the Director. There are other support staff that assist in carrying out activities of the Institute. The breakdown of the staff is presented in table 2.

Table 2: IWES team

S/N	Name	Position
1.	Dr. Mrs. Mary N. Essiaw	Director
2.	Mr. Andrew K. Conduah	Research Fellow

ADMINISTRATION

3.	Ms. Dorothy Siaw-Marfo	Assistant Registrar
4.	Ms. Bridget E. Mensah	Administrative Assistant

Source: IWES, December 2019

3.3 Transfer

During the period under review, Ms. Lesley Impraim, the Administrative Assistant at IWES was transferred to the Directorate of Works. She was replaced by Ms. Bridget E. Mensah, from the Quality Assurance Directorate.

3.4 Staff Development

Members of the Institute attended some local programmes that were organised during the period under review. These programmes have been presented in table 3.

Table 3: Local Conferences/Seminars/Workshops

Date	Name	Position/ Rank	Programme	Sponsor ship	Venue
February 20-21, 2019	Dr. Mrs. Mary Naana Essiaw	Director	IWES Seminar on Planning for Retirement and Pension for UPSA Staff	IWES & UPSA	UPSAs School of Graduate Studies
Sept 11 - 12, 2019	Mr. Andrew K. Conduah	Research Fellow	International Conference on Education, Technology and Entrepreneurship (ICETE) 2019	Self	Ghana Telecom University College – Accra.
October 2 – 4, 2019	Mr. Andrew K. Conduah	Research Fellow	National Teaching Council	Self	Sunset Hotel, Kumasi.
February 20-21, 2019	Mrs. Dorothy Siaw - Marfo	Assistant Registrar	IWES Seminar on Planning for Retirement and Pension for UPSA Staff	IWES & UPSA	UPSAs School of Graduate Studies
April 17 - 18, 2019	Mrs. Dorothy Siaw - Marfo	Assistant Registrar	5 TH ICBMED Conference	UPSAs & Self	UPSAs

July 13, 2019	Mrs. Dorothy Siaw - Marfo	Assistant Registrar	Continuous Professional Development Workshop	GAUA - National	University of Cape Coast, Cape Coast.
July 23, 2019	Mrs. Dorothy Siaw - Marfo	Assistant Registrar	National Conference for Administrative Professionals	Self	NCTE Conference Hall, Accra
October 8 - 11, 2019	Mrs. Dorothy Siaw - Marfo	Assistant Registrar	Administrative Professionals Seminar	Self	UPSA

Source: IWES, December 2019

4.0 TRAINING PROGRAMMES

4.1 UNITED STATES VIRGIN ISLANDS CERTIFIED PUBLIC MANAGER® (CPM) PROGRAMME

The CPM programme is a collaboration with our Ghanaian partner, Gamey and Gamey and the University of Virgin Islands, USA. The programme is a comprehensive management development programme open to employees within local government agencies, non-profit organisations and private sector businesses. The primary goal is to improve the performance of managers and supervisors. The programme is slated to commence in February 2020.

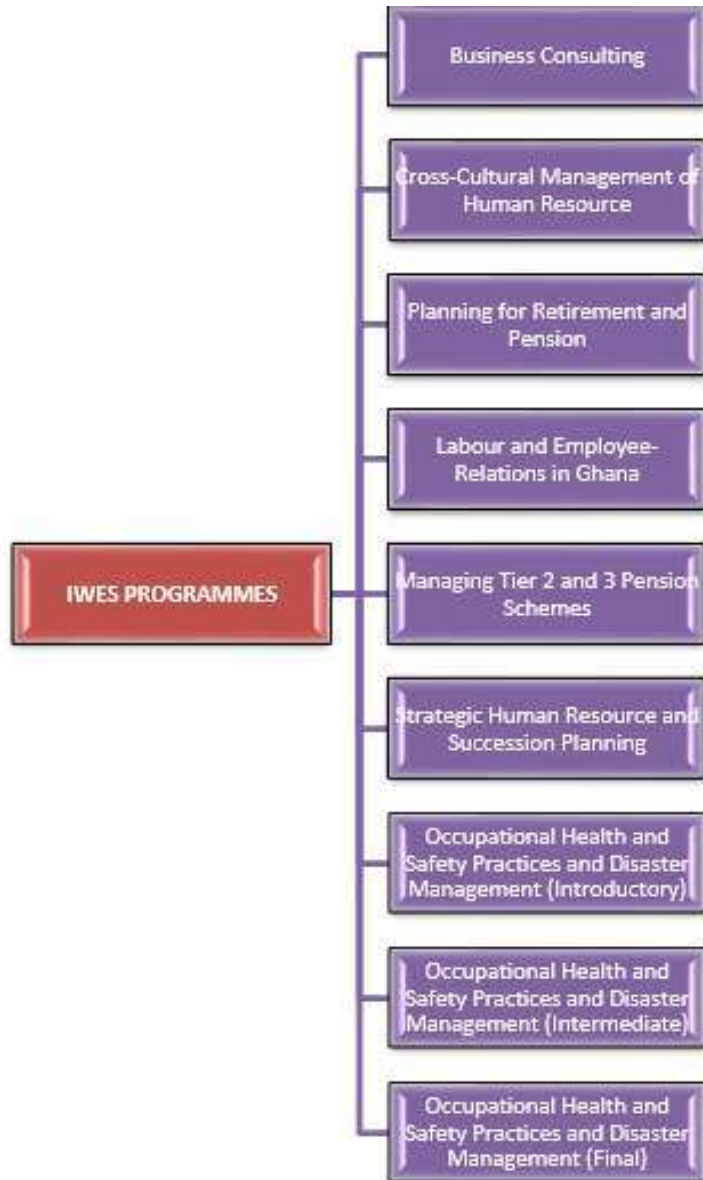
Being the first of its kind in Africa, the starter package has not yet caught up with the general public. However, contacts have been made with various institutions to introduce it. An advert was also placed in the Daily Graphic to inform the general public and to invite interested persons to participate in the programme. To give the programme the needed visibility as an upcoming professional programme for UPSA, the Media and Website Unit has been advertising the CPM Programme on the University's Website.

