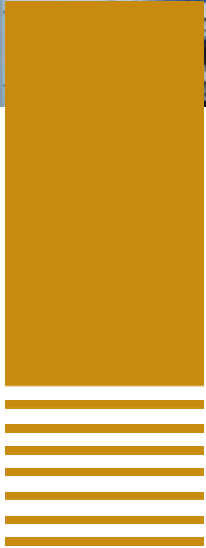




UPSA
UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
Scholarship with Professionalism



ANNUAL REPORT



2022

ANNUAL **REPORT**



2022



OUR FOREMOST
ALUMNUS

HIS ROYAL MAJESTY
OTUMFUO OSEI TUTU II
1972 ALUMNUS

Celebrating
Asantehene Otumfuo Osei Tutu II
on his 23rd Anniversary on the Golden Stool

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01

INTRODUCTION

OUR 57 YEAR JOURNEY

1999 - 2008

1993 - 2001

Mr. **Emmanuel A.K Akorful** became the Director of the Institute from 1993 to 2001. In 1999, by The IPS Act, [Act 566] the Institute became a tertiary institution carrying the mandate to provide tertiary and professional education in Accountancy, Management and related disciplines.

2001-2008

Dating from 2001 - 2008, under its first Director-cum-Rector, Mr. **J.J Martey**, the IPS introduced Bachelor Degree programmes for the first time.

PRESIDENTIAL CHARTER

With great fortitude and hardwork, the Presidential Charter was granted to the Institute in September 2008, conferring on it the status of a fully-fledged public university capable of awarding its own Certificates, Diplomas and Degrees for its accredited programmes.

2012 -2016

NAME CHANGE

A Presidential Assent was given in October 2012, that granted the ascension of the IPS to a fullfledged university status. The University of Professional Studies Act 2012, (Act 850) was passed to change the name of the institution from Institute of Professional Studies to University of Professional Studies, Accra. There was focus on investment in faculty and educational infrastructure under Prof. **Joshua Alabi** as Vice Chancellor from 2012 - 2017.

INVESTITURE OF CHANCELLOR

The University held an Investiture for its first Chancellor – His Royal Majesty **Drolor Boso Adamtey I**, known in private life as Dr. Kingsley Fletcher in 2014.

ACBSP ACCREDITATION

The University received the Accrediting Commission for Business Schools (ACBSP) certification for its business programmes in 2016.

2019 -2022

EXTENSIVE GROWTH

Under the leadership of Prof. Amartey, the University of Professional Studies, Accra has witnessed extensive Infrastructural development all across the University campus, including two additional Hostels built to provide accommodation for students.

COMPANY OF THE YEAR

UPSA adjudged "Company of the Year" at the Ghana Business Awards 2021

INVESTITURE OF NEW CHANCELLOR

The University held an Investiture for its second Chancellor – **Dr. Kofi Koduah Sarpong**, in 2022

1965 -1993

THE BEGINNING (1965 -1978)

The Institute of Professional Studies [IPS], now the University of Professional Studies, Accra [UPSA] was founded in 1965 as a private professional business education tuition provider by its founder, **Nana Opoku Ampomah**.

THE NATIONALISATION (1977-1979)

Under the leadership of Mrs. **Theresa Andah**, the Institute of Professional Studies was nationalised in 1978 by the Government of Ghana through the Institute of Professional Studies [IPS] Decree of 1978 [SMCD200]

1980 -1993

Mr. **J.B. Boamah** became the Director of the Institute.

2009-2012

2009 - 2012

Prof. **Joshua Alabi** assumed Rectorship of the IPS from 2009 - 2012. Student population was 4,170.

SCHOOL OF GRADUATE STUDIES

The School of Graduate Studies was established following accreditation from the National Accreditation Board

2017-2018

NEW LEADERSHIP

Prof. **Abednego Feehi Okoe Amartey** was appointed the **Pro-Vice-Chancellor** of the University with effect from 1st January 2017.

2018 TO DATE

In 2018, Professor Amartey was appointed the **Vice-Chancellor** of the UPSA.

MESSAGE FROM THE VICE-CHANCELLOR



Our Performance

I am pleased to report that 2022 was another successful year for the University of Professional Studies, Accra. This is despite a challenging year of change and disruption in the global economy, including Ghana. There were high levels of volatility, including the Russian-Ukraine war affecting supply chain issues worldwide, and the exchange rate, affecting infrastructural development and effective planning in Higher Education Institutions.

