



# ANNUAL REPORT



2020



ANNUAL  
**REPORT**



**2020**



55 YEARS  
**OF MOLDING MINDS**  
**FOR EXCELLENCE**

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The background image shows a group of people at an event. On the left, a woman in a colorful patterned dress. In the center, a large logo for 'UPSA @ 55 1965-2020' is displayed, featuring a laurel wreath and the text 'UPSA @ 55 1965-2020'. Below the logo is a banner that reads 'SCHOLARSHIP WITH PROFESSIONALISM'. On the right, two men in suits are visible. The overall scene is dimly lit with blue and purple tones.

# 0 | INTRODUCTION

SCHOLARSHIP WITH PROFESSIONALISM

# OUR 55 YEAR JOURNEY



# UPSA 2020 AT A GLANCE

<p><b>UPSA only University in Ghana featured in 2020 U-Multirank Global Ranking</b></p>		<p><b>13,408</b> Total Applications Received</p>		<p><b>94</b> Senior Faculty Members are Women</p>	
<p><b>New Programmes</b> MSc Insurance Risk Management  Msc in Procurement Management</p>		<p><b>1,100</b> Students Received Scholarships</p>		<p><b>130</b> Students Graduated from UPSA Law School  <b>39</b> UPSA Law School Students at Ghana Law School</p>	
<p><b>Service Beyond Duty</b>  Impacted the Local Community by Adopting A Basic School</p>		<p><b>Mr. John Kwaku Amoh</b> Won the Emerald Literati Award for Most Outstanding Paper in 2020</p>		<p><b>Graduation of first batch of MA in Brands and Communications Management</b></p>	
<p><b>Alumni Impacting Society</b></p>		<p><b>14,147</b> Total Student Population</p>		<p><b>Increased and Enhanced Student Housing</b></p>	





## Vice-Chancellor's Message

The year 2020 has been challenging for all. However, despite the COVID-19 pandemic, the University of Professional Studies, Accra (UPSA) made some significant progress in the pursuit of academic excellence, staff development, and infrastructural projects. These are captured in the 2020 Annual Report.

Several significant events were held during the year 2020. The University marked its 55<sup>th</sup> Anniversary with the launch of a Community Adoption Project at La Nkwantanang M/A Basic Schools, February 2020. Unfortunately, the events planned for the celebration had to be postponed until further notice, due to the COVID-19 Pandemic. The President of the Republic, H.E. Nana Addo Dankwa Akufo-Addo, commissioned the UPSA Astroturf football pitch in September, 2020.

The University also successfully held its 12<sup>th</sup> Congregation ceremonies in strict compliance with the COVID-19 safety protocols.

The four graduation sessions saw the graduation of a total of 3,571 students from our four Faculties and Schools. This consisted of 683 post-graduate students, 2,012 undergraduate students, and 876 diploma students.

Having been re-appointed as Vice-Chancellor for a second four-year term, we will continue to focus on our strategic goals to include:

**Improving institutional effectiveness;**  
**Enhancing research enterprise;**  
**Building a new learning environment and image;**  
**Competing in a global economy**

I am grateful to all staff and students, particularly my management team, Deans and Directors, for their commitment and dedication towards the progress

of the University. I also urge all members of the University community to continue to go above and beyond in-service excellence and commitment to UPSA.

Permit me to express my gratitude to the Ministry of Education, members of the University Governing Council, The Ghana Tertiary Education Commission (formerly, National Accreditation Board and National Commission on Tertiary Education), GETFund, and the Alumni Association for their unwavering support.

**Prof. Abednego F. O. Amartey**

## MISSION

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

## VISION AND STRATEGIC PRIORITIES

Our vision is to be a world-class higher education provider in both academic and professional disciplines, *nationally entrenched, regionally relevant, and globally recognized.*

## SHARED VALUES

Our shared values are Service, Integrity and Respect summarised in the acronym SIR.

## UNIVERSITY'S STRATEGIC PRIORITIES

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.

# OUR 2020 PRIORITIES

Improving institutional effectiveness



Enhancing research enterprise



Building a new learning environment and image



Competing in a global economy



## 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 founder and first Director, Nana Opoku Ampomah, the institution provided tuition in business professional courses such as ACCA, CIMA, ICAG, ICSA and CIM.

In 1978, the University was taken over by Government by the Institute of Professional Studies Decree, 1979 (SMCD 200).

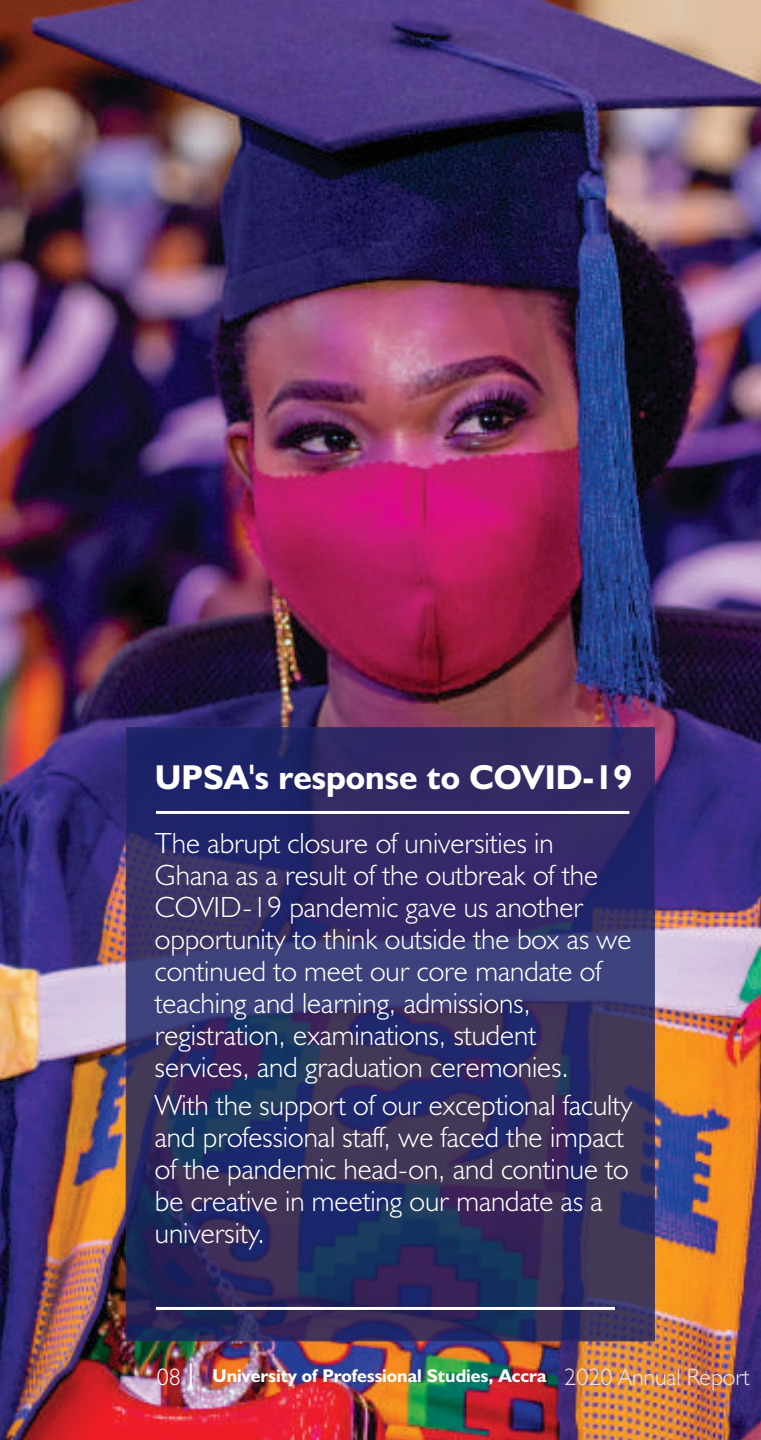
UPSA was subsequently established by the University of Professional Studies (IPS Act 566) in 1999 and given the mandate to provide tertiary and professional education in the academic disciplines of Accountancy, Management and related disciplines.

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 2008, conferring on it the status of a fully-fledged public university with a mandate to offer Undergraduate and Postgraduate programmes leading to the award of Certificates, Diplomas and Degrees for its accredited programmes. It started its Masters Degree programmes in 2009. In August, 2012, Parliament passed the University of Professional Studies Act 850, which came into force in November 2012, conferring on it the name University of Professional Studies, Accra (UPSA).



**The combination of scholarship and professionalism forms the basis of the University's unique profile.**



## UPSA's response to COVID-19

The abrupt closure of universities in Ghana as a result of the outbreak of the COVID-19 pandemic gave us another opportunity to think outside the box as we continued to meet our core mandate of teaching and learning, admissions, registration, examinations, student services, and graduation ceremonies.

With the support of our exceptional faculty and professional staff, we faced the impact of the pandemic head-on, and continue to be creative in meeting our mandate as a university.

## 55 Years of Molding Minds and Impacting Professional Leadership

### Teaching and Learning

Our commitment is to provide quality education and an enriched experience for our students by equipping them with the values, skills and intellectual discipline that enable a positive contribution to society through professional excellence.

Therefore, we leveraged on our investment in technology to facilitate teaching and learning activities by shifting to a virtual platform, our Learning Management System (LMS) within the short space of time. This quick migration onto the UPSA virtual platform was a response to, and in compliance with, the President of the Republic of Ghana's directive on the closure of all tertiary institutions.

### Students Services Online

The University, in pursuit of excellent customer service to the student community, has migrated most of its services online. Students who need assistance are directed to the University website and submit the request to the appropriate officer in charge of the service. Where students face challenges, they can place a call or send an email to the Acting Director of Academic Affairs for redress. The turnaround time is 48 hours.

### Examination Administration

The University's policy on Online Teaching and Learning and examinations administration were followed to the letter. This year, the mode of examination was a Take-Home Examination due to the spread of the coronavirus. Students were given 48 hours to complete the examinations and a day to rest before the next paper. The examinations lasted for a month.

## Continuous Growth and Expanding Access at UPSA

### Enrolment numbers

During the period under review, there was a total student enrolment of 14,147. This comprised Doctorate, Master, Undergraduate, Diploma, and Professional Programmes. The enrolment figures have continued to grow over the past four years.

### Academic Achievement

UPSA was the only university in Ghana featured in the global rankings that assesses universities on a multi-dimensional approach to higher education, including teaching and learning, research, knowledge transfer, regional engagement and international orientation.



The University emerged strongest in teaching and learning. Its overall profile showed top performance across various indicators, with two 'A' (very good) scores overall.

The rankings also placed UPSA as one of the top two universities in West Africa on the Africa list, which had 23 universities from nine countries making it to the master list of universities.

The 2020 edition of U-Multirank featured 1,759 universities from 92 countries and provided a common platform for participants to compare with each other on a like- with-like basis.

The U-Multirank is an alternative approach to comparing university performance. Its multi-dimensional approach compares the performance of universities across a range of different activities, grading each from 'A' (very good) to 'E' (weak).

In the 2020 Global Times Higher Education (THE) University Impact Rankings, UPSA retained its position as one of the best three universities in Ghana. The THE Impact Rankings assesses universities against the United Nations' Sustainable Development Goals (SDGs), balancing their scores

across broad areas such as research, outreach, and stewardship. In the year under review, only three (3) universities in Ghana, including UPSA, were accepted to the ranking list, although participating universities increased from a little over 400 to 766 universities from 85 countries.

### Student Recognition

- UPSA students Parliament placed 2nd at the Commonwealth Inter Universities Quiz Competition in March, 2020.
- Placed 7th Position out of 11 Universities at the Ghana Universities Sports Association (GUSA) competition in January 2020.

### Research Recognition

Mr. John Kwaku Amoh, a Senior Lecturer at the Faculty of Accounting, won the Emerald Literati Award for his journal article in Emerald Publishing titled "Does Corruption Cause Tax Evasion? Evidence from An Emerging Economy." which was adjudged the Most Outstanding Paper in 2020.

### Queen Elizabeth II Diamond Jubilee Scholarships by the University of New Brunswick

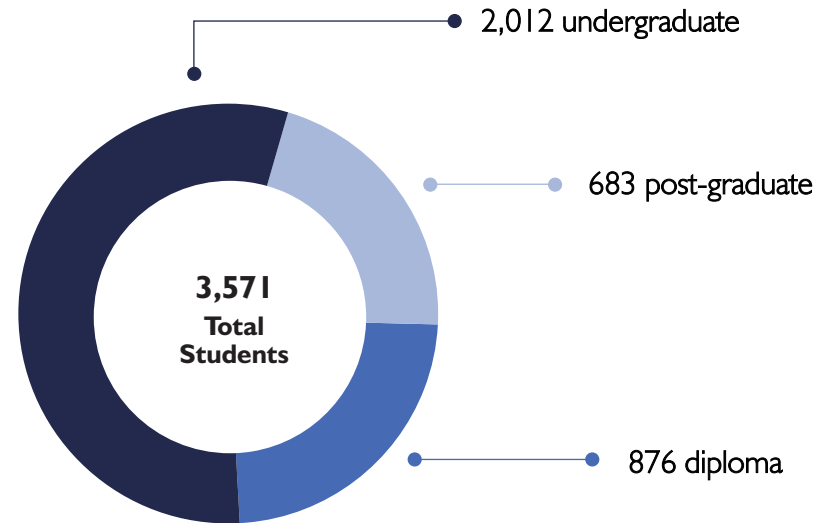
Through the partnership between the University of New Brunswick, Canada and UPSA, seven lecturers from the Faculties of Management Studies, and Accounting and Finance were awarded the Queen Elizabeth II Diamond Jubilee Scholarships.

This provided them an opportunity to pursue a three-month capacity development programme as part of the exchange programme.