4.2 Short Course Training

The Institute organises training programmes twice a year. Letters and outline of training programmes have been dispatched to various organisations for expression of interest. Details of short training programmes are presented in the diagram on next page.



Details of Short Training Programmes.



Source: IWES, December, 2019

5.0 SEMINAR FOR STAFF

The Institute organised its maiden seminar for staff on the theme, “Planning for Retirement and Pension” from 20th –21st February 2019 at the School of Graduate Studies.

Staff from various unions attended the seminar. In all there were forty-five (45) participants; thirty (30) senior members and fifteen (15) unionized staff.

The seminar focused on the following topics:

- Occupational schemes
- Healthy ageing
- Investment opportunities
- Social security computations
- Preparation of will and
- The Intestate succession law

Three (3) seasoned professionals in the persons of Dr Benard Dornoo, the Director of Medical Services, Mrs. Barbara N. A. Tetteh, Lecturer, Faculty of Management Studies, and Mr. Andrew Agblobi, Lecturer, Faculty of Accounting and Finance facilitated the seminar to the admiration of members present.

We desire to hold this seminar annually to enable staff to prepare for a stress-free retirement.

6.0 2019 INTERNATIONAL LABOUR DAY PUBLIC LECTURE

The 2019 International Labour Day Public Lecture on the theme, “Artificial Intelligence and the Future Workplace: Is Ghana Ready?” came off on the 25th April 2019. The lecture was delivered by Prof. Noel Tagoe, Founder, and CEO of Noel Tagoe & Company. The programme was held at the Justice Aryeetey Auditorium and was attended by dignitaries from the Office of the Vice President, General Agricultural Workers' Union, Trades Union Congress (TUC), Head of Civil Services, and Head of Local Government. Other participants included staff of sister universities such as the University of Cape Coast; University of Ghana; University of Education, Winneba. Other institutions represented included Ghana Atomic Energy Commission, L'AINE Services, and Ghana Immigration Service.

7.0 RESEARCH

During the period under review, IWES continued to conduct research for dissemination to the general public and has also submitted some proposals to selected organisations. It is our hope that the organisations will respond favourably.

To promote the Institute, a Research Forum on the International Labour Day theme 'Artificial Intelligence and the Future Workplace Is Ghana Ready' was held on the 30th April 2019 at the Justice Aryeetey Auditorium.

Two research presentations were made on the following topics;

- Challenges faced by Short-Term Contract Staff: A study on some selected Institutions in Ghana by
- Mr. Andrew Kweku Conduah; IWES-UPSA
- Artificial Intelligence and the Disabled Employee, by Ms. Augustina Naami (PhD) School of Social Work, University of Ghana-Accra

8.0 ACADEMIC PROGRAMME DESIGN

The four-member committee set up to design new programmes for the Institute is working assiduously to complete the necessary consultations and documentation for the programme to be submitted to the University's Academic Audit and Review Committee for approval and onward submission to the National Council for Tertiary Education (NCTE). The programmes include:

- Master of Science (MSc) in Occupational Health and Safety and Disaster Management
- Professional Diploma in Occupational Health and Safety Practices

9.0 ORGANISATIONAL/ INSTITUTIONAL COLLABORATION

In order to engender more exposure and secure partnership with different organisations, the Institute, since its inauguration, has participated in several other activities. These include holding high-level meetings with various Chief Directors in the Ministries and Human Resource Managers of various organisations on areas of collaboration and priority for the government agencies.

In line with that, IWES has collaborated with the following organisations and institutions;

- Trades' Union Congress (TUC)
- General Agricultural Workers' Union (GAWU)
- HR Focus Digital Group of L'aine Services Limited
- Gamey and Gamey Group
- University of Virgin Islands - USA

10.0 UNIVERSITY OF VIRGIN ISLANDS VISIT AND LECTURE

The Institute, working together with the Centre for International Education and Collaboration (CIEC), hosted a group from the University of Virgin Islands, USA, on a tour to participate in the Pan-African Festival, dubbed The Year of Return 2019. The Year of Return is about 2019 PANAFEST/ Emancipation Day which marks the 400 years of the Trans-Atlantic Slave Trade. The group requested for a lecture to be held on December 12, 2019 at the University on the theme of the Transatlantic Slave Trade and how it influenced the following:

- The history of Most Virgin Islanders.
- Pan-Africanism in present-day Ghana.
- People of African descent, and their contribution to Africa's continued growth and development.