Throughout 2022, the University further strengthened its collaborations and partnerships with renewed commitments regarding International collaborations such as, our doctoral programme in Interdisciplinary Studies as well as partnerships with University of Rwanda, University of Kigali and University of Johannesburg.

The University mounted three (3) new postgraduate programmes to commence in the 2022/2023 academic year. These were Doctor of Philosophy in Accounting, Master of Philosophy in Accounting, and Master of Business Administration in Corporate Communications.

Our students excelled nationally and globally, with four of our graduates at the 2022 Deloitte Graduate Academy Training programme.

The University also successfully hosted the prestigious AABD conference under the theme: Africa beyond Aid, and were honoured with the presence of the President of the Republic as the special guest speaker.

We also inaugurated Dr. K.K. Sarpong, a distinguished and accomplished Ghanaian, as the new UPSA Chancellor;

We hosted His Eminence, Cardinal Peter Turkson who delivered an important address entitled "The Tragedy of the Commons: Leadership for the Common Good" at the UPSA Fourth Leadership Lecture Series.

We graduated our first batch of doctoral students as well as our first Master of Arts in Peace, Security and Intelligence Management class.

We feted our employees by hosting UPSA's first Employee Recognition Awards ceremony.

Together UPSA won awards that reflected our hard work and commitment to organizational citizenship. As Vice-Chancellor, I was honoured to receive two awards that validated the hard work, commitment and excellence of our dear faculty and staff. The Ghana Industry Awards awarded me the CEO of the Year Award – Education Sector, and on your behalf, I picked up the Outstanding Leadership Award at the 2022 Business Awards. UPSA also won Company of the Year (public sector) at the 2022 Business Awards.

As we pat one another on the shoulder for what we accomplished in 2022, let us recognize that we achieved all of this even though times were difficult globally.

With Quality Citizenship as the theme for the University in 2023, let us begin the year with renewed energy and commitment, pledging to remain undaunted as we strive to make an impact at UPSA, in our community and our beloved country Ghana.

To our stakeholders, we could not have achieved these results without your support and commitment. We continue to benefit from your cooperation, collaboration and partnership including our people. To our stakeholders, we appreciate your support as we continue to pursue a sustainable and holistic education in Ghana.

We did it in 2022 and I look forward to what we will accomplish together in 2023!

Prof. Abednego F. O. Amartey
Vice-Chancellor

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. Master's degree programmes commenced 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).





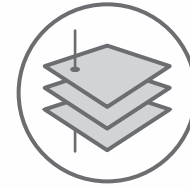
MISSION

We strive to provide and promote quality higher education 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

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



SHARED VALUES

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



THE 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 environment 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 2022

STRATEGIC PRIORITIES



**Improving Institutional
effectiveness**



**Enhancing Research
Enterprise**



**Building a New Learning
Environment and Image**



**Competing in a Global
Economy**



02

OUR PEOPLE



MEMBERS OF THE **GOVERNING COUNCIL**



Dr. K. K. Sarpong
Chancellor



Dr. Kofi Ohene-Konadu
Chairman



Prof. Abednego F. O. Amartey
Vice-Chancellor



Mr. Kizito Beyuo
Government Nominee



Mr. Maxwell Donkor
Government Nominee



Prof. Ernestina Fredua Antoh
Government Nominee



Mr. Paul Amoasi Baidoo
Representative of CHASS



Mr. Kwabena Agyekum
Representative of CIMG



Mr. Mark Badu-Agyemang
Representative of GNCC



Mr. Francis Dadzie
Representative of Alumni



Mr. John Dadzie-Mensah
Representative of GTEC



Dr. Richard Amankwa Fosu
Representative of UTAG



Mr. Samuel Sam Sashie
Representative of Convocation



Mr. Israel Kwame Nyatuame
Representative of TEWU



Majesty Eninfi Ofori
SRC President



Eunice Pobee
GRASSAG President



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



Dr. Koryoe Anim-Wright
Registrar
(Secretary)



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



OUR PEOPLE

Our Human Resources were the fulcrum around UPSA's mission, vision, and goals by developing a Human Resource (HR) strategy and providing valued HR services. This enabled the University to attract, support, retain, and develop the diverse talent needed to achieve and sustain its mission and vision. In this endeavor, the Human Resources team strived to deliver high-quality advisory services, competitive total rewards, organizational alignment and development, and effective employee relations strategies and communication. These were in compliance with University policy, legal, social, and economic standards.