The beneficiaries included two Senior Lecturers, four Lecturers and one Assistant Lecturer.

## GRADUATION CEREMONY

The year's graduation ceremony was unique for many reasons. We were able to conduct an in-person graduation ceremony, however without the participation of parents and well-wishers in the face of the COVID-19 pandemic.



55 years of molding  
the minds of the  
next generation of  
professional leaders



## AFFILIATE INSTITUTIONS

Two university colleges are affiliated to UPSA, namely, Ghana Technology University College and Ghana Christian University College. Of these two, Ghana Technology University College, has gained full-fledged university status, and is now known as Ghana Communication Technology University (GCTU). We have, therefore, initiated the folding-off process with GCTU.

## THREE NEW GRADUATE PROGRAMMES

MA in Brands and Communications Management

MA in Peace, Security and Intelligence Management

MSc in Procurement Management

## NEWLY-APPROVED PROGRAMME

MSc Insurance Risk Management

## PROPOSED NEW PROGRAMMES

MSc Pensions and Investments

MBA Corporate Communication

MBA Logistics and Supply

MBA Project Management and Finance

The accreditation process is ongoing.





## Financial Aid Support

### Increasing Access to Education through Partnerships

The year under review recorded a total of 1,100 students as beneficiaries of various sponsorships by various government and private organisations. These organisations continue to support needy but brilliant students to acquire university education.

A non-governmental organisation based in Canada, Brighter Investment, signed an MoU with the University to support needy but brilliant students this academic year.

Names of Organisations and Agencies	Number of Beneficiary Students
Students Loan Trust Fund (STLF)	360
Ghana Education Trust Fund (GETFund)	207
Scholarship Secretariat (Scholsec)	467
Suhum Municipal Assembly	4
Campaign for Female Education (CAMFED)	11
Vice-Chancellor's Endowment Fund (VCEF)	20
Tertiary Education Students Trust Fund of Ghana (TEST for Ghana)	9
ShopRite, Ghana	6
Citi Opportunity in Tertiary Education Project (COPE)	1
Bonaboto Education Assistance Fund (BEAF)	4
MTN Foundation	2
Akuapem North Municipal Assembly	4
Newmont (NADEF) Ntotroso Scholarship	2
Nationwide Technologies Foundation	1
Ashaiman Municipal Assembly	1
Anglican Church	1
<b>GRAND TOTAL</b>	<b>1,100</b>

### Students Loan Trust Fund (SLTF)

The Student Loan Trust Fund has increased the total amount of loans granted to UPSA students to enable them meet the financial requirements of the University. This good news was well received and would go a long way to alleviate the pressures both students and staff go through in the attempt to settle their academic facility user fees.

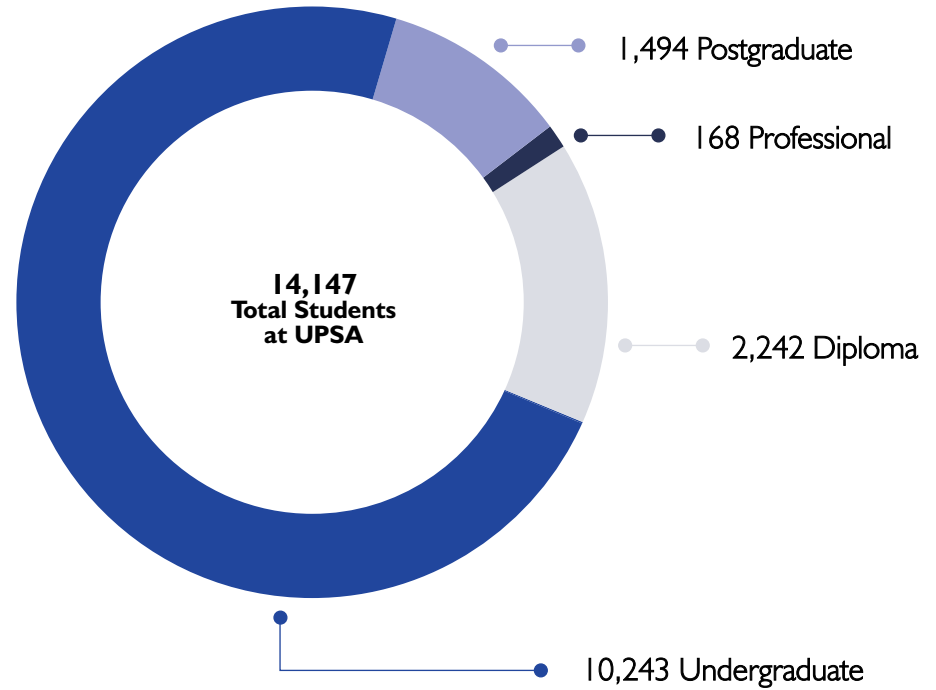
### Equipping Students for the world of work and employment

The University equipped students with skills and knowledge to succeed in the future place of work.

### Supporting Students for Success – The total well-being of our Students

Students' welfare services at UPSA saw a sustained increase in demand, and ensured students received timely access to high-quality counselling services.

## 2019 /2020 HIGHLIGHTS



## Internships Under the Year in Review

*Bridging the gap between academia and industry*

The bridge transitioning students from education to the world of work was also impacted by COVID-19 in the first quarter of 2020. However, UPSA seamlessly transitioned learning to its Online Learning Management System (LMS), thereby extricating students and faculty from the risks associated with physical interactions and in compliance with the preventive protocol of social distancing.

While industry considered realistic next steps for upcoming internship programmes, including cancellations, UPSA adapted to the challenges presented to its final year students by offering remote options in the form of an Internship Replacement Programme (IRP) in lieu of internships altogether to avert interruptions in academic and professional programmes. This is because, UPSA values investment in early talent development crucial to the success of its graduates in the world of work.

The IRP sought to provide direct training in six core soft skills which would otherwise have been developed by students during their internships.

UPSA's facilities, Talent Development Professionals and advanced LMS developed this initiative to train students in skills that will enable them to stand out in the global talent marketplace while giving them a



competitive advantage in the hiring, on-boarding, and physical and remote work environments.

### Teaching & Learning Approach

In developing the IRP, the instructional design of all modules drew on an enhanced learner-centered approach and blended learning-strategies to promote students' growth and ultimately, a movement towards taking control of their independent formal and informal learning as they transition from the school environment into the work environment.

Student engagement was at the core of the learning process. Students were expected to participate in setting ground rules, lead discussions, work in groups, complete a project, and present a report.

### Programme Components Structure

The six module programme was delivered virtually via distribution / instruction, collaboration, assessment, and feedback. A combination of lectures, discussions, simulations, and completion of an individual project report enabled students to master and apply the content of Time Management, Customer Service Skills, Presentation Skills Communication Skills, Leadership Skills and Emotional Intelligence training.

Overall, the IRP delivered compelling training that: enhanced learner engagement, deepened learner understanding and increased learning application over a twelve week duration.



02

RESOURCES

## Our People

At UPSA, our people are the bedrock of the University's success, and the quality and value of our academic, research, professional and support staff is critical to our future.

New workplace policies and procedures were put in place to minimise health risks at the workplace. The Work from Home and shift policy were introduced to avoid overcrowding and to observe strict adherence to preventive protocols.

## Staff Strength

The total staff strength of the University stands at 789. Of this number, there are 94 female teaching faculty, and 58 non-teaching senior members as depicted in Table 1.



**Table 1: Staff Strength as at December 2020**

Gender	Senior Members		Senior Staff	Junior Staff	Total
	Teaching	Non-Teaching			
Male	249	106	71	105	531
Female	94	58	79	25	256
<b>Total</b>	343	164	150	107	787

Source: Human Resource Directorate, December 2020

### Staff Development

In the year under review, there were a total of 104 faculty members on PhD programmes. A sizable number successfully completed their PhD programmes.

### Overseas Training Programmes for Staff

As part of the on-going efforts to train and re-train staff to enhance their effective service delivery, approval was granted to selected faculty members and staff members to attend seminars and workshops in Ghana and abroad during the year under review.

### Appointments and Retirement

During the year under review, the Governing Council appointed Dr. Koryoe Anim-Wright as Registrar of the University. Prior to her appointment, Dr. Anim-Wright was the Dean of the Centre for International Education and Collaboration, at UPSA.

Mr. Nicholas Nelson Adjei was appointed by the Governing Council as the Director of Finance. Until his appointment, Mr. Adjei was the Deputy Director of Finance at UPSA.

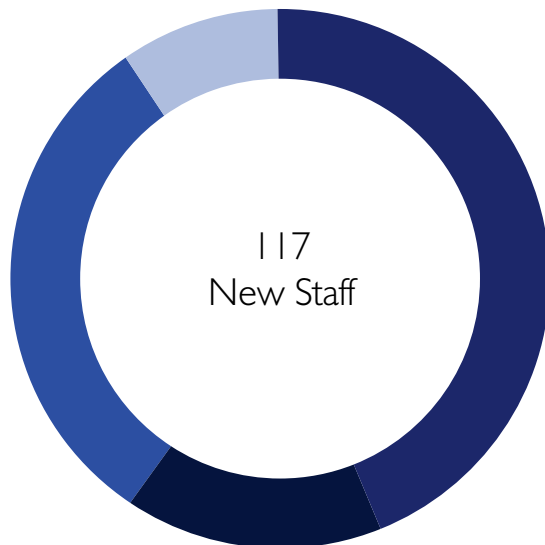
### Retirement

Seven senior members retired during the period under review.

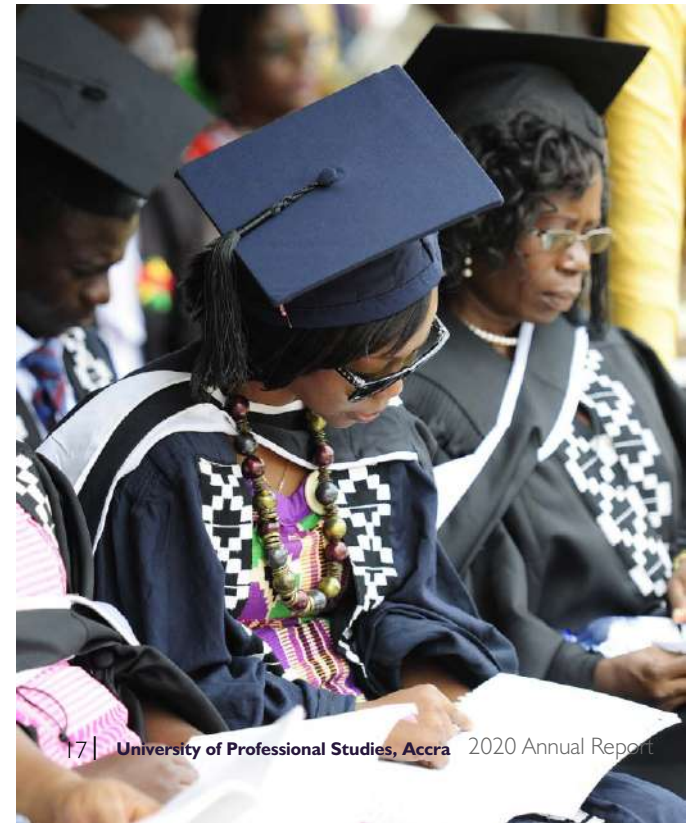
### Death

During the period in review, the university community sadly lost four of its members. May their souls Rest in Peace.

## 2020 Recruitment Summary



- 51 Teaching Senior Members
- 19 Non-Teaching Senior Members
- 36 Senior Staff
- 11 Junior Staff



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## Women in Leadership at UPSA

The University recognises the importance of women in leadership. There are 94 senior female faculty members reflecting the University's commitment.



**DR. KORYOE  
ANIM-WRIGHT**

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Dr. Wright believes in creating an inclusive and diverse culture that champions and invests in women through collaboration with everyone.



**DR. FIDELIS  
QUANSAH**

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Dr. Quansah believes that the job market is dynamic, and women can be innovative and grab the opportunities the market has to offer.



**DR. ALBERTA  
BONDZI-SIMPSON**

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Dr. Bondzi-Simpson believes the world would look brighter with more women taking the center stage in entrepreneurship and tourism. because is vital for economic growth.



**DR. MRS. PHILOMENA  
DADZIE**

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Dr. Dadzie has been advocating for young females to take up courses and work hard towards increasing the few numbers of women in leadership roles in finance and banking, because the few who do excel.

## OUR FINANCIAL SUSTAINABILITY MEASURES



**Mr. Nicholas Nelson Adjei**  
Director of Finance

### Highlights of the 2019 Audited Financial Statements

#### Statement of Financial Performance

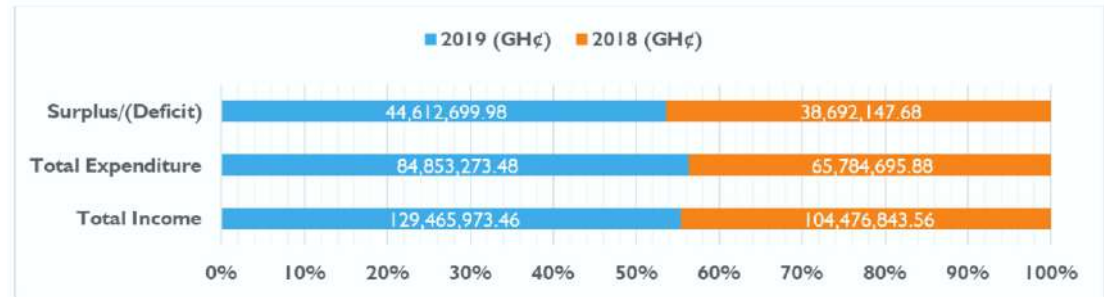
For the financial year 2019, the University posted an operational surplus of GH¢44,612,699.98 as compared with the prior year 2018 surplus of GH¢38,692,147.68 which means surplus grew by over 15% over the two-year horizon.