The group consisted of 38 persons, including the President of the University of Virgin Islands, Dr. David Hall. Also participating in the programme was one of the senators in their local legislature. Other participants included graduate students, staff, faculty, and alumni. Invitations were extended to the University community. The

Institute is hopeful that Management and the University community will support the programme.

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 2020

In the ensuing year, the Institute plans to undertake the following activities:

- Commence its flagship programme- Certified Public Manager Programme
- Annual International Labour Day- round- table conference
- Organise training programme for Institutions on demand
- Undertake corporate social responsibility (Planning for Retirement)
- Conduct research and undertake consultancy services
- Canvass for more collaborations and partnerships
- Project the Institute's and the University's image locally and globally by attending conferences, workshops and seminars.

Based on the above activities, IWES plans to generate the following revenue;

Item	Expected Revenue (GHS)	Expected Date of Delivery
Training Programmes	10 000.00	31/12/2020
Research and Consultancy	10 000.00	31/12/2020
UVI Programme	10 000.00	31/12/2020
Total	30 000.00	31/12/2020

13.0 CONCLUSION

The year 2019 has been challenging. The Institute is grateful to its support team, Management, and the entire University Community for the incredible support and cooperation during the period under review.



OFFICE OF DOCTORAL PROGRAMMES



Prof. Nathan Austin
Dean, Office of Doctoral Programmes

1.0 DEAN'S MESSAGE

The UPSA doctoral programme exhibits a strong linkage between theory and practice. It offers students an interdisciplinary environment that enables the review and discovery of creative ideas along with the development of analytical skills for the effective and efficient resolution of complex problems. Students benefit from a number of unique and highly desirable programme features. The first, is the diverse and multi-stage rigorous assessment regime. This enables regular evaluation of the student's work with different types of assessment tools. Secondly, students are offered practical course-based research and teaching sessions which lead to journal publications and the effective development of teaching skills. A third unique feature helps maintain higher levels of student retention in the programme and ensures timely graduation through a multi-dimensional academic experience monitoring. Finally, course instruction and research supervision in the programme is facilitated through a dynamic and innovative collaboration between UPSA senior faculty and a select group of international doctoral programme faculty. The Office of Doctoral Programmes (ODP) has the primary responsibility of overseeing the consistent delivery of these features and the growth of UPSA into a globally recognized doctoral research institution. In doing so, the programme, at all times, responds to doctoral training needs of the nation and the larger world community. This we pledge to do working closely with our stakeholders and the public at large.

1.0 INTRODUCTION

The Office of Doctoral Programmes (ODP), established in 2018, has responsibility for the administration of all doctoral programmes in the institution. Currently the ODP offers a PhD Marketing programme and is working on national accreditation documentation for the introduction of PhD Accounting, PhD Management and a collaboration to offer PhD Interdisciplinary Studies.

2.0 VISION

The ODP aims to develop and maintain competitive and globally recognized doctoral programmes in business and other social disciplines, designed to respond to the practical developmental needs of the country and the neighbouring region.

3.0 MISSION

Leveraging the university's established and widely-shared excellence in the professional disciplines, the ODP will strive to be recognized as a unique and highly favoured provider of business and other doctoral programmes in the social disciplines, that are comprehensively resourced and financially self-sustaining, driven by the expertise of our diverse academic and administrative personnel, delivered through a complementing creative blend of student-centred systems, for our globally competitive life-long learners.

4.0 PROGRAMME OBJECTIVES

With an underlying specific overall developing economy and sustainability contextual focus, the main objectives of our PhD programmes, are to develop and enhance student ability in:

- a. Acquiring relevant skills for the conduct of research into phenomena leading to the discovery and application of knowledge in the specific discipline;
- b. Developing critical thinking skills necessary for the acquisition of relevant knowledge needed in the design, execution and presentation of original research in the specific discipline;
- c. Understanding relevant research methodologies, techniques and analytical frameworks from other fields of study that have relevant applications in the specific discipline;
- d. Appreciating research ethical challenges confronting the academy; and
- e. Acquiring both pedagogical and andragogical skills to enhance one's teaching abilities

5.0 PROGRAMME FEATURES/DETAILS

The ODP offers a standardized 81-credit doctoral programme structure, 18-credits of which, is dedicated to the specific core discipline area. Designed to be a globally recognized programme focused on our national development context, it offers students the opportunity to acquire in-depth knowledge of research practice and the relevant core discipline area. Specifically, its value proposition is as follows:

- a. Collaborative blend of local and international instructional faculty
- b. Comprehensive evaluation and student performance monitoring
- c. Congenial leveraging of UPISA's well-established scholarship with professionalism
- d. Committed team of qualified research supervisors
- e. Consistent strong practical teaching and research training focus
- f. Compatible skills in the design, execution and presentation of original research

5.1 Programme Duration

The programme is a four (4) year of in-class instruction and research, extendable to 6 years, plus an additional 2-year maximum approved interruption.