Staff Strength

The total staff strength of the University stands at 767 in the year under review, and the breakdown is presented below:

Table 1: Staff Strength as at December 2022

Gender	Senior Members		Senior Staff	Junior Staff	Total
	Teaching	Non-Teaching			
Male	262	90	91	55	498
Female	100	66	81	22	269
Total	362	156	172	77	767

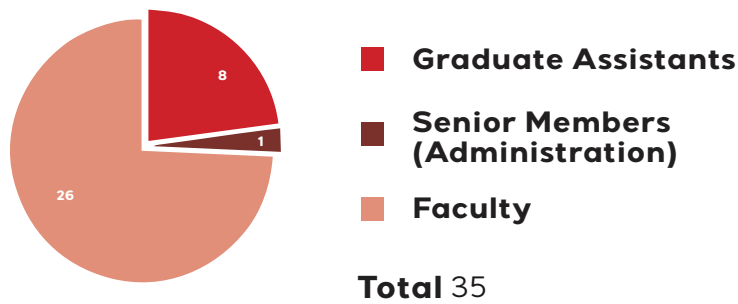
Source: Human Resource Directorate, December, 2022

Female
269

Male
498

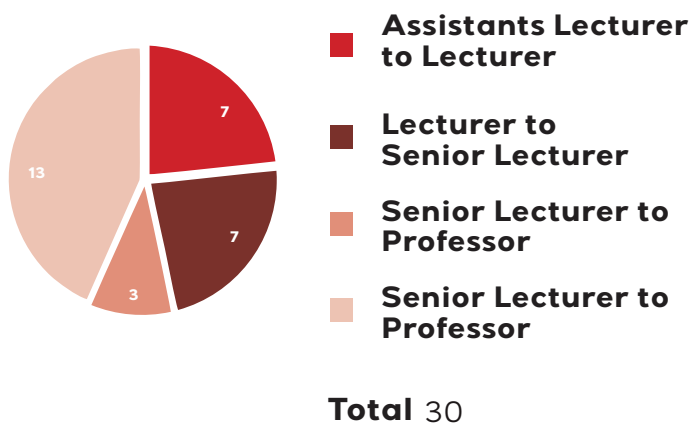
RECRUITMENT

The University received clearance to recruit staff for Faculty and the various Directorates and Centres. The breakdown of the newly employed staff was as follows as depicted in the diagram.



PROMOTIONS

The following categories of staff were promoted during the year under review:



Fifty-two Senior Officers, as well as seven (7) Junior officers were also promoted in the University in the period under review.



Staff Development

Twenty-two members of faculty completed their PhD programmes and were awarded accordingly from the Faculty of Accounting and Finance, Management Studies and Faculty of Information Technology and Communications Studies.

Retirements

Eight staff members retired from the services of the University.

STAFF RECOGNITION AWARDS

Management organized an award ceremony for some faculty and staff in recognition of their long and dedicated service to the University. A total of one hundred and one (101) persons who have served in excess of fifteen (15) years were awarded.



ACADEMIC ACHIEVEMENTS

In 2022, the University won the following awards

- “Company of the Year” in the public sector category
- “Education institution of the year” – Demonstration Compliance with Compliance to Corporate Governance Principles in Higher Education

Times Higher Education (THE) Ranking

With Times Higher Education (THE), the University maintained its subject validation profile according to UNESCO's International Standard Classification of Education (ISCED). Thus, the effect of the validation is boosting UPSA's regional and international visibility and reputation in our ISCED subject areas. In this regard, UPSA was invited for the first time to submit data to enter into the highest reputable THE's rankings, the “2022 World University Ranking.”

The University obtained a “Reporter” status in World University Rankings. However, the submitted data met all of the criteria listed below:

1. Teaching (The learning environment) - 30%
2. Research (volume, income and reputation) - 30%
3. Citation (research influence) - 30%
4. International Outlook (staff, student, research) - 7.5%
5. Industry Income (knowledge transfer) - 2.5%

Times Higher Education for the 2022 Impact Ranking

UPSA obtained an overall rank as 601-800



Mr. Mawuli Feglo
Dean of Students Affairs

ENHANCING STUDENT EXPERIENCE AT UPSA

The Dean of Student Services and his team ensured an enhanced student experience through social activities.

FACE OF UPSA

Miss Nihad Titiaka Oases Ibrahim, a Level 200 Law student emerged as the overall winner at the 2022 Face of UPSA. This pageant was intended to build self-confidence, promote self-discovery, find new opportunities, and encourage the acquisition of socio-cultural knowledge. This winner had a week-long educational trip to Dubai sponsored by the SRC and EDUCONCEPTS.