The associated operational expenditure for 2019 also amounted to GH¢84,853,273.48 as compared to the prior year of

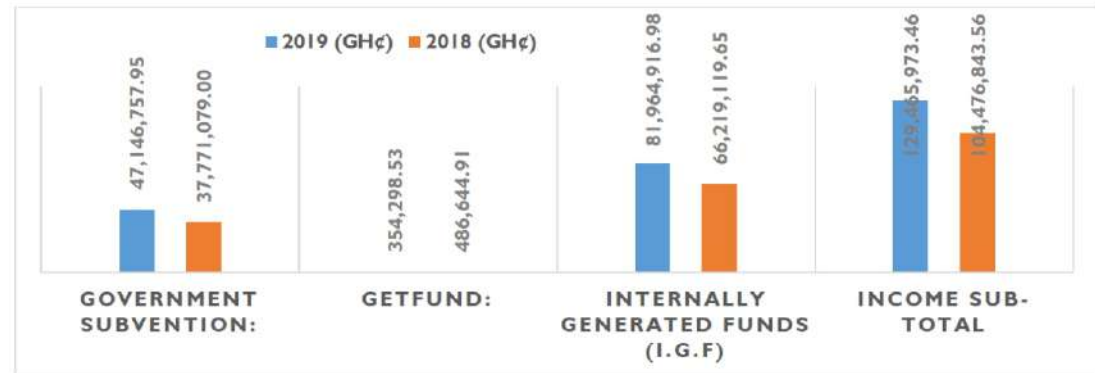
GH¢65,784,695.88, that is about 29% expenditure growth. Matching the total consolidated income of GH¢129,465,973.46

with the operational expenditure of GH¢84,853,273.48 culminated the surplus of GH¢44,612,699.98.

**Figure 1: 2019 / 2018 Surplus**



**Figure 2: 2019 / 2018 income**





### Statement of Financial Position

The total assets of the University at the end of 2019 stood at GH¢219,095,882.75 as against GH¢171,748,256.11 for 2018, thus a growth of about 28%. Property, Plant and Equipment (PPE) grew by about 59% from GH¢126,729,115.64 in 2018 to GH¢201,631,321.02 which is explained by the massive infrastructural drive of the University over the years.

The assets were financed by a total liability of GH¢3,238,189.97 and GH¢215,857,692.78 accumulated funds.

Figure 3: 2019 / 2018 Expenditure compared

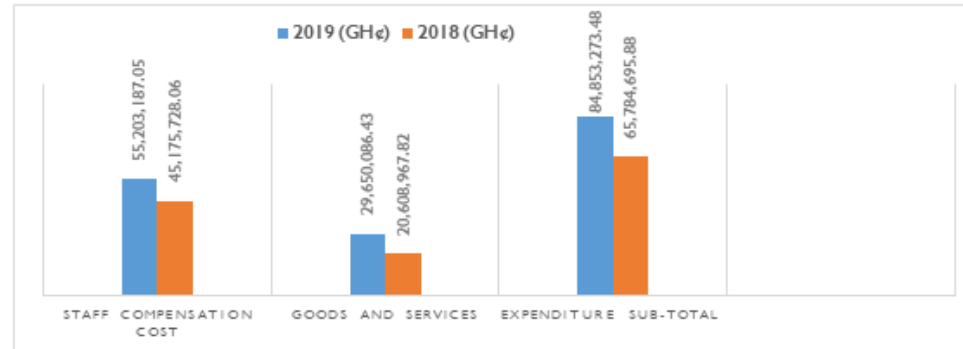
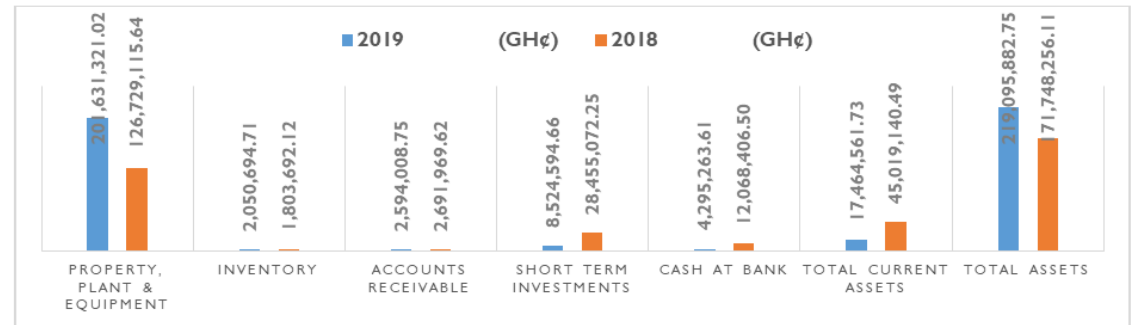


Figure 4: 2019 and 2018 Assets compared



## Statement of Cashflow

The cash and cash equivalence of the University at the end of 2019 stood at GH¢12,819,858.27 as against the prior year of GH¢40,507,855.22. This represents a drop in liquidity of about 68%. This drop was occasion by the substantial liquidation of investment to finance infrastructure projects that were initiated during last quarter of 2019.

Net Cashflow from operating activities for the year under consideration amounted to GH¢58,286,902.53 as compared to 2018 of GH¢45,055,683.62. On the other hand, Net Cash outflow from investment activities increase from GH¢17,620,575.27 in 2018 to GH¢85,885,512.39 in 2019.

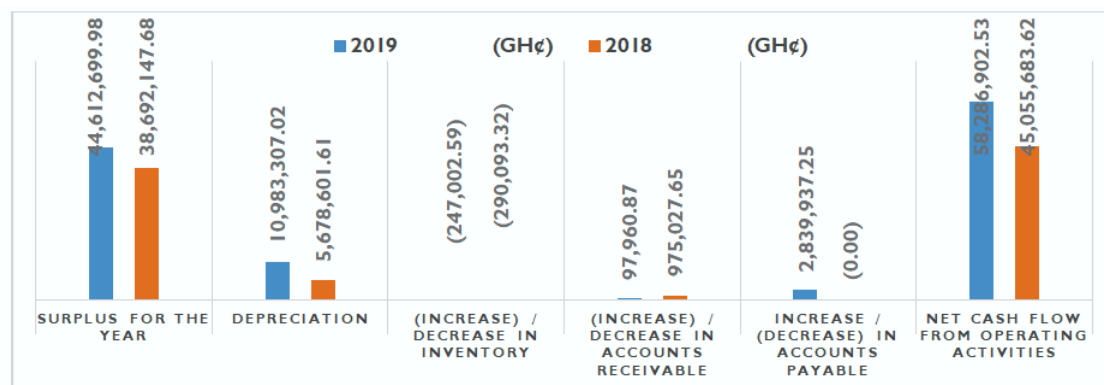
## Conclusion

A critical look at the growth in surplus and revenue in the 2019 financial year shows an impressive financial performance. IGF contributed significantly (63.3%) to the growth in revenue indicating the strength of the University in generating internal funds to meet its financial obligations. The University made an efficient use of investments, loans and advances as indicated by the financial position. The increase in PPE by 59% financed substantially by accumulated funds and an insignificant amount of liability, which suggests a good mix of debt and equity. It also means that the University can turn these assets around to generate more revenue in the future.

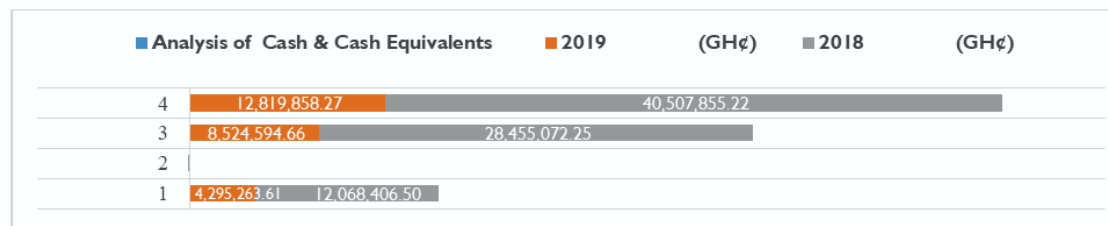
**Table 5: 2019 and 2018 Assets financing compared**

Long-Term Current Liabilities:	2019 (GH¢)	2018 (GH¢)
Vice Chancellor Endowment Fund	295,011.90	384,398.97
<b>Current Liabilities:</b>		
Accounts Payable	2,943,178.07	103,240.82
Cash at Bank - (Overdrawn)	-	15,623.53
<b>Total Current Liabilities</b>	<b>2,943,178.07</b>	<b>118,864.35</b>
<b>Total Liabilities</b>	<b>3,238,189.97</b>	<b>503,263.32</b>
Accumulated Fund	215,857,692.78	171,244,992.79
<b>Total Funding</b>	<b>219,095,882.75</b>	<b>171,748,256.11</b>

**Figure 6: Cashflow operating Activities**



**Figure 7: Analysis of Cash & Cash Equivalents**





# 03 | INFRASTRUCTURE

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Notwithstanding the challenges posed by the COVID-19 pandemic, the year under review strengthened the University's resolve to continuous improvement of infrastructure to support its strategic objectives. The rapid expansion of UPSA's infrastructure has seen the completion of a world class Astroturf football pitch

which was commissioned by The President of the Republic, Nana Addo Dankwa Akufo-Addo on September 4, 2020. Construction of other new facilities, including the two ten-storey multi-purpose twin tower building and two new hostel blocks, expected to be completed by end of 2021, are progressing steadily. These facilities are expected to provide accommodation for an

additional 3,250 new students, thereby significantly increasing the student accommodation capacity of the University. They come in timely as UPSA aims to attract more of the best Ghanaian and international students and welcome top students from the Government's Free SHS initiative as well.

## Infrastructure Development Projects

**Astroturf football pitch completed**



**Construction of two hostel projects ongoing**



**Work on the multipurpose twin tower building ongoing**





## Leveraging on Technology to Enhance Our User Experience for the University Community

The COVID-19 pandemic brought a dramatic change in the mode of teaching and learning at the University. UPSA delivered technology services and solutions to support academic work.

The IT Infrastructure deployed by the University is the bedrock of the technology that keeps the University running 24/7.

## Enhancing User Experience with Technology

- Acquired 120 computers , two smart boards and projectors for the computer laboratories for practical training of students
- Trained 20 persons on Cyber and Information Technology Security
- Eleven persons sat for the Cyber and Information Technology Security examination for EXIN Foundation Professional Certification
- Successfully managed teaching and learning via the University's Learning Management System (LMS)
- Ensured students' effective participation in LMS lectures and interim assessments
- Recruited 12 new Lecturers to the Faculty of Information Technology and Communication Studies to boost teaching and learning;

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### Free Wi-Fi to Tertiary Institutions

UPSA is a beneficiary of the Government of Ghana's Free Wi-Fi to tertiary institutions in Ghana.

UPSA's library, during the year under review, received a tool set and had access to The Essential Electronic Agricultural Library (TEEAL). 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.

### Virtual Learning Platform

All past questions dated 2008 till date have been uploaded onto a new e-learning platform called UPSA Virtual Learning.

Students with credentials can access these digitised past questions on-and off-campus.

Training on the Educational and Instructional Technology by a technical team was organised for the departmental representatives.

### Donation of Books

- A total of 176 books comprising accounting manuals and other accounting publications were donated to the library by ICAG during the period under review.
- Pastor Isaac Akowuah, a friend of UPSA, donated ten (10) copies of the books he authored entitled "Jesus vrs Allah".

- A journal entitled "Contemporary Journal of African Studies, Vol. 6 No. 1" was donated to the Library by the Institute of African Studies, University of Ghana.
- Mr. Eddie Carboo of Central University donated fifty copies (50) of books entitled "Be Balanced".
- A group by name "Those Who Inspire Ghana" donated 20 copies of their book to the library.





# 04 | GOVERNANCE

# MEMBERS OF THE UNIVERSITY GOVERNING COUNCIL



**Dr. Kofi Ohene-Konadu**  
Chairman



**Prof. Abednego F. O. Amartey**  
Vice-Chancellor



**Mr. Maxwell Donkor**  
Government Nominee



**Prof. Kwame Fimpong**  
Government Nominee



**Mrs. Akyaa Afreh Arhin**  
Government Nominee



**Mr. Nii Adotei Abrahams**  
Representative of NCTE



**Nana Acquah E. C.**  
Representative of CHASS



**Mr. Kwabena Agyekum**  
Representative of CIMG



**Mr. Mark Badu-Agyemang**  
Representative of GCCI



**Mr. Francis Dadzie**  
Representative Alumni



**Dr. Ampem D. Aniapam**  
Representative of UTAG



**Mr. Joseph Azangeo**  
Representative of Convocation



**Mr. Israel K. Nyatuame**  
Representative of TEWU



**Mr. D. Opoku-Agyemang**  
GRASAG President  
(Interim Representative)



**Mr. Prince Nartey**  
SRC President  
(Interim Representative)



**Prof. Charles Barnor**  
Pro-Vice-Chancellor  
(In Attendance)



**Dr. Koryoe Anim-Wright**  
Registrar  
(Secretary)



**Mr. Nicholas N. Adjei**  
Director of Finance  
(In Attendance)



# 05

## STAKEHOLDERS & PARTNERSHIPS



### Stakeholders & Partnerships

The University partners and collaborates with a variety of stakeholders including students, faculty, staff, alumni, community, industry, public and private among others to enhance public knowledge sharing as well as exchange. In the year in review, UPSA engaged with stakeholders to demonstrate its growing commitment impact to the economy, society and the community as a whole.