5.2 Instructional Sessions

Mandatory ten (10) full days per semester over two (2) weeks; and
Mandatory six (6) Saturdays per semester over three (3) months

5.3 Programme Structure

Year 1 – Semester 1		
Course Code	Course Title	Credits
DCPC701	Foundations of Scientific Research	3
DCPC703	Qualitative Research Methods	3
DCPC705	Applied Statistics	3
DCPC721	Measurement Theory and Method	3
Total		12



Year 1 – Semester 2		
Course Code	Course Title	Credits
XXXX706	Discipline-specific Core Course	3
DCPC704	Quantitative Research Methods	3
XXXX708	Discipline-specific Core Course	3
XXXX726	Discipline-specific Core Course	3
Total		12
Year 2 – Semester 1		
Course Code	Course Title	Credits
XXXX000	Discipline-specific Seminar	3
XXXX000	Discipline-specific Seminar	3
XXXX000	Discipline-specific Seminar	3
DCPC725	Dissertation Proposal Design	3
Total		12
Year 2 – Semester 2		
Course Code	Course Title	Credits
DCPC722	Comprehensive Examinations	0
DCPC724	Dissertation Guidance I	9
Total		9
Year 3 – Semester 1		
Course Code	Course Title	Credits
DCPC801	Dissertation Proposal Defence	0
DCPC803	Pedagogical & Andragogical Practice Session I	0
DCPC805	Dissertation Guidance II	9
Total		9
Year 3 – Semester 2		
Course Code	Course Title	Credits
DCPC822	Pedagogical & Andragogical Practice Session II	0
DCPC824	Dissertation Guidance III	9
Total		9
Year 4 – Semester 1		
Course Code	Course Title	Credits
DCPC821	Dissertation Guidance IV (A)	9
DCPC823	Pedagogical & Andragogical Practice Session II	0
Total		9
Year 4 – Semester 2		
Course Code	Course Title	Credits
DCPC826	Dissertation Guidance IV (B)	9
DCPC828	Dissertation Defense	0
Total		9

5.4 Proposed Future Programmes

Institution	Programme	Duration
UPSA	PhD Accounting	4 years
UPSA	PhD Management	4 years
UPSA and Union Institute & University	PhD Interdisciplinary Studies (Ethical and Creative Leadership)	4 years
UPSA and Union Institute & University	PhD in Interdisciplinary Studies (Public Policy and Social Change)	4 years
UPSA and Union Institute & University	PhD in Interdisciplinary Studies (Educational Studies)	4 years

5.5 Graduation Requirements

Number of Courses	Type of Course	Number of Credits
2	Foundation	6 credits
3	Discipline Specific Core	9 credits
3	Discipline Specific Seminars	9 credits
3	Research Methods	9 credits
1	Dissertation Proposal Design	3 credits
5	Dissertation Continuous Guidance	45 credits
2	Pedagogy Seminars	0 credits
1	Comprehensive Examination	0 credits
1	Dissertation Proposal Defense	0 credits
1	Dissertation Defense	0 credits

5.6 Entry Requirements

a. A Master degree by research or coursework in the specific discipline area, with a minimum 3.0 CGPA

b. A Master degree by research or coursework in other business disciplines with a minimum 3.0 CGPA

6.0 STUDENT POPULATION

6.1 PhD Marketing Admission

	2018-2019 Academic year	2019-2020 Academic year	Totals
Admission	27	20	47
Deferred/Dropped out	3	1	4
Currently Registered	24	19	43

** Average admission rate: 54%

6.2 PhD Marketing Gender Distribution

	Male	Female	Total
2018/2019 Cohort	21 (88%)	3 (12%)	24
2019/2020 Cohort	14 (74%)	5 (26%)	19
Total	35	8	43

7.0 ODP TEAM

Prof. Nathan Kobina Austin	- Dean
Mr. Kwesi Benyi	- Assistant Registrar
Miss Julia Tomety	- Assistant Registrar

8.0 PROGRAMME FACULTY

8.1 Instructional

	Name	Rank	Status
1	Prof. Nathan K. Austin	Professor	Full time
2	Dr. Ibrahim Mohammed	Snr. Lecturer	Full time
3	Dr. Andrew Akolaa	Lecturer	Full time
4	Dr. Alexander Preko	Snr. Lecturer	Full time
5	Dr. George Amoako	Lecturer	Adjunct
6	Prof. Francis Piron	Professor	Adjunct
7	Prof. Simon Sigue	Professor	Adjunct
8	Prof. Nana Owusu Frimpong	Assoc. Professor	Adjunct
9	Prof. David Zoogah	Professor	Adjunct
10	Dr. Bruno Schivinski	Assoc. Professor	Adjunct

8.2 Dissertation Principal Supervisors

1	Prof. Abednego Okoe Amartey
2	Prof. Simon Sigure
3	Prof. Nana Owusu Frimpong
4	Prof. Francis Piron
5	Prof. Ogechi Adeola
6	Prof. Ibrahim Hegazy
7	Dr. George Amoako
8	Dr. Henry Boateng
9	Dr. Fred Yamoah