Department of Accounting Students' Association (DASA)

The Department of Accounting Students' Association (DASA) organised an Inter-Class Quiz competition for Level 200 students to create an interactive platform among the various classes. DASA also organised a Microsoft Excel Training session to equip students of the Department with the basic skills in the field of computer applications in Excel. The Women's

Commissioner of DASA also organised an impact seminar that sought to educate female students on personal hygiene and female sexuality.

The Department of Accounting Students' Association and Banking & Finance Students Association jointly organized a sports competition, a job fair, and a professional day among others during their week celebration.



Association of Business Administration Students (ABAS)

The Association of Business Administration Students (ABAS), also organised a seminar to equip students of the Department with skills in Graphic Designing, Excel and Power Point presentations. ABAS in collaboration with IDEA Factor organised a breast screening exercise for over 250 female student participants.

ABAS further instituted a programme dubbed, “ENKAKYERE PEER TUTORING” that sought to help students who had difficulty in some courses.

Information Technology Students Association (ITSA)

Information Technology Students' Association (ITSA) organised a seminar to educate its members on how to get ready for employment and the IT job market. The Association also organised a two-day training on cyber security awareness techniques to protect and secure security devices, and cyber governance mechanisms and best practices. The training was facilitated by Merit Circle and Slamm Technologies. ITSA students further embarked on an educational tour to National Information and Technology Agency (NITA), Ghana Revenue Authority and Vodafone Submarine. Security and Operations Control Network and Operations Control Unit and Data Centres of these companies were visited. The visit also enabled students get first-hand knowledge on some of the things taught in class. Finally, as part of its University Outreach programme, AmaliTech Ghana, organised an online interactive session for ITSA students. The outreach programme was intended to give internship and national service opportunities to the students of the Department. Fifty (50) internship slots and twenty-five (25)



Holistic Education to Ensure Students well-being

national service slots were offered the students.

UPSA GRADUATE STUDENTS ASSOCIATION OF GHANA (GRASAG)

ELECTIONS 2022/2023 ACADEMIC YEAR

Eunice Adjeley Pobee was elected President of GRASAG with other executives for the 2022/2023 Academic Year.

Health Walk

GRASAG, in partnership with SRC organised a health walk for over 100 students from Ayi Mensah to Peduase, and then to Aburi Gardens where students participated in aerobics, games and socialization.

UPSA GRASAG Student Wins At Annual Delegates Congress

Mr. Thomas Elorm Tagbotor, a Ph.D. Marketing student of UPSA was elected the National President of GRASAG during their 27th National Delegates Congress at the University of Health and Allied Sciences, Ho.

FINANCIAL AID SUPPORT

Enhancing Access to Education through Partnerships

The Financial Aid Office continued to receive sponsorship from both existing and new organisations to support brilliant but needy students of the University.



ALUMNI SPOTLIGHT

Trailblazers in Accounting and Finance

She is the president of Institute of Chartered Accountants, Ghana (ICAG) and Director of Internal Audit Gaming Commission of Ghana. Sena is a lawyer.

She began her carrier with Shell Ghana Limited as an Account Officer from 1999 to October 2002. She later joined the United Nations System Gender Programme from March 2003 to December 2005 working across all regions of Ghana.

She has also worked as an Assistant Director with the Ghana Audit Service between January 2006 to August 2006.

Sena worked as Internal Auditor at the University of Education Winneba ,from October 2006 to March 2022 with the responsibility of assessing and reporting on the adequacy of controls necessary to secure value for money and ensure the realization and the strategic objectives , determining the reliability and adequacy of

accounting , financial and reporting systems and procedures in the university and evaluating operational procedures to determine whether results are consistent with established objectives , goals and planned programmes among others.

She also worked as the Director of Audit at the University of Ghana between 2021 to the end of 2022. She has also worked as a Risk Management Specialist (in the consulting capacity) with SMEC international from 2020 to 2022.

She is an alumna of Institute of Professional Studies now UPSA and a Chartered Accountant with the Institute of Chartered accountants Ghana and also, a member of the Chartered Institute of Taxation Ghana .She holds a Bachelor of Law degree from the Ghana Institute of Management and Public Administration(GIMPA) in 2015 and successfully completed her bar exams in 2017 . She is a member of the Ghana Bar Association.



SENA DAKE

Daniel is the CEO in charge of the KQ Group's operations .In addition to his Audit and Advisory responsibilities he also heads the Technical Unit of the Group. Prior to joining KQA he worked at Ernst &Young and Deloitte and Touché (Eswatini