### Community Academic Projects

#### Adoption of a Basic School

Under the community academic project, UPSA adopted LA-Nkwantanang M/A 7 & 8 Basic Schools as part of the 55th anniversary celebrations of the University.



### Free Weekend Classes to Pupils

As part of giving back to the community, UPSA's lecturers offered free weekend classes to the pupils of La Nkwantanang M/A Basic 7 & 8 School. The implementation of the programme was affected by the closure of schools due to the COVID-19 pandemic. However, UPSA on its part made strides in its preparation to enable the initiative kickstart immediately when schools re-opened.

### World Sight Day -Giving back to community

UPSA partnered with Permeff Eye Care, an eye clinic situated adjacent to the main campus to commemorate World Sight Day. This was UPSA's premier observation of the annual event. The University leveraged the opportunity to engage the community as part of its corporate social responsibility.



The local community benefitted from public education on eye health via various media, in-person sensitisation, a blindness simulation exercise and free eye screening on campus. This provided UPSA an opportunity for engagement with its publics.

The event was attended by staff of UPSA, media representatives, and the then Parliamentary aspirants for the local constituency. One hundred and twenty-three (123) individuals were screened.

### Ambulance

During the year under review, the University received an ambulance donated by Access Bank. This was in fulfilment of a long-term commitment to the University, and as part of the bank's social corporate responsibilities.



### Corporate Recognition /Awards

The Communication Studies Students' Association of the University of Professional Studies, Accra (ComSSA-UPSA) was adjudged the Most Outstanding Student Chapter of the Institute of Public Relations, (IPR) Ghana at the 8<sup>th</sup> National Public Relations and Communications Excellence Awards ceremony held under the theme "Ghana Beyond the Ordinary; The Value in our National Discourse."

ComSSA-UPSA was recognised for its contributions toward the promotion of the Public Relations profession and for developing innovative programmes to sensitise PR students on modern practices and opportunities in the profession. The annual awards programme, organised by the IPR, is Ghana's premium occasion for honouring outstanding practitioners, groups and organisations in the public relations field.





06

## OUR SCHOOLS & FACULTIES

*At UPSA, our Schools and Faculties offer students boundless opportunities to explore and pursue their passions, and collaborate on solving complex industry problems*

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## DOCTORAL PROGRAMMES



**Prof. Nathan Austin**

Former Dean, Doctoral Programmes

The UPSA Doctoral Programme (DP) 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 several unique and highly desirable programme features. The first is the diverse and multi-stage rigorous assessment regime which 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 DP 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 always responds to doctoral training needs of the nation and the larger world community. The DP pledges to work closely with its stakeholders and the public at large.

Currently the DP offers only a PhD in Marketing programme. However, efforts are ongoing to submit an application for a PhD in Accounting.

### **Hosting of Visiting Faculty**

The DP successfully hosted its visiting Faculty members who facilitated on the programme over the two-week face-to-face session for its 2019/2020 cohort in January.

## OPPORTUNITIES AHEAD

1. Explore more prospects for international collaborations for designing industry specific programmes.
2. A deliberate and concerted effort to apply integrated marketing communications to project the UPSA PhD brand.
3. Enhance image of the programme through international tours for students.

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### OUTLOOK FOR 2021

The team at DP is utilising in-house resources and external collaboration to enhance its programme offerings as follows:

- a. PhD Accounting and PhD Management  
Collaboration with the Faculty of Management Studies and the Faculty of Accounting and Finance, PhD Management and PhD Accounting documentation was developed and submitted for accreditation; and
  - b. PhD Interdisciplinary Studies  
With the active support of the Office of the Vice-Chancellor, the DP, in collaboration with the Centre for International Education and Collaboration (CIEC) 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.
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## SCHOOL OF GRADUATE STUDIES

*Delivering demand-driven programmes  
for corporate Ghana*



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

Dr. John Mensah Kwaku Mawutor is passionate about delivering demand-driven programmes as the Dean of the School of Graduate Studies. Dr Mawutor leads a team of 13 senior members who have made tremendous progress in attracting qualified students from institutions within and without, owing to its demand-driven programmes which have culminated in increased enrolment over the years. During the year under review, a

total of 1,081 students were offered admissions. In the ensuing year, the School of Graduate Studies intends to strengthen its growing influence as a leader in leadership innovation and corporate entrepreneurship in Ghana, and enhance the instructional practices and research by attracting international faculty and exchange programmes.

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

The School has grown from its 12 flagship academic programmes which are highly patronised by both local and international students. Recently added was Master of Science (MSc) in Insurance Risk Management. The School has since graduated 12 cohorts of graduate students since 2009 with the 12<sup>th</sup> batch graduating in September 2020.

### **Recruitment**

During the year under review, three coordinators, one (1) new Administrative Assistant and four (4) new Graduate Assistants were recruited and posted to the School of Graduate Studies.



### **Programmes of the School of Graduate Studies**

The School of Graduate Studies currently run the underlisted programmes for the 2020/2021 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. MA in Peace, Security and Intelligence
12. MA in Brands and Communications Management
13. MBA in Impact Entrepreneurship and Innovation
14. MSc in Insurance Risk Management

### **New Programmes**

MSc Insurance Risk Management was added to the School of Graduate Studies programmes. Other programmes are at various stages of consideration. The programmes are MSc Pensions and Investments, MBA Corporate Communication, MBA Logistics and Supply, MBA Project Management and Finance

### **STUDENTS POPULATION**

The registration process for the first semester of the 2020/2021 academic year began on September, 2020. In all, a total of 1,496 students comprising 857 first-year students and 639 second-year students registered for the first semester of the 2020/2021 academic year.

### **ACTIVITIES FOR YEAR IN REVIEW 2020 Practitioners' Forum**

As part of the requirements for the award of the MPhil/MBA Degrees, the Practitioners' Forum was organised for the final year students. The forum aims at deepening the understanding of students in the management of organisations as well as enabling them to internalise and demonstrate fundamental business etiquette.

Unlike previous years, this years programme was organised virtually due to the pandemic. All final year MBA/MPhil/MSc students participated, and it is the expectation of School of Graduate Studies that our graduating students have been challenged and equipped with the practical corporate and entrepreneurial sense that will enable them to function well and add value to their world of work and spheres of contact. Mrs. Linda Narh served as

the resource person who shared insightful thoughts and experiences.

### **2020 GRADUATION**

The fourth and final session of 12<sup>th</sup> Congregation ceremony, graduated six hundred and eighty-three 683 students of the School of Graduate Studies (SOGS) with Master's Degrees in various disciplines.

### **Research Seminars and Presentations**

During the first semester, first year MPhil Finance students took seminars on Research Methods.

### **Interim Executives of Graduate Student Association of Ghana (GRASAG)**

Interim executives of Graduate Students Association of Ghana (GRASAG) was appointed.

### **OUTLOOK FOR 2021**

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

- Eliminate all forms of indiscipline among students
- Help track the performance of our alumni in the job market
- Increase student enrolment by introducing more demand-driven programmes



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## FACULTY OF MANAGEMENT STUDIES

*Responding to current, emerging, and future needs of the job market*



**Dr. Fidelis Quansah**

Dean, Faculty of Management Studies

Dr. Fidelis Quansah is the Dean of the Faculty of Management Studies. Dr. Quansah brings to the Faculty over 27 years of industry and academic experience to enrich her students' experiences. Though, the 2020 academic year was a challenging one, the transition to the virtual platform made teaching and learning smooth. Dr. Quansah and her team offer a competitive teaching and learning experience for students through the provision of

relevant academic and professional programmes. The programmes in the Faculty are offered through two departments: Business Administration and Marketing.

The peculiarities in the world of work today calls for creative, dynamic, and relevant teaching and learning approaches that sufficiently prepare and equip students with the appropriate knowledge and skills to deploy analytical and critical thinking to respond to issues in the relevant subject areas. This is what the Faculty provides.

The Faculty recognises the dynamics in the world of work today, and positions students systematically, intentionally, and strategically to respond to current, emerging, and future needs of the job market locally, nationally, regionally, and globally.

The Faculty ensures that all the critical points in the value chain of teaching and learning are not compromised. Thus, we ensure that the right teams are constituted to deliver courses that require team teaching. The Faculty is very particular about quality and standards. Thus, it ensures that relevant resources, skills, and tools are deployed in the delivery of courses.

The Faculty has a business incubator that runs various training modules to help students with viable business ideas to shape and pitch them before prospective investors for scale-up. This equipped students with skills to enable them start their own businesses.

The Faculty collaborates with key stakeholders and industry players. These stakeholders are involved at



various levels, including the review of new and existing programmes. In the area of research, the Faculty looks forward to strengthening its collaboration through its Centre for Sustainability, Development and Agribusiness, the research fund, and the business incubator. The Faculty's uniqueness, as indicated above, stems from its teaching and learning methods, consistent monitoring and supervision of both students and Faculty members, coaching and mentoring strategies, and determination to achieve the highest quality standards and value for students and key partners.

### **GRADUATION STATISTICS FOR FACULTY OF MANAGEMENT STUDIES**

The Faculty had a student enrolment of 4,383 for the undergraduate and diploma programmes. The 12<sup>th</sup> graduation of the students from the Faculty took place in September 2020 for the 2019/2020 Academic year. During this period, the Faculty graduated 1185 students from the various programmes.

### **INTERNATIONAL COLLABORATION UPSA/UNB Fellowship and Queen Elizabeth II Diamond Jubilee Scholarship**

Under the initiative of the Vice-Chancellor and the Dean for the Centre for International Education and Collaboration (CIEC), six (6) of our faculty members received the UPSA/UNB Fellowship and Queen Elizabeth II Diamond Jubilee Scholarship, left for the University of New Brunswick, Canada in November 2019 to begin a

three (3)-month stay of an exchange programme. They returned in March 2020. They 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

### **NLA University College in Norway**

Following the approval of the Erasmus grant with NLA University College in Norway, an agreement was signed which allows student and faculty mobility. Ten students from the Faculty were interviewed and three were selected. However, because of the global COVID-19 pandemic, the trip was postponed.

### **United Kingdom Study Tour**

The Faculty Officer, Mrs. Beatrice Akosua Adjapong, was part of a study tour to the United Kingdom named "Effective Management in the Modern Context" for select members of the University's administrative staff.





### Centre for Sustainability, Development, and Agribusiness (CENSDA)

The Centre was established to provide critical inputs for addressing the negative outcomes of development on the environment. The following are the activities undertaken during the year under review.

- Key stakeholder engagements to secure funding for research activities of the Centre.
- A meeting was held with the Chief Executive Officer of Universal Merchant Bank to seek research funding support to explore other areas of partnership in advancing the mandate of the Centre. Similar engagements have been initiated with Ghana National Gas Company (Ghana Gas).
- Identification of Key Donors

Key donors for research funding in the areas under the scope of the Centre's research mandate were identified, and the Centre is in the process of putting together a grant proposal for the launch of a research project on Agrochemical usage and

food safety in Ghana, and on Sustainable Financing of Urban Waste Management in Ghana.

### STUDENT ACTIVITIES

The activities undertaken by the student groups in the Faculty included lectures, 2020 Tertiary Business Sense challenge and the ABAS Future Talk during the year in review.

### ACTIVITIES FROM THE VARIOUS CENTRES

#### The Business Incubator Centre / E-Club Semester Activities from January to October 2020

The pandemic affected the activities of the incubator during the period under review.

Some of the club activities included:

- meeting guest speaker's forum
- presenting business ideas held on Facebook live, WhatsApp, and Google meet.

There are currently 84 registered active student members of the incubator and club Whatsapp platforms. Their business areas are:

- Food Processing
- Online
- Accommodation
- Transportation and Logistics
- Laundry
- Farming
- Clothing Delivery Services
- Training

### SUMMARY OF ACTIVITIES WHICH TOOK PLACE AT THE INCUBATOR

Activities	Summary
Training for Members	Business development, planning and training on how to start a business. Industry expertise were invited on board to share their experience. The experts were from Innohub Incubator.
Pitching	Pitching and presentation training for entrepreneurs.
Investment and Entrepreneurial Finance	Finance training and investment programme opportunities for entrepreneurs.
Publicity	Online publicity to boost the presence of the incubator.
Partnership with Orange Corners Incubator	Partnership with other organisations conducted a joint programme to educate our students or to raise funds for the incubator.

Source: Incubator, 2020

## FACULTY OF ACCOUNTING AND FINANCE



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

As the Dean of the Faculty of Accounting and Finance, Dr. Raymond K. Dziwornu leads a team of four (4) to design and deliver content of programmes designed to enable students to write and qualify for professional examinations such as the Institute of Chartered Accountants, Ghana (ICAG), the Association of Certified Chartered Accountants, and the Chartered Institute of Taxation, Ghana.

Dr. Dziwornu exudes passion and is committed to his students. He brings a wealth of industry experience to the benefit of his faculty and



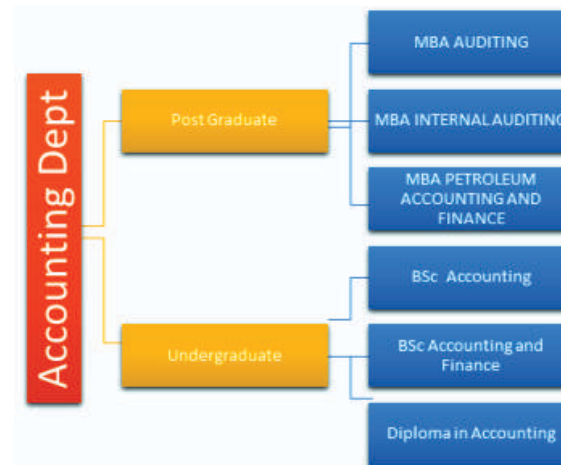
students. Dr. Dziwornu is an Applied Economist and a Senior Lecturer of Banking and Finance, with over 15 years' experience in teaching and research, as well as administration.