8.3. Dissertation Committee Members

1	Prof. Abednego Okoe Amartey
2	Prof. Charles Barnor
3	Prof. Nathan K. Austin
4	Prof. Albert Puni
5	Prof. Nana Owusu Frimpong
6	Prof. David Zoogah
7	Prof. Simon Sigure
8	Prof. Francis Piron
9	Prof. Ogechi Adeola
10	Prof. Ibrahim Hegazy
11	Prof. Kefah Njenga
12	Dr. Bruno Schivinski
13	Dr. Ibrahim Mohammed

14	Dr. Andrews Akolaa
15	Dr. Alexander Preko
16	Dr. George Amoako
17	Dr. Henry Boateng
18	Dr. Fred Yamoah
19	Dr. Emmanuel Asamoah
20	Dr. Frederick Doe
21	Dr. Michael Mickson
22	Dr. Haruna Kilu Rufai
23	Dr. John Kwaku M. Mawutor
24	Dr. Gerald Dapaah Gyamfi
25	Dr. Kwadwo Obeng
26	Dr. Mark Owusu Boadu
27	Dr. Haruna Kilu Rufai
28	Dr. Ummu Markwei
29	Dr. Adam Salifu
30	Dr. Mrs. N.A Ashiboe -Mensah Doamekpor

9.0 ACTIVITIES

9.1 Information Session - 16th March, 2018

This was advertised in the Daily Graphic and featured in the 26th of March edition of the Business and Financial Times newspaper. The programme presented an opportunity for the Dean to engage the relevant publics on ODP's programmes.

9.2 ODP Hosts a Carnegie African Diaspora Fellow

The ODP, through the Dean's office secured a partly sponsored partnership with the Carnegie Africa Diaspora Fellow Program. The highly competitive and prestigious program has had very few beneficiaries from University of Ghana, Legon, University of Cape Coast, Ashesi, University of Winneba, and Ashesi. The ODP was honoured to host the visiting scholar, Prof. Buagu Musazi from Morgan State University from the 22nd of July, 2019 to 22nd of August, 2019, under the Carnegie African Diaspora Fellowship Program (CADFP). The related programmes are captured below:

a. Joint sessions with Faculty of Accounting and Finance

Facilitated by the ODP, Prof. Buagu Musazi had brief engagements with the Faculty of Finance and Accounting to acquaint and discuss on the existing Finance and Accounting curriculum structure and content at both the undergraduate and MBA levels.

b. Reviewing the UPSA proposed PhD Accounting programme document

The visiting scholar engaged the Faculty of Accounting and Finance in respect of

the structure and content of the programme document which has subsequently been presented to the National Council for Tertiary Education (NCTE).

c. Platform for Research collaboration

As part of its core mandate in promoting research, the ODP facilitated joint research opportunities between Prof. Buagu Musazi, students of the PhD Marketing programme, Faculty of Accounting and Finance instructors and the ODP. Several opportunities were discussed with prospects for some research publications on topical issues including the Relevance of US Tax Policy for Economic Development of Africa.

d. ODP Public Lecture

The ODP held an Inter Faculty public lecture on 'Potential U.S. Tax Incentives for Sub Sahara Africa'. The speaker was the Carnegie scholar, Prof. Buagu Musazi. The seminar created a platform for very vibrant and candid discussions on the subject matter. In summary, there was general consensus among participants on the critical role that US Tax policy along with other policy interventions like African Growth and Opportunity Act (AGOA) could play in enhancing economic growth and development in the Sub Saharan region of Africa.

9.3 Media Engagements with UPSA credits

The ODP managed to secure four (4) media engagements with very credible and authoritative media houses.

a. Prof. Buagu Musazi, our visiting Carnegie Fellow wrote a Feature Article on 'Potential U.S. Tax Incentives for Sub Sahara Africa' in The Business and Financial Times. Below is the link:

<https://thebftonline.com/2019/features/potential-u-s-tax-incentives-for-sub-sahara-africa/>

Posted 2nd August, 2019.

b. Prof. Buagu Musazi, our visiting Carnegie Fellow was interviewed on STARR FM "The World Today" programme, on the topic 'Relevance of US Tax Policy for Economic Development of Africa' on 20th August, 2019.

c. Prof. Nathan K. Austin was a panellist on STARR FM 'The World Today' programme in 25th July, 2019 on the topic 'Africa – USA Relations: Visit to Ghana of the Speaker of the House'. Below is the link:

<https://www.facebook.com/starrfmonline/videos/363462914562837/UzpfSTM3Mjc5NTAxNjg3NjMxNT0NjUwMDU4MDA5ODgINjk/>. Posted 1st August, 2019.

d. ODP Public Lecture by Prof. Buagu Musazi, our visiting Carnegie Fellow, held on 20th August, 2019, was featured on The Association of African

Universities TV (AAUTV). Below is the link:
<https://www.youtube.com/watch?v=ZbTl2e-2rqq>
 Posted 30th August, 2019.

9.4 Special Seminars

In collaboration with the PhD students, two special seminars were organized to help enhance students' research skills using NUDIST software for qualitative analysis along with the SEM and MPLUS analytical software for quantitative analysis.