He teaches economics and has published over 15 articles in peer-reviewed / ranked journals.

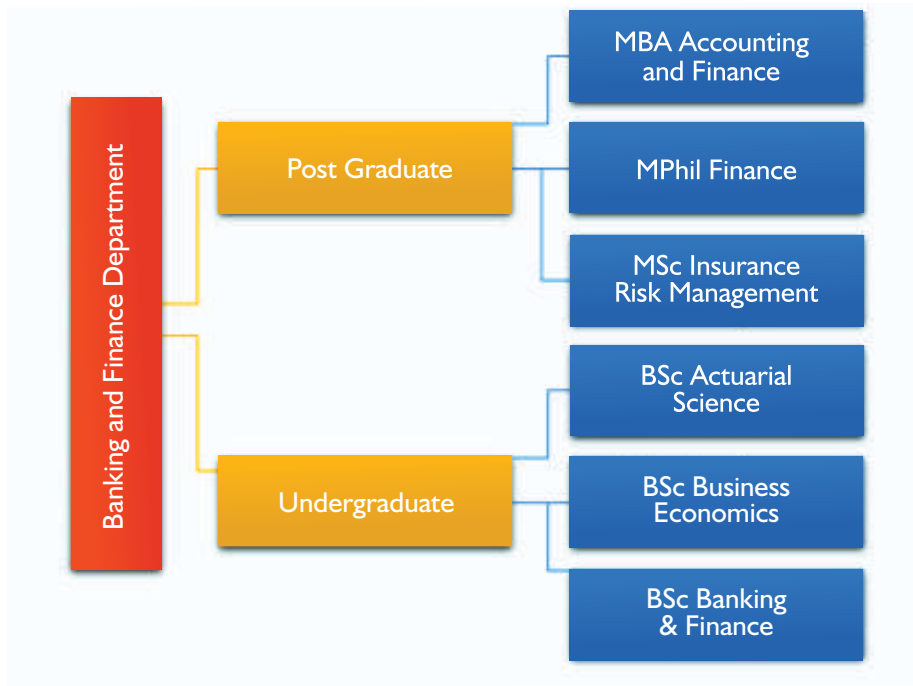
### Programme Portfolio

There are two departments in the Faculty, namely: departments of Accounting and Banking and Finance, with a total of 12 programmes, a Diploma programme, five Undergraduate and six graduate programmes. Figures 1 and 2 show the breakdown

**Figure 1: Programmes of the Accounting Department**



**Figure 2: Programmes of Banking and Finance Department**



**Programmes of the Accounting Department**

The Accounting Department runs a diploma, two (2) undergraduate, and three (3) graduate programmes. The content of these programmes have been designed to enable our students to write and qualify for professional examinations such as the Institute of Chartered Accountants, Ghana (ICAG); the Association of Certified Chartered Accountants; and the Chartered Institute of Taxation, Ghana; as well as receive specific exemptions upon completion of their studies. See Figure 1 for detail.

**Programmes of Banking and Finance Department**

The Banking and Finance Department runs three (3) undergraduate and three (3) graduate programmes, also designed in line with the curriculum of professional bodies such as the Chartered Institute of Bankers (CIB), Ghana. Following recent developments in the banking industry, the Faculty is working closely with CIB to enhance the content of the programme in its next re-accreditation to meet emerging trends in the sector, and to provide better job prospects for our students.

**AWARDS OF DOCTORAL/PHD DEGREES TO ACADEMIC STAFF**

Name	Year of Award	Award	Institution
Dr. Kwaku Amakye	2020	PhD in Economics	University of Sien, Italy
Dr. Richard Fosu Amankwah	2020	PhD in Accounting	University of Ghana
Dr. Hamdeeya Yenzoo Abdulai Mutala	2020	PhD in Finance	University of Ghana

Source: Incubator, 2020

### Recruitment of Lecturers

During the year under review, the University received clearance to employ additional academic staff to augment existing ones. In all, 14 new lecturers were recruited to the Faculty: four (4) for the Accounting Department, and ten (10) for the Banking and Finance Department.

### Confirmation, Appointments, and Promotions

#### Award of PhD/Doctoral Degrees and Other Certificates

Three (3) lecturers successfully completed their terminal degrees, and were awarded PhD degrees in Accounting, Finance and Economics.

### Students' Statistics

The population of students in the Faculty as at December, 2020 stands at 1,435. The Department of Accounting represents 81% of the total student population in the Faculty, while the Department of Banking and Finance represents 19%. Also, the percentage of male was about 57%, compared to 43% of female. This proportion is not different from that of 2019.

### 2020/2021 Admissions

As at December 9, 2020, the Faculty had offered admission to 2038 qualified applicants: 60% were male, and 40% were female.

### 2020 Graduation Statistics

A total of 1,125 students graduated from the Faculty comprising: 895 undergraduate and 230 diploma students.



Of this number, 54% were male, while 46% were female.

The overall best graduating student of the University came from the Faculty and they received academic prizes for their outstanding performance. The awards were sponsored by the alumni, Mr. Kojo Essel, and Mr. Redeemer Kraah.

### Faculty Activities

Due to the COVID-19 pandemic and subsequent closure of schools, the Faculty could not embark on most of the activities planned for the year.

### The Professional Master Class Programme

The 4<sup>th</sup> edition of the Professional Master Class programme for final year students which was slated for March, 2020 could not come on due to the COVID-19 pandemic.

### Request for Publication Grant by Faculty Members

During the period under consideration, 16 lecturers in the Faculty submitted a request for the payment of a publication grant for publishing in ranked journal.

### Approval of New Programme

The Faculty received accreditation to run the MSc Insurance Risk Management programme. The Faculty expresses its appreciation to the Committee and supporting staff in ensuring the completion of the programme.

Other new programmes awaiting approval are:

- MSc Procurement Management
- MSc Pensions Management

### **PhD/MPhil in Accounting**

The Faculty submitted the revised proposal of the above programmes for accreditation.

### **PhD Finance**

The Faculty set up a committee to develop a PhD in Finance programme. The Committee is close to completing the proposal for onward submission to accreditation.

### **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."

### **Proposal on Provisional Exemption from CIB**

The Faculty and the Institute of Professional Studies (IPS) were working together on a proposal to allow students of the Faculty to receive provisional exemption from the CIB and be awarded a CIB Certificate upon successful completion. The proposal has been approved by CIB and an MoU was submitted for consideration. The Faculty hopes to complete the process in the coming year.

### **Research Publications**

The total research output of the Faculty during the year was 24, published by 20 lecturers. Seven (7) lecturers from the Accounting Department published seven (7) papers, while 13 lecturers from the Banking and Finance Department published 17 papers.

### **OUTLOOK FOR 2021**

Projections for 2021 are based on the Strategic Plan of the University. They are:

- Obtain clearance to start the PhD/MPhil Accounting programme.
- Ensure that each lecturer publishes at least a paper in 2021 to enhance research output.
- Foster stronger collaborations with companies for practical attachment for students
- Organise two Faculty of Accounting and Finance (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.
- Develop and implement a strategy to enhance enrolment and qualification of students on professional programmes such as the ICAG.
- Organise online training in areas relevant to Faculty members

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## UPSA LAW SCHOOL

*Prioritising overall student experience  
in studying at the UPSA Law School*



**Ernest Kofi Abotsi**  
Dean, UPSA Law School

As the Dean of the UPSA Law School, Dean Ernest Kofi Abotsi and his team educate the future lawyers and Judges. Dean. Abotsi and his team at the UPSA Law School have been innovating and adapting to the dynamics of legal education in a changing world. Dean Abotsi is committed to the core values of advancing academic excellence and pushing the frontiers of legal research. The activities undertaken during the period of review reflect the strategic goal of positioning the School as a centre of excellence and leader in the delivery of legal education in Ghana.

As the world confronts the deadly COVID-19 pandemic, the UPSA Law School team seeks to combine inspired teaching and learning of the law with a world-class module for ensuring quality assurance as they adapt to teaching online.

UPSA Law School prioritises the overall student experience in studying at the Law School. With a deep belief and passion in the internationalisation of law and legal education in general, Dean Abotsi and his team at UPSA Law School are implementing a network of collaboration and partnerships with leading law schools around the world, including areas of faculty exchanges and clinical legal education.

Finally, the School is pioneering initiatives intended to build synergies and collaboration between the UPSA Law School and industry/professional community with the view to affording practical lawyering training for our students. When implemented, this will predispose our students to outperform others when ultimately admitted to the Bar.

## PROGRAMMES OFFERED

The Law School offers the following programmes:

- Four (4) year LLB for Non-Degree holders and
- Three (3) Year LLB Degree (Full Time)

## GRADUATION STATISTICS

The UPSA Law School successfully graduated its first batch of the four-year Programme and the second batch of the three-year Post First Degree programme during the year under review. The ceremony saw 130 students graduate.

## UPSA LAW SCHOOL ACTIVITIES

The UPSA Law School team rose above COVID-19 limitations during this difficult time of the pandemic, implementing safety protocol measures and utilising digital devices and the Internet for effective functioning. The following are some productive activities of the UPSA Law School in 2020.





### **Name Change of the UPSA Faculty of Law**

The name of the UPSA Faculty of Law was changed to UPSA Law School.

### **Conferences, Seminars, Lectures**

Dean Abotsi and his team engaged in a very active sponsorship drive to raise funds for various activities such as the quarterly Banking Roundtable, Research Dialogue series, Point of law series, eminent guest lecture series and many virtual seminars and conferences. The COVID-19 situation made it imperative to organise events such as roundtable discussions, seminars, and conferences online which had cost implications due to the usage of data for the Zoom application among others.

### **Justice & Economy Research Project**

Under the leadership of the Dean, his team collaborated with the economic unit of the University on a major research initiative, the Justice

& Economy Project. The Project is still at the conceptualisation stage but initial contacts have been held with projected funding agencies.

### **Establishment of UPSA Law School Advisory Board**

An Advisory Board was established by the Law School as a consultative platform for the Dean, in the implementation of the strategic vision for the Law School. The Board would continue to provide broad policy and strategic guidance to the development of the Law School as it strives to become a preeminent centre of excellence in legal studies and scholarship on the African continent.

The Advisory Board comprises some very distinguished persons in public service law and the legal profession, business and locally and internationally and is chaired by the former Chief Justice of Ghana, Justice Georgina Wood (Rtd).

### **Establishment of Centres for Academic Excellence**

The UPSA Law School gained the approval to establish two centres, namely: Centre for African Legal Studies and Centre for Climate Change, Law & Policy. The latter was established in collaboration with the Faculty of Management Studies.

### **Law Journal & Call for Papers for Publication**

The call for papers was initiated by the Law School's Centre for African Legal Studies to accept articles for publication which contribute significantly to legal scholarship in general. In line with this, the Centre, in collaboration with the with the Leitner Centre for International Law and Justice at Fordham Law School, New York, held a two-day virtual conference on the theme, "Customary Law in Changing Africa".

### **Admission to Ghana Law School**

Thirty-nine (39) of graduates of UPSA Law School gained admission in 2020 to pursue the professional law programme at the Ghana School of Law.

## **STUDENTS ACTIVITIES**

### **UPSA Law Students Union**

In February 2020, the Centre for International Legal Studies, an NGO based in Austria, officially invited the UPSA Law School to participate in, and host, the Ghana National Round of the 2020 Foreign Direct Investment International Arbitration Moot – Ghana FDI Moot, which is the "Ghana FDI Moot." UPSA Law School accepted the invitation and is currently collaborating with the Centre on the modalities of the Moot.



The Law Students' Union organised a friendly moot court competition with their counterparts from Lancaster University, Ghana in March, 2020. The UPSA Law students out-performed the Lancaster Law Students.

The Law Students' Union opened their nominations for elections and had a list of students successfully apply for the various positions unopposed. The Law Students' Union had consultations and organised online elections in June, 2020. The event was followed by a handing-over ceremony.

The Law Students' Union, in collaboration with the African Human Rights Forum, organised two online seminars due to the pandemic on the theme "Changing the Narrative: The Impact of COVID-19 on Women Globally."

A second seminar was held, which focused on Africa, Europe, and Asia.

### **STAFF DEVELOPMENT**

The first Teaching Conference of the UPSA Law School allowed lecturers, both full-time and adjunct, to demonstrate their professionalism and understanding of the courses they teach. It presented the opportunity for a peer review session to enhance class output.

## **OUTLOOK FOR 2021**

Dean Abosti looks forward to benefiting from the experiences of incoming or prospective students to the Law School and the UPSA community in general. The UPSA Law School has intentions to create short legal training courses on various areas of the law to meet the demands of professional organisations in Ghana and the international community. The following are activities for the coming year.

- A Justice and Economy Programme will be run by the UPSA Law School
- Faculty will publish in high ranking journals
- A documentary of the School will be produced to enhance brand positioning and strategic marketing for competitive advantage
- The UPSA Law School brand be patronised as the most sought-after in legal education by dint of hard work of staff members of the School



## FACULTY OF INFORMATION TECHNOLOGY AND COMMUNICATION STUDIES



**Dr. John Bosco Damnyag**

Former Dean, Faculty of Information Technology and Communication Studies

Dr. John Bosco Damnyag, UPSA's founding Dean of the Faculty of Information Technology and Communication Studies, passed away in October 2020. Prior to that, he continued his long-standing tradition of leading the Faculty in accomplishing several milestones. They are listed under achievement.

The challenge brought on by the COVID-19 pandemic provided an opportunity to re-tool lecturers in the Faculty to better perform by

leveraging on technology. In the coming academic year, the Faculty will adopt a blended teaching and learning approach in its delivery. Additionally, the Faculty will organise regular training programmes to enhance the knowledge and skills of lecturers in modern online teaching technologies, to enable them to meet the challenges of the times.