9.5 Programme Policy and Dissertation Manual

The ODP has developed a comprehensive policy and dissertation manual document to help serve as framework for the effective and efficient management of the programme. The document contains programme content; programme structure; supervision; format for dissertation writing and defense; rules and regulations of the programme; and academic assessment.

10.0 FUTURE DIRECTION

10.1 Proposed Programmes

The ODP is utilizing in-house resources and external collaboration to enhance its programme offerings as follows:

a. PhD Accounting and PhD Management

In collaboration with the Faculty of Management Studies and the Faculty of Accounting and Finance, PhD Management and PhD Accounting documentation has been developed and submitted to the National Council for Tertiary Education (NCTE) to begin the accreditation process; and

b. PhD Interdisciplinary Studies

With the active support of the Office of the Vice Chancellor, the ODP, in collaboration with the Centre for International Education has made considerable progress in offering a joint doctorate programme with Union Institute and University (UI & U), USA. The essence is to leverage UIU resources to expand on the portfolio of doctorate programmes.

11.2 Programme management

As a relatively new programme with its unique demands, the ODP will pursue full integration of ODP operations within the broader university operations and processes alongside building appropriate support systems and interventions to ensure not less than 60% graduation rate of its doctoral candidates.

10.3 Programme Sustainability

Finances

In ensuring financial sustainability, the PhD programme cost shall continue to be structured to allow for the delivery of quality, globally recognized and relevant doctoral programmes at competitive rates. Key to this shall be the engagement of a fine blend of local and international faculty in a financially prudent manner.

Supervision

Mindful of the critical role of dissertation supervision and PhD candidate support systems, the ODP has managed to assemble a strong team of dedicated, qualified and experienced supervisors. A team of nine (9) Principal Supervisors (5 foreign based and 4 locally based) and twenty-four (24) locally based Committee Members.

Instruction

The ODP shall be guided by a continuous review of the unique changing needs of post graduate students and adapt the programme's instructional component structure to accommodate possible changes. Currently the taught component structure of the programme requires an instructional session of ten (10) full days per semester over two (2) weeks and six (6) Saturdays per semester over three (3) months thereafter.

Monitoring

The ODP is primarily responsible for the continuous monitoring and delivery of the programme's value proposition. Key to this is the dissertation supervision. The ODP facilitates the dissertation preparation and submission process by bringing clarity on the relevant university guidelines to all key actors on the programme. As earlier captured, a Programme Policy and Dissertation manual has been developed to aide this monitoring process.

Programme Image

We have a critical need to design and implement a concerted integrated marketing communication effort, as means of building brand equity. We will want to be the brand of choice for PhD education in the next 5 years. This is against the backdrop of heightened demand for doctorate programmes.

International Student Recruitment

The opportunities that the West African sub region presents in terms of PhD student admissions shall be pursued aggressively over the next year. The strategy shall be varied and targeted, examples being:

- a. Forging strategic alliances with sister tertiary institutions in the sub region, especially institutions without post graduate programmes;
- b. Liaising with representative embassies and consulates in Ghana to explore opportunities for promoting the programme; and
- c. Participation in sub-regional education fairs.

INSTITUTE OF PROFESSIONAL STUDIES



Dr. Stephen Teye Akrobor
Director, IPS

1.0 INTRODUCTION

Section, 21.0 of the statute of the University of Professional Studies, Accra (UPSA) established 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”. The statute also requires the Directorate to present annual reports on its operation to management. The Directorate hereby presents its 2019 Annual Report.

2.0 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
- Dr. Frederick Doe

Faculty Officer, Professional Programmes
- Mrs. Jennifer Ackon

Junior Assistant Registrar
- Mr. Yousiph N. Lanquaye

National Service persons -- Two

During the year under review, the following took place with respect to the structure of the staff: The Director of IPS; Dr. Akrobor reached the mandatory retirement age of 60 years and retired as such.

3.0 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)

In line with the new policy of Management, all level 100 students are mandated to pursue the Combined Degree and Professional Programme (CDPP). The following new professional programmes have been added to the traditional programmes:

- Chartered Institute of Economics,
- Certified Information Systems Audit
- Cisco
- Institute of Public Relations, Ghana
- Actuarial Society of Ghana
- Chartered Institute of Bankers, Ghana

4.0 2018/2019 ACADEMIC YEAR ACTIVITIES

The following activities took place during the year under review:

- Processing of application forms and admission of students
- Registration of students
- Lectures and examinations

4.1 Processing of Application Forms and Admission of Students

A total number of eight-four (84) applications were received and processed as indicated below;

Table 1: Summary of Application Form Received for Regular Professional Programmes

NO.	PROGRAMME	ACADEMIC YEAR		TOTAL
		2 ND SEMESTER: JAN. – JUN.	1 ST SEMESTER: AUG. – DEC.	
1	ICAG	3	2	5
2	ACCA	14	17	31
3	CIM	26	22	48
	TOTAL	43	41	84

4.2 Provision of Admission Letters and Registration of Students

The Directorate sent out all admission letters to successful applicants followed by registration of students that accepted the offer. In total, Fifty (50) professional regular students were admitted during the period under review as follows;