The Faculty will continue to push its one-lecturer-one publication per year strategy to enhance the Faculty's research output.

The Faculty will strengthened its mentoring programme, and fostered stronger collaboration with industry and other universities. The Faculty

implemented a well-coordinated strategy to enhance the enrolment and qualification of its students on professional programmes, and enhanced its community engagement in 2021.

### Student enrolment

The current total student population of the Faculty is 3,412 students. The Department of Information Technology Studies has 1,675 students and the Department of Communication Studies has 1,737 students.

### Programme Portfolio

The following undergraduate and diploma programmes were offered in the Faculty for the morning, evening, and weekend streams as indicated in the table below.

### Department of Information Technology Studies

Programme	
Undergraduate	Bachelor of Science in Information Technology Management
Diploma	Diploma in Information Technology Management

### Department of Public Relations Management

Programme	
Undergraduate	Bachelor of Arts in Public Relations Management
Diploma	Diploma in Public Relations Management

## Achievements in 2020

In 2020, the students, faculty, and other members of staff worked assiduously to make UPSA a distinctive environment for learning and research. The under-listed were some of the achievements of the Faculty in 2020:

- Acquired 120 computers, two smart boards and projectors for the computer laboratories for practical training of students and others.
- Trained 20 persons on Cyber and Information Technology Security.
- Eleven persons sat for the Cyber and Information Technology Security examination for EXIN Foundation Professional Certification.
- Successfully managed teaching and learning via the University's Learning Management System (LMS).
- Ensured students' effective participation in LMS lectures and interim assessments.
- Recruited 12 new Lecturers to the Faculty to boost teaching and learning.

In 2020, the Department benefitted from a collaboration with Maxim Nyansa Information Technology Solutions Foundation (the only agency in West Africa entitled to execute international EXIN Certification examinations in the field of Information and Communication Technology) on free training of 20 IT staff and final year students in Cyber and Information Technology .

## OUTLOOK FOR 2021

The Department of Information Technology Studies will explore and collaborate with private institutions to mount two certification courses by September 2021 .

The Department also plans to collaborate with the Institute of Profession Studies to introduce Chartered Institute of IT by the end of 2021 .

The Department of Communication Studies plans to introduce by October 2021 an online interfaculty news magazine and radio programme that will cover faculty teaching, research, and students' innovations.



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## DISTANCE LEARNING SCHOOL



**Prof. Albert Puni**  
Dean, Distance Learning School

Prof. Albert Puni, Dean of the Distance Learning School, leads UPSA's effort to increase access to tertiary education in Ghana since 2017. The Ghana Government policy on tertiary education and education technology innovations worldwide provided the policy framework for Ghanaian universities to increase access to tertiary education. In response, UPSA Management, through the approval of the University Council, took up the challenge to increase access to tertiary education and training through the establishment of the Distance Learning School (DLS).



### **PROPOSAL TO DECENTRALISE SOME FUNCTIONS OF THE DISTANCE LEARNING SCHOOL TO FACULTIES/SCHOOLS**

In June 2020, the Dean of the Distance Learning School and the Director of Documentation and Information Management Centre (DIMC) submitted a proposal to Management to decentralise some of the functions of the Distance Learning School.

The DLS is in the process of admitting its first batch of students to run four of the University's Graduate Programmes through blended online distance education. Also, due to the recent pandemic which required that social distance protocols be observed to reduce the rate of COVID-19 infections, the University halted face-to-face teaching and learning and migrate to the existing distance learning infrastructure. This was the first time the system was used and at such a large volume, although the University was able to view the current situation as an opportunity.

Accordingly, the Management of the University directed that Faculties/Schools to select courses to be deployed online in the coming semester. The DLS also sees the huge opportunity that the COVID-19 pandemic presents to the University in terms of the deployment of teaching and learning using virtual facilities to:

- increase enrolment and accessibility, and
- afford prospective students who are excluded as a result of time, distance, and space the opportunity to access quality education.

However, the DLS is of the view that in doing so, a practical decentralised DLS structure ought to be implemented to avoid:

- Duplication of functions that faculties/schools are already performing to save cost.

## STAKEHOLDER MEETINGS

In January 2020, stakeholder meetings were held with ISTD, Academic Affairs, Faculties, and the Finance Directorate to brief them and get stakeholder inputs for the implementation of the distance learning programme.

## LAUNCHING OF DISTANCE LEARNING SCHOOL AND DL PROGRAMME

The programme for launching the DLS and DL programme comprised:

- a. Branding
- b. Promotion

- c. Launch Day
- d. Application and Admission

This programme was scheduled for March, 2020. However, due to the outbreak of COVID-19, it could not take place. Its objective was to sensitise the DLS and the DL programmes to the public.

## 2020/2021 DLS APPLICATIONS AND ADMISSIONS

During the year under review, 54 applications were received. Out of the figure, 37 applicants were qualified for admission.



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## EVENING SCHOOL



**Dr. (Mrs.) Helen K. Arkorful**  
Dean, Evening School

### OVERVIEW

Dr. (Mrs.) Helen K. Arkorful is the Dean, and the year in review marks the 10<sup>th</sup> anniversary of the Evening School's existence. Established in 2010 to address the challenges of working and acquiring tertiary education concurrently, the School has witnessed, with great satisfaction, the achievements of dreams by individuals who otherwise would have remained unfulfilled in their careers because of the lack of the opportunity to improve themselves through further education. The School's foresight of expanding its market to include SHS graduates in addition to tremendously

enhance the University's overall intake, thus, giving opportunity to many more SHS graduates to access university education.

### PROGRAMMES

The Evening School covers all the mainstream undergraduate and diploma programmes.

### APPLICATIONS AND ADMISSION STATISTICS OF EVENING STUDENTS

For the 2020/2021 academic year, the school admitted 1535 out of 1789 applicants. This compared to the 2019/2020 academic year shows an improvement in both applications and admissions.

### Graduation

During the 12<sup>th</sup> Congregation of the University, the Evening School graduated 689 students. This is made up of 590 undergraduates and 99 diploma

students. The graduation population of the Evening School represents 25.16% of the overall graduating class of 2020.

### MONITORING

Until the 7<sup>th</sup> week, monitoring was aggressively pursued to ensure that students and faculty engagement was devoid of challenges that could frustrate their academic obligations. However, the COVID-19 global pandemic necessitated a shift in delivery strategy of the University's mandate of teaching and learning when the President of the Republic announced a partial lockdown. Classes thus moved from in-person to virtual from the 7<sup>th</sup> week till the end of the semester. Nevertheless, the unit endeavoured to monitor activities of both students and faculty on the virtual platform to ensure students' active participation on the virtual platform.

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### FOCUS FOR 2021

The Management of the Evening School will continue to collaborate with all the faculties to ensure greater effectiveness in delivering the overall mandate of teaching, learning, and research in the University.

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## WEEKEND SCHOOL

*Producing scholars who aspire to become tomorrow's practitioners and leaders using modern information technologies enriched curricular*



**Dr. Ampem Darko Aniapam**  
Dean, Weekend School

Dr. Ampem Darko Aniapam leads the Weekend School's three-member team. The School is passionate about alleviating the problems and difficulties many workers face on the existing morning and evening schools. Dr. Aniapam and his team have, since 2009, admitted students to various undergraduate and diploma programmes and graduated its 10<sup>th</sup> cohort of students in September 2020.

The main goal set for the School this year was to continue improving upon the rise in student

enrolment after the continued decline over the years as well as providing a conducive environment for effective teaching and learning.

The school will focus on ensuring better performance in the ensuing year ahead by aiming to create a conducive environment to support 21st-century teaching and learning.

### Academic Programmes of the Weekend School

The Weekend School collaborates with the 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
- UPSA Law School

### Expected Academic Programmes

Applicants bought and filled application forms to be admitted into programmes such as Bachelor of Science in Business Economics, Bachelor of Science in Actuarial Science, and Bachelor of Science in Real Estate Management.

### Students Enrollment – 2020/2021

Fresh applicants to the weekend school a total number of 530 candidates applied to the Weekend School for the 2020/2021 academic year as at 6<sup>th</sup> November 2020.

### Total enrolment (fresh & continuous) for 2020/2021

A total of 336 students (both fresh and continuous students) have registered for the first semester of the 2020/2021 academic year as at 6<sup>th</sup> November 2020.

### Graduation statistics

A total of 9,261 graduated from various undergraduate and diploma programmes in September 2020 from the Weekend School.

### Key Activities Undertaken at the Weekend School

The School undertook a number of academic activities that were aimed at helping us to achieve our objective of providing a conducive environment for effective teaching and learning.





## Our achievements

Despite some of the constraints experienced, the Weekend school with able to accomplish some of the goals. Some of these achievements were:

- i. The weekend school graduated its first batch of diploma students in Accounting, Marketing, Management, and Information Technology.
- ii. Collaborated with the Faculties and the Academic Directorate to reduce the number of weekend students who could not graduate. This was achieved through the drive of rendering quality and timely service to our students.

## OUTLOOK FOR 2021

The Weekend School in 2020/2021 hopes to improve upon its modest achievements for the year.

- i. Continuing to collaborate with other Faculties to introduce other degree and diploma programmes that are being run at the mainstream, but not at the Weekend School.
- ii. Collaborating with management and other directorates to continue the enrolment drive by calling each qualified applicant and encouraging them to register and enroll.
- iii. Putting in place mechanisms to improve upon the quality and timely delivery of service to our students.
- iv. Collaborating with organisations to get practical attachment for students who are not working.



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## INSTITUTE OF PROFESSIONAL STUDIES (IPS)

*A unique experience that awaits students*



**Dr. Frederick Doe**

Deputy Director, Institute of Professional Studies

The team at IPS continued its mandate to provide tuition in the following professional programmes:

- 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)

### Introduction of the Compulsory Combined Degree with Professional Programme (CDPP)

IPS created the platform for the provision of tuition in the following professional domains, in pursuance of the University's vision of providing dual-certification for degree students under the 'Compulsory Combined Degree with Professional Programme (CDPP):

- Chartered Institute of Economics
- Certified Information Systems Auditor
- Cisco
- Institute of Public Relations, Ghana
- Actuarial Society of Ghana
- Chartered Institute of Bankers, Ghana

Tuition for the above began in the first semester of 2019 and was largely successful.

### ACCESS PROGRAMME

In addition to the mainstream professional programmes, the Institute in collaboration with the Business Development Centre also provides prospective professional students with an entry route to pursue the main professional programmes. Student enrollment on the Access Programme during the period under review stood at 63.

The total number of students enrolled on professional programmes comprised students on the Access Programme, the various professional programmes, degree students taking part in the Compulsory Combined Degree with Professional Programme (CDPP), the Progressive Professional Pathway Programme (PPPP), and the graduate professional students.

### PROFESSIONAL QUALIFICATION FOR THE YEAR UNDER REVIEW

The Institute had 15 marketing students qualifying for the Post-Graduate Certificate in Marketing.



## KEY ACTIVITIES

### Review of Syllabi

The Institute has effectively communicated changes in syllabi of the professional programmes to the University.

### Professional Programme For Law Students

Upon critical review of the contents and relevance of professional programmes, IPS recommended two professional programmes for Law students:

1. The Institute of Chartered Secretaries and Administrators (ICSA); and
2. The Institute of Human Resource Management Practitioners (IHRMP).

### Collaborations

IPS, together with the Dean of Accounting and Finance, concluded discussions with the Chartered Institute of Bankers (CIB) to roll out a collaborative programme for dual qualification. An MoU has been drafted and pending approval. The Directorate will work with the Faculty of Banking and Finance to implement it once the MOU is signed.

Discussions were held with ICSA Global to give exemptions to UPSA students who completed the MBA in Corporate Governance programme to be awarded the ICSA final certificate.

## OUTLOOK FOR 2021

### Additions to the Institute's Portfolio

The team is optimistic about the future, with the on-going discussions with the following:

- Chartered Institute of Logistics and Transport (CILT)
- Chartered Institute of Procurement and Supply (CIPS)
- Chartered Institute of Human Resource Management (CIHRM) to receive accreditation to run these professional programmes at the Institute.

### Running of CPDs

The Institute is considering running Continuous Professional Development (CPD) programmes next academic year. This programme will not only bring practitioners at par with current trends in their professions but will create an additional revenue generation.





07

CENTRES OF  
EXCELLENCE

**INSTITUTE OF WORK,  
EMPLOYMENT AND SOCIETY (IWES)**



**Dr. Mary Naana Essiaw**  
Director, Institute of Work,  
Employment and Society (IWES)

The Institute of Work, Employment and Society (IWES) is mandated to engage in cutting-edge policy-driven research and advocacy in the areas of work, employment, and societal issues. The Institute empowers individuals by transforming their lives, their experiences at work, and employment relationships through high quality applied research that influences organisational practices and public policies for national growth and development. IWES anticipates gradually strengthening of the work and employment

relationship as it drives innovative discoveries in areas vital to the world of work with the goal of improving the employee, organisational practices, and the business world at large.

**TRAINING PROGRAMMES**

**CERTIFIED PUBLIC MANAGER® (CPM) PROGRAMME**

Originally, the CPM programme was a collaboration between the UPSA and the University of Virgin Islands (UVI), USA. Currently, a Ghanaian partner, Gamey and Gamey, has been brought on board to facilitate the recruitment of participants. The initiative, which is a comprehensive management development programme, is open to employees within local



Source: IWES, November 2020



government agencies, non-profit organisations, and private sector businesses. The primary goal is to improve the performance of managers and supervisors.

Being the first of its kind in Africa, contacts were made with various institutions to introduce the Certified Public Manager (CPM) programme and to invite interested persons to participate.

### **SHORT COURSE TRAINING PROGRAMMES**

The Institute continued to intensify contacts made with various organisations to create awareness about the courses and encourage participation in the short course training programmes. Management of IWES reviewed and enhanced the programmes to make it more attractive for interested organisations according to their preferred mode of delivery.

### **CONSULTANCY SERVICES**

As part of its outreach programmes, IWES submitted a training proposal to AngloGold Ashanti Ghana (AGAG) for training programmes to be delivered in modules. The proposal received a favourable response and IWES collaborated with UPSA's Research and Consultancy Centre and the Business Development Centre.

Similarly, the Institute continued to scout for 'Calls for Research Proposals' and 'Expressions of Interest' that fell within its mandate. Follow-ups were made on some proposals that were previously submitted to various organisations.

### **PROGRAMME DESIGN**

The Institute collaborated with other organisations to develop new programmes for approval by the Review and Audit committee. The programmes are:

- Master of Science (MSc) in Occupational Health and Safety and Disaster Management;
- Master of Science (MSc) in Disaster Management; and
- Professional Diploma in Occupational Health and Safety Practices.

### **CONDUCT OF POLICY-DRIVEN RESEARCH**

#### **Research Grants**

IWES Research Fellows worked on proposals which are at various stages of completion for submission to various agencies and organisations. Several applications for grants have also been submitted.

#### **Research Publications**

The conduct and dissemination of policy-driven research is another milestone of the IWES. In this direction, the Research Fellows of the Institute worked on various articles that have reached advanced stages of the publication process. One new publication which is available on Google during the year under review is below:

- Afeadie R. K. (2020) Confronting the deficiency: Anaemia among Children Under-Five Years, National Health Insurance, Evidenced from Multiple Indicator Cluster Survey, Ghana, Global Scientific Journals, 8 (8).

## **INTERNATIONAL LABOUR DAY**

The 2020 International Labour Day (May Day) commemoration could not be held despite plans made towards it due to the COVID-19 pandemic. However, the Institute prepared an article titled, "IWES 2020 International Labour Day Message," which was widely circulated on various platforms within the University community to mark the day.

Part of the article pointed out the restrictions COVID-19 pandemic could place on the workplace and the need to think critically, individually, and collectively about the nature of work schedules within the new normal work environment.

## **SEMINAR FOR STAFF ON PLANNING FOR RETIREMENT**

The Institute organised a seminar for staff on the theme, "Will Your Pension Hold? Computation of SSNIT Pension" in October 2020 by virtual conference (Zoom). The University community and individuals from other organisations participated in the programme. A lecturer and Pensions Expert, Mr. Andrews D. Agblobi of the Banking and Finance, and Actuarial Science departments, facilitated the programme.

A second seminar for the University community on the theme "Keeping Healthy" was also held on 4th November 2020 by virtual conference (Zoom). Members benefited from the good counsel of Dr. Bernard Dornoo, Medical Director of UPSA.

The Institute will continue to seek support for subsequent workshops and seminars to be held for staff to enhance their preparatory activities towards a stress-free retirement.

## **ASSOCIATION OF RETIREES OF UPSA (ARUPSA)**

The Institute led a team to propose the formation of the Association of Retirees of UPSA (ARUPSA). The Institute, working with the Industrial Relations and Human Resource directorates, compiled a list of the University's retirees over the immediate past years and made contact. Efforts were made to collate inputs from major stakeholders to enhance the process. Plans were underway to launch the association. However, due to the COVID-19 pandemic, the activities have been rescheduled to a later date.

## **ORGANISATIONAL/INSTITUTIONAL COLLABORATION**

To engender more exposure and secure partnership with different organisations, the Institute participated in several other activities. These included 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 this, 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 – United States of America



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## BUSINESS DEVELOPMENT CENTRE (BDC)



**Dr. Albert Martins**

Director, Business Development Centre

The Business Development Centre (BDC) is the commercial wing of the University. BDC's 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' rentals as well as business-support services targeted at a variety of markets. This report describes the activities undertaken by BDC for the year 2020.

### UPSA Bookshop

EPP Book Services vacated the UPSA Bookshop in September 2019 having operated the University bookshop since 2011. The existing space for the bookshop has been converted into a lecture hall for the School of Graduate Studies. BDC is liaising with Physical Development to identify an alternative space to start a new University bookshop to serve the University community with relevant teaching and learning materials.

### UPSA New Hostel

The University recently acquired a residential facility that shares a wall with the University near the New Auditorium. The facility is temporarily serving as a hostel for students. Arrangements have been made to accommodate 20 students. So far,

18 students have registered and are staying in the facility for just the Second Semester of the 2019/2020 academic year.

### JCR Hall Week

The students celebrated their 2019/2020 academic year Hall Week in March, 2020 under the theme "Projecting Self-Discipline and Esteem Among Students". Some activities for the Hall Week included the following;

1. Seminar - The role of the youth in entrepreneurship
2. Health talk and screening (use of contraceptive)
3. Cleaning campus
4. Vocational skills training.





### **Vacation of Hostel due to COVID-19**

Pursuant to the announcement by the President of the Republic closing down all schools in the country as a result of the COVID-19 pandemic, the Hostel Management asked all resident students to vacate the Hostel in March, 2020. Prior to that, the Hostel Management shut the hostel elevator to prevent the possible spread of the Coronavirus. Students accordingly vacated the hostel mostly in March 2020 without their possessions. Similarly, all the 18 students at the Mini Hostel behind campus vacated the facility per instruction from the Hostel Management.

### **International Fundraising**

The committee resorted to International Fundraising strategies by liaising with UPSA UK Alumni to access British/EU COVID-19 Funds and by initiating registration with NGOs for funds. With assistance from the Dean of the Diplomatic Corps, the Committee sent appeal letters to target Embassies, High Commissions, and International Institutions supporting education. The Committee further contacted the Ministry of Foreign Affairs and Regional Integration and initiated discussion for holding a diplomatic trade exhibition at UPSA to raise funds for VCEF.

### **AUDITORIUM**

Key marketing goals for the year 2020:

- a) Create awareness and ensure recognition of the auditorium as the first-choice conference facility in Ghana.
- b) Achieve a sales target of at least GH¢2,000,000 for 2020.
- c) Secure contracts with strategic organisations, bodies, and individuals for continuous patronage.
- d) Generate sales of at least GH¢500,000 for each quarter of 2020.
- e) Set up a website and social media accounts for the Auditorium.



Income received for the year 2020 was GH¢ 1,446,029.26 as compared with a budgeted income of GH¢ 2,549,417.65. This is attributable to the adverse impact of COVID-19. Total expenditure at BDC over the same period amounted to GH¢ 1,470,577.34, as compared to a budgeted expenditure of GH¢ 2,549,417.65. This could be explained by the inactivity at BDC owing to the closure of the University due to COVID-19 and the reduction in operating expenses. Excess income over expenditure was a negative GH¢ (24,548.08) as compared to a budgeted excess income over expenditure amount of GH¢ 956,911.12. This is explained by the drastic impact of the COVID-19 pandemic.



## BDC INCOME & EXPENDITURE FOR 2018; 2019; 2020

INCOME:	AMOUNT GH¢ 2018	AMOUNT GH¢ 2019	AMOUNT GH¢ 2020	BUDGET AMOUNT GH¢ 2020	Percentage increase(+) /decrease(-)
Access Programme	163,340.50	195,053.89	107,395.00	99,032.38	8%
Certificate & Short courses	257,272.58	117,799.86	36,260.00	51,423.69	(29%)
Income from Students' Hostel	3,009,041.33	2,840,669.72	769,501.38	2,095,573.59	(63%)
Rentals	182,379.40	883,485.83	532,872.88	303,387.98	76%
<b>TOTAL INCOME</b>	<b>3,612,033.81</b>	<b>4,037,009.30</b>	<b>1,446,029.26</b>	<b>2,549,417.65</b>	<b>(43%)</b>
EXPENDITURE					
BDC Staff Salaries	455,272.84	328,461.17	910,982.65	989,922.04	(8%)
BDC Operating Expenses	429,930.97	579,158.57	203,669.90	305,221.17	(33%)
Part-Time Overload Allowance(BDC)	238,269.92	380,831.67	355,924.79	297,363.32	20%
<b>TOTAL EXPENDITURE</b>	<b>1,123,473.73</b>	<b>1,288,451.41</b>	<b>1,470,577.34</b>	<b>1,592,506.53</b>	<b>(8%)</b>
<b>EXCESS INCOME OVER EXPENDITURE</b>	<b>2,488,560.08</b>	<b>2,748,557.89</b>	<b>(24,548.08)</b>	<b>956,911.12</b>	<b>(103%)</b>

Source: Finance Directorate, November 2020



## RESEARCH AND CONSULTANCY CENTRE



**Dr. Ibrahim Mohammed**

Director, Research and Consultancy Centre

## ACTIVITIES OF THE CENTRE

### Development of Research Proposals and Concept Notes

The RCC continued its efforts at writing proposals and concept notes for research funding. Some of these proposals were “solicited” (i.e. open call for proposals), while others were not. In the Centre’s bid to win some of the proposals, there was internal collaborations with some units in the University and externally with other Institutions, both locally and internationally Ghana. In total, three research proposals and three concept notes were developed and submitted. These included:

1. Technical and financial proposals submitted in response to a Request for Proposal (RFP) by the Sexual Violence Research Initiative (SVRI) on the topic “A chance to be Heard and Saved in Sub-Saharan Africa: Sexual Violence

Prevention in Ghanaian Universities.” This proposal was led by the RCC and in collaboration with the Gender Unit of the University, Union Institute and University (USA), and Women in Law and Development in Africa (WILDAF), a Non-Governmental Organisation in Ghana.

2. Technical and financial proposals submitted in response to a request for proposals by Plan International Ghana to conduct a baseline survey in 11 districts across three regions of Ghana (Ashanti, Greater Accra and Northern Regions) on the “Pathways for Sustainable Employment Opportunities for Women and Youth in Ghana (PASEWAY).”
3. Technical and financial proposals on “UPSA SME Capacity Development Project” jointly developed by the RCC, BDC, and Faculty of Management Studies to be submitted to potential funders including NBSSI, Absa Bank, PEF, and AGI among others.
4. A concept note submitted, in collaboration with some faculty members from the Department of Economics, University of Ghana, to The Feed the Future Advancing Local Leadership, Innovation and Networks (ALL-IN) Programme for a seed grant to conduct a research on the topic “Accelerating the adoption of Climate-Smart Agriculture (CSA) to break intergenerational transmission of poverty in Ghana through conditional cash transfers.”
5. A concept note submitted to the Ghana Tourism Authority on developing a Tourism and Service

Satisfaction Index for Ghana, and a follow-up proposal to assess the impact of COVID-19 on the tourism and hospitality industry in Ghana.

6. A concept note, submitted in collaboration with some faculty members from the University of Ghana Business School and Department of Economics, University of Ghana, to the Centre for Economic Policy Research (UK) under the Private Enterprise Development in Low-Income Countries' Special ERG call on the Economic Impacts of Coronavirus. The topic was "Assessing the economic impacts of COVID-19 on tourism and hospitality supply chains in a developing country and the policy options for minimising the impacts."

### **Expression of Interest and Proposals for Consultancy Services and Trainings**

Working with the BDC and IWES, the RCC submitted a training proposal on Supervisory Management and Leadership Development programmes (SMLDPs) to Anglo Gold Ashanti (AGA). The proposal, which was accepted, is to design, develop, and deliver two training programmes on Supervisory Management, and Leadership and Organisation Development targeted at two categories of employees – middle-level managers/supervisors and upper-level managers – leading to the award of a Professional Certificate of Completion (Ordinary Certificate) and Post Graduate Diploma respectively upon successful completion.

The Centre has also submitted similar training proposals to other mining companies and organisations.

### **Publication of the Journal of Business and Professional Studies (JBPS)**

Subsequent to the name change of University's Journal from the Journal of Business Research (JBR) to the Journal of Business and Professional Studies (JBPS), the second volume under the new name, Volume 12, was published in March 2020. In all, eight full-length research papers were published in this volume.

Editorial work is steadily progressing on Volume 13 as well as a Special Issue. Review reports have been shared with authors and in some cases, acceptance letters have been issued and copyright declaration forms duly signed.

The new editorial team led by Prof. Nathan Austin as the Editor-in-Chief, is also working on repositioning the journal to attract international submissions. A couple of meetings were held in this regard. Manuscripts submitted for publication consideration are also being worked on.

### **Organisation of Conferences and Seminars 6th ICBMED Conference**

The 6th edition of the University's annual Conference, dubbed International Conference on Business Management and Entrepreneurial



Development (ICBMED), was cancelled at the eleventh hour due to the directive by the President of the Republic to close down universities and the ban on public gathering as a measure to deal with the COVID-19 pandemic.

### **Inter-faculty Seminar/Workshop**

Aiming to enhance the research reputation of the University and capacity of faculty members, the RCC organised two training workshops for faculty members during the year. The first was a training workshop by Elsevier to demonstrate how Scopus can be used to identify quality journals and avoid predatory journals. In addition, the workshop

introduced participants to resources available through the Researcher Academy website and how these resources can be used by researchers to enhance their capacity to conduct research. The workshop was facilitated by Elsevier's Account Manager for Africa.

The second training workshop was on how to communicate research findings in a non-technical language for blogposts that can be appreciated by the business community, policy-makers, and the general public. This workshop was facilitated by the Commissioning Editor for The Conversation Africa (Ghana), a not-for-profit organisation funded by donors to promote a better understanding of current affairs and complex issues.

### Assessment of MBA Project Work 2019/2020

Working with the School of Graduate Studies, the RCC arranged for the marking and verification of the final year MBA project work for the 2019/2020 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.

### Research Administration and Management Handbook

Revisions to the Research Administration and Management Handbook were completed and approval given by Management. The cover design

or artwork was completed by the Public Affairs Directorate pending publication.