Table 3: Analysis of PPPP Students admitted during the period under review

PROGRAMME	LEVEL		TOTAL
	II	III	
ICAG	5	-	5
ACCA	6	-	6
CIM	10	5	15
	TOTAL		26

4.3 Teaching and Learning

The schedule for teaching and learning, and examination dates for the professional programmes are depicted in the Table below:

Table 4:

Programme	(2018/2019) 2 nd Semester		(2019/2020) 1 st Semester	
	Date for Lectures	Examination Date	Date for Lectures	Examination Date
ICAG	22/01/19 - 04/05/19	07/05/19 – 11/05/19	20/08/19 – 02/11/19	5/11/19 – 9/11/19
ACCA	22/01/19 - 01/06/19	05/06/19 – 09/06/19	20/08/19 – 30/11/19	03/12/19 – 07/12/19
CIM	22/01/19 - 03/06/19	03/07/19 – 04/07/19	20/08/19 – 01/12/19	04/12/19
ICSA	22/01/19 - 15/06/19		20/08/19 – 07/12/19	

5.0 COMBINED DEGREE AND PROFESSIONAL PROGRAMME (CDPP)

The Combined Degree and Professional programme (CDPP) is a differentiation strategy that seeks to provide opportunity for students to have both professional as well as academic qualification at the end of their study period.

5.1 CDPP STUDENTS - OPTIONAL

The optional CDPP students are those who opted to do any of the professional programmes voluntarily alongside the academic programme. This category of students range from Level hundred (100) to four hundred (400).

Table 5: Analysis of CDPP Students for all programmes

PROGRAMME	REG. STUDENT THIS YEAR	REG. EXISTING STUDENTS	TOTAL
ACCA	31	58	89
ICAG	33	124	157
CIB	5	6	11
CIM	4	39	43
ICSA	2	2	4
CISA	2	-	2
TOTAL	77	229	306

5.2 COMPULSORY CDPP - PROFESSIONAL COURSE DAY

In contrast, the compulsory CDPP includes all Level hundred (100) students reading first year degree programmes at UPSA, excluding Law students. The compulsory CDPP is a mandatory professional programme for all Level Hundred (100) students. Students would be examined and graded, however, the mark would not score any grade point.

The compulsory CDPP is organised on Fridays, thus Friday has been declared a Professional Course Day. The Table below provides analysis of Compulsory CDPP as at the period under review

Table 6: Analysis of Compulsory CDPP Students in their respective programmes

DEPARTMENT	PROF. PROG.	NO. OF STUDENTS
Accounting	ICAG	300
	ACCA	427
Banking & Finance	CIB	141
	Actuarial Society of Ghana	25
	CIEG	52
Marketing	CIM	226
Business Administration	ICSA	1062
Communication	IPRG	400
Information Technology	CISCO	406
Total		3039

5.2.1 COURSES OFFERED UNDER THE CDPP (COMPULSORY)

The following courses were taught under the various CDPP- Compulsory modules for the first semester, 2019:

1. ICAG- Financial Accounting
2. ACCA- Accounting in Business
3. CIM- Marketing Principles
4. CIEG- Principles of Economics
5. CISCO- Network fundamentals
6. IPRG- Advertising, Copywriting and Production
7. Actuarial Science- Probability Theory
8. CIB- Principles of Banking.
9. ICSA- Business Environment

6.0 ACCESS PROGRAMME

The Access Professional Programme serves as the entry point of the main professional programme, which is progressing steadily. Access students population during the period under review stood at One hundred and fifty-eight (158) with the following breakdown.

Table 7: Analysis of Access Student Population

COURSE	MALE	FEMALE	TOTAL
CIM	67	48	115
ACCA	14	4	18
ICAG	16	9	25
TOTAL	97	61	158

7.0 GRADUATE SCHOOL PROFESSIONAL STUDENTS

Graduate School Professional Students' admission for the year under review is thirty two (32) with the following details as shown below.

Table 8a : Analysis of course distribution by professional students at the Graduate School

COURSES	CODE	EVENING SESSION	WEEKEND SESSION	TOTAL
PUBLIC SECTOR ACCOUNTING & FINANCE	PSA	10	4	14
ADVANCE AUDIT & ASSURANCE	AUD	11	11	22
ADVANCE FINANCIAL MANAGEMENT	AFM	12	11	23
TAXATION & FISCAL POLICY	TAX	12	14	26
CORPORATE REPORTING	CR	12	12	24

Table 8b: Analysis of registered and fully paid students. (Graduate school)

SESSION	NUMBER REGISTERED	NUMBER FULLY PAID
EVENING	17	7
WEEKEND	15	6
TOTAL	32	13

8.0 TOTAL NUMBER OF PROFESSIONAL STUDENTS

The Table below depicts the number of professional students at the UPSA;

Table 8c: Analysis of all students offering professional programme.