### Quarterly Publications of New Research

The RCC continued to compile and publish, on a quarterly basis, new publications by faculty members. These reports show that in comparison to 2019, there was significant increases in the number of publications and faculty members involved in the publications. As shown in Table 1, the first quarter of 2019 had 11 new publications as compared to 33 in 2020. Similarly, the second and third quarters of 2019 had 14 and 35 new publications as compared to 36 and 47 in the second and third quarters of 2020 respectively.

**Table 1: Cumulative Number of University Publications and Faculty Member Involved**

Quarters		2019	2020
First Quarter	Number of Publications	11	37
	Number of Faculty Involved	11	30
Second Quarter	Number of Publications	14	36
	Number of Faculty Involved	17	26
Third Quarter	Number of Publications	35	47
	Number of Faculty Involved	25	47
Fourth Quarter	Number of Publications	28	Not Available yet
	Number of Faculty Involved	21	Not Available yet
Total Publications		88	

Source: RCC

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## CENTRE FOR INTERNATIONAL EDUCATION & COLLABORATION (CIEC)



**Dr. Koryoe Anim-Wright**

Outgoing Dean, Centre for International Educational & Collaboration

As the outgoing Dean, Dr. Koryoe Anim Wright led the Centre for International Education and Collaboration (CIEC) to offer leadership and direction to the university in its international education and collaborations in higher education. CIEC coordinates international programmes and linkages, activities related to international students, UPSA staff international travels and affiliations. The Centre focused on programmes that advanced learning and scholarship in a manner that allowed our faculty and students to think with an international or global perspective.



### MAJOR ACTIVITIES UNDERTAKEN IN 2020

#### INTERNATIONAL EDUCATION AND COLLABORATION

The aim of these collaborations were to promote excellence in teaching and learning among people of different cultures including UPSA students and faculty.

The pandemic notwithstanding, the CIEC moved ahead with the following initiatives.

#### International Collaborations

- Collaboration discussions with Union Institute and University (UIU) in Cincinnati Ohio, to offer a joint online PhD programmes were completed. A Memorandum of Understanding (MoU) has been signed. We are awaiting the

final go-ahead from the accreditation board to offer programmes in Educational Leadership; Ethical and Creative Leadership; and Public Policy and Social Change.

- UPSA signed an MoU with Birkbeck University of London, UK.
- Following the visits of the Vice-Chancellor of the University of Botswana (UB) in late 2019, CIEC continued to engage with the UB on the finalisation of the Memorandum of Understanding between the two universities.
- CIEC initiated virtual engagement with the University of Johannesburg on ways in which aspects of our MoU signed in 2019 could be operationalised virtually.

- UPSA and The University of Westminster (UW) initiated collaboration on building a faculty exchange in entrepreneurship at both institutions.
- Collaborations discussions initiated with the University of Ibadan in Nigeria following the UPSA Vice-Chancellor's visit in 2019 were completed. An MoU has been signed to undertake a number of collaboration activities including student and staff exchange programmes.

Other collaborative discussions in the formative stages are with the following organisations:

- University of Portsmouth, UK
- The University of Stellenbosch Business School, South Africa
- University of East London, UK
- Cranfield University, UK
- OSTC Group/ZISHI Cornerstone Ltd, UK

### **GLOBAL LEARNING AND ENRICHMENT OPPORTUNITIES**

- Two UPSA students participated in a semester abroad (January – April 2020) at the University of New Brunswick, Canada. Both students registered as full-time students at UPSA as part of the conditions of the award.
- Seven faculty members were awarded a Post-Doctoral Fellow under the Queen Elizabeth II Diamond Jubilee Scholarship-Advanced

12 international students from six countries, namely Nigeria, Cote d'Ivoire, Benin, Gambia, Togo, and Sierra Leone.

Scholars Programme at the University of New Brunswick, Canada completed their programmes successfully. The faculty members spent three months at UNB

- Eleven administrative staff from various units at UPSA attended a customised seminar in the UK from 28th February to 7th March 2020. The seminar was held in collaboration with the Universities of Ghana Overseas Office in the UK. The team visited selected universities and met with their administrative counterparts to interact and share experiences.
- Under the NLA University College in Norway and UPSA ERASMUS+ grant, three students from UPSA were expected to visit NLA University College for a semester in August 2020. CIEC and the School of Management Studies engaged in an extensive interview process that led to the selection of three students who were to travel to NLA University in August this year. Unfortunately, due to COVID and border closures, travel

was suspended by both universities. CIEC will continue liaising with our contacts at NLA University when their travel suspension is lifted to ascertain if the ERASMUS+ programme can be extended for another year to make up for this lost year.

### **INTERNATIONAL STUDENTS**

The CIEC supported the UPSA international students to ensure excellence. This included addressing the concerns of international students during the pandemic.

### **SHARING KNOWLEDGE, NEAR AND FAR**

The university supports faculty members every year to attend international conferences, presenting papers, posters and reports for the purpose of strengthening UPSA's ties with partners, initiating contact with potential partners, and attending and/or presenting at conferences. Due to the COVID-19 pandemic, travel was limited in 2020.

## 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 Christian University College
- Ghana Technology University College - GTUC was granted full university status by the Government of Ghana in September.

Most of the activities planned for this year were put on hold due to the outbreak of COVID-19.

## TANGIBLE OUTPUT

- Two students travelled to Canada for a semester (January –April 2020).
- Seven faculty members participated in a three-month fellowship at the University of New Brunswick (December 2019 – February 2020)
- Eleven administrative staff participated in a seminar in the UK in February/March 2020
- Three students were assisted to renew their resident permits
- Three MoUs signed with higher education institutions

## OUTLOOK FOR 2021

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 2021 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 UPSAs mission and values.

Developing a Ghanaian Immersion programme targeted at those inside and outside the Continent of Africa.



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## OTUMFUO CENTRE FOR TRADITIONAL LEADERSHIP



**Dr. Gerald Dapaah Gyamfi**  
Acting Director, Otumfuo Centre  
for Traditional Leadership

The Otumfuo Centre for Traditional Leadership (OCTL) was established to provide a platform for institutionalised training for traditional leaders to enhance their capacity in leadership and effective management of resources.

### 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 courses are run in two cohorts annually.

### ACTIVITIES

During the year under review, the Centre planned to organise two training workshops under the following objectives:

- Equip traditional leaders with leadership skills to enhance their ability to manage their communities and the resources under their authority.
- Provide platforms for networking and community development.
- Build capacity for strategic leadership towards community development.
- 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.
- Support the implementation of financial management plans to generate revenue for community developmental projects.
- Provide the platform for traditional leaders to share their experiences which can be used as lessons learnt and benchmarks for other traditional areas.
- Provide a facility for the study of chieftaincy as an institution and its role in a democratic republic, emphasising its 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.

### TRAINING WORKSHOP

The first training workshop scheduled from 30<sup>th</sup> March to 3<sup>rd</sup> April, 2020, was rescheduled due to COVID-19 outbreak and subsequent government restrictions placed on public gatherings. The workshop was postponed indefinitely.



08

# ALUMNI SPOTLIGHT

*Trailblazers in Accounting  
and Finance*





**Daniel Wilson Addo**  
Chief Executive Officer of the  
Consolidated Bank Ghana

Daniel Wilson Addo is an alumnus of UPSA, and presently the Chief Executive Officer of the Consolidated Bank Ghana. He is a Chartered Accountant with twenty-four years post qualification experience. He trained with KPMG, an international firm of accountants. A former member of the Technical and Research Committee of the Institute of Chartered Accountants (Ghana), he has also served as a member of the institute's Task Force on Convergence to International Financial Reporting Standards.

Daniel holds a MBA in Finance from the Manchester Business School, UK and has extensive banking experience, having worked in several roles at Standard Chartered Bank, United Bank of Africa (UBA) and First Atlantic Bank

Limited at different times. He was Deputy Managing Director of UBA Ghana, Managing Director of UBA Tanzania, and Executive Director of First Atlantic Bank.

Until his appointment as CEO of CBG, he also served as the Executive Director of the Oakwood Green Capital Limited.

He has been involved in bank start-ups and two bank-turnarounds. With his strategic insights and execution, he delivers on exceptional business growth to create value. Daniel prides himself as a product of his rich experiences and learnings at IPS, now UPSA, and the many ways in which it has contributed to his career successes.

In 2020, Daniel was adjudged the Most Respected Chief Executive Officer of state-owned banks and was also recognised for providing excellent banking services in Ghana at the Ghana Development Awards.



**Philip Owiredu**  
CEO/Managing Director of Cal Bank

Philip Owiredu is an alumnus of IPS, now UPSA. He is a Chartered Certified Accountant with varied experience in banking, auditing, accounting and consultancy and has been in general management working in the banking sector for 15 years.



Prior to becoming the Chief Executive Officer/Managing Director of Cal Bank, Philip rose through the ranks from Financial Controller upon joining the Bank in December 2004 from KPMG, to Executive Director and Chief Finance Officer (ED & CFO). As the Executive Director, his responsibilities included ensuring the provision of optimal support to all the business and operational functional areas of the Bank, implementing the relevant key performance goals under his purview.

He also led the development and monitoring of the Bank's strategic plan and its direction and raising medium to long term funding, mostly from the development financial institutions, to support the asset portfolio of the Bank. Philip also had responsibility for the overall financial management of the Bank, ensuring adherence to regulatory and statutory requirements.

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**MRS. ADOKLARLEY OKPOTI PAULO**

General Manager Finance & Administration  
Subah Infosolutions Ghana Limited

Mrs. Adoklarley Okpoti-Paulo is a senior level Executive with over 28 years hands-on experience and a record of accomplishment in managing company finances.

Mrs Okpoti-Paulo was educated at the Institute of Professional Studies, Central University College, and the University of Ghana Business School where she received Bachelor of Science in Administration (Accounting) and Executive Master of Business Administration (Finance) respectively.

A Chartered Accountant with the Institute of Chartered Accountants, Ghana, Mrs. Okpoti-Paulo cut her professional teeth with Coopers & Lybrand (Now PricewaterCoopers) and Tettey Usher and Partners (Now Deloitte & Touché) where she served as Audit Trainee in both places. She has also worked in key finance positions in

companies such as Boskalis International BV, Masai Developers Limited (1992-1999), EA Group Limited (2000-2004), Mechanical Lloyd Company Limited, Accra Service Branch (2005- 2013).

Mrs. Okpoti-Paulo joined Subah Infosolutions as General Manager in February 2013, and rose to become the Finance Director of Subah Holding Company Limited, which has six local subsidiaries with two international businesses.

In August 2018 she was transferred to Zoomlion as the Finance Director to double up as the Group Financial Controller of the Environment and Sanitation Group, overseeing the finances of over 31 Companies.

Asides serving on a number of boards as director, she was also an Executive Member of the Association of Women Accountants for several years, and an immediate past member of the Admissions Committee Board of Institute of Chartered Accountants (ICA) Ghana.

She has excellent human relations and the capacity to adjust quickly to new developments, as well as a high sense of responsibility and trustworthiness.

She is married with four boys. Adoklarley loves singing, cooking and is in the ministry of Helps and Counselling.

Adoklarley loves impacting and improving lives.





**Kwasi Kwaning-Bosompem**  
Acting Controller and Accountant-General  
of the Republic of Ghana

Mr. Kwasi Kwaning-Bosompem is a Chartered Management Accountant with 27 years post qualification experience in both the private and the public sector. He obtained his professional qualification in May 1993 at IPS, now UPSA. He had his first stint with the Controller and Accountant-General's Department in 1988 when he was engaged as an Accountant. He rose through the ranks and in September 1999, he was promoted to the position of Director of Accounts, a position that has now been re-designated as Assistant Controller and Accountant-General.

Until his appointment as the Deputy Controller and Accountant-General in charge of Treasury and subsequently Deputy in charge of Payroll in August 2017, Mr. Kwaning-Bosompem had also served as the Director of Finance at the Ministry of Foreign

Affairs from January 2007 to August 2017. Mr. Kwaning-Bosompem is a man of action, which translates into his ability to make strategic decisions to the admiration of those around him. He is a member of the Chartered Institute of Management Accountants (CIMA), Institute of Chartered Accountants Ghana (ICAG) and serves as a Council Member of the ICAG. He also holds an MBA in Strategic Management.

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**Patrick Nomo**  
Chief Director at the  
Ministry of Finance

Patrick Nomo is an Alumnus of UPSA and Chief Director at the Ministry of Finance. He is a Chartered Accountant with over 20 years post qualification experience in Public Sector Management, Audit and Institutional Capacity Development. He was appointed as the Chief Director of the Ministry of Finance in October

2016. Until his appointment Mr. Nomo served as Director of Budget at the Ministry of Finance and as the first Director-General of the Internal Audit Agency from 2005 to 2010.

Mr. Nomo began his career with the Controller and Accountant General's Department where he was responsible for maintaining the Public Accounts and preparing the Central Government Financial Statements on the Consolidated Fund of Ghana. He also worked as the Financial Controller of the Ministry of Health from 1997 to 2005. He has also had the opportunity to provide consulting services for a number of organisations including DANIDA, DFID, the Commonwealth Secretariat and the World Bank in the course of his career.

During his tenure as Director of Budget, Patrick coordinated the process of preparing the Ministry's budgets and ensured effective execution of the budgets and Mid-Year Reviews for timely submission to Parliament for approval. He led the strategic re-organisation of the Budget Division, including the development of a Strategic Plan, a Performance Management Framework, work plans, job descriptions and periodic reporting. Patrick's seeds of excellence were planted at UPSA and he adds value to the Ministry through a unique combination of skills and experience in organisational leadership, budget management, set-up and implementation of accounting and reporting systems as well the establishment of functional professional internal audit functions.



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those who prepare  
for it...

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