PROGRAMME	LEVEL	REGULAR	PPP	CDPP-V	CDPP-C	ACCESS	GRAD.SCH.	TOTAL
	I	N/A	N/A	146	300	25	N/A	471
	II		9	11	-	N/A	14	34
	III	-	-	-	-	N/A	18	18
	I	N/A	N/A	89	427	18	N/A	534
	II	6	6	-	-	N/A	-	12
	III	6	-	-	-	N/A	-	6
CIB	I	-	-	11	141		-	152
	I	N/A	N/A	11	226	115	N/A	352
	II	12	10	32	N/A	N/A	-	54
	III	11	5	-	N/A	N/A	-	16
ICSA	I	2	-	2	1060	N/A	-	1064
CISCO	I	-	-	-	406	-	-	406
IPRG	I				400			400
CIEG	I				52			52
ASG	I				25			25
TOTAL		37	30	302	3037	158	32	3596

9.0 PROFESSIONAL QUALIFICATION FOR THE YEAR UNDER REVIEW

During the period under review the following students qualified for chartered status:

1. Daniel Quoffie-ICAG
2. Hilda Akosua Akuoku - ICAG
3. Bright Odorkor-Teye-ICAG
4. Lawrence Adjei-CIM

It is refreshing to note that Bright Odorkor Teye emerged the ICAG overall best student, as well as the UPSA overall best professional student.

10.0 OTHER INCOME

During the year under review CDPD contributed an amount of eighteen thousand two hundred (GHC18,200.00) into IGF as indicated below;

Table 9: Analysis of IPS Contribution into the IGF

PROGRAMME	NO. OF STUDENT	AMOUNT
ICAG	5	3,500.00
ACCA	6	4,200.00
CIM	15	10,500.00
TOTAL		18,200.00

11.0 TRAIN THE TRAINER

The Directorate in collaboration with Exim International Certification professional body organised train the trainers' workshop for IT Lecturers. The workshop was aimed at preparing the Lecturers on the content of the Exim Professional Examination. The workshop took place at the Computer Lab on the 11th of November, 2019. Participation was very encouraging and the training was a success.

12.0 CHANGE OF SYLLABUS

During the period under review, it would be instructive to note that CIM and ICAG have reviewed their syllabus as follows

PART	ICAG		CIM	
	PREVIOUS	CURRENT	PREVIOUS	CURRENT
ONE	Financial Accounting	Financial Accounting	Marketing	Planning Campaigns
	Business Management & Information Systems	Business Management and Information Systems	Customer Experience	Customer Insight
	Business & Corporate Law	Business and Corporate Law	Integrated Communications	Applied Marketing
	Quantitative Tools in Business	Introduction to Management Accounting		

TWO	Financial Reporting	Financial Reporting	Mastering Metrics	Resource Management
	Management Accounting	Management Accounting	Strategic Marketing	Marketing & Digital Strategy
	Audit & Assurance	Audit and Assurance	Driving Innovation	Innovation in Marketing
	Financial Management	Financial Management		Managing Brands
	Public Sector Accounting & Finance	. Public Sector Accounting and Finance		The Digital Customer Experience
	Corporate Strategy ethics & Governance	Principles of Taxation		
THREE	Corporate Reporting	Corporate Reporting	Analysis & Decisions	Global Marketing Decisions
	Advance Audit & Assurance	Advanced Audit and Assurance	Marketing Leadership & Planning	Creating Entrepreneurial Change
	Advance Financial Management	Strategic Case Study	Managing Corporate Reputation	Corporate Digital Communication
	Taxation and Fiscal Policies	Advanced Taxation	Emerging Themes	

13.0 CIM STUDENTS SUPERVISION ALLOWANCE

The Directorate suggests that the quality of CIM Students' assignment could be enhanced if lecturers assigned on the programme are motivated to do a thorough supervision. In this regard, the Directorate would be grateful if lectures on the CIM programme would be given some supervision allowances just like their other Degree counterparts so that they would be motivated to put in extra work thereby improving scoring rate of students' assignment.

14.0 CHALLENGES

Inadequate reading materials: The biggest challenge facing the Directorate is inadequate reading materials for all the professional programmes. Due to this challenge, some students dropped out during the year under review. In addition, some lecturers on the programme found it difficult to have full control over the subject area due to inadequate study materials related to that programme.

15.0 CONCLUSION

The Directorate is not complacent in its achievements but rather poised to raise the flag of the Directorate higher. Our enthusiasm to work hard is more than before. We shall continue to expand our programme base by introducing new programmes such as Chartered Institute of Logistic and Transport (CILT), Chartered Human Resource Management (CHRM) and Chartered Institute of Purchasing and Supply (CIPS).

16.0 RECOMMENDATIONS

- The University must procure adequate reading materials for the professional programme.
- The Directorate would be happy if work on the IPS System Infrastructure is expedited

17.0 PLAN FOR 2020

- 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, visit second cycle schools and explain the professional courses to them.
- The Directorate shall intensify other income generation activities, thereby contributing significantly to the IGF.
- We shall continue to collaborate and consult with faculties and other stakeholders to ensure effective execution of the professional programmes.
- The Directorate has targeted 60 compulsory degree and professional students chartering within the next four years

APPENDICES

**RESEARCH
PUBLICATIONS/CONFERENCES/
WORKSHOPS/SEMINARS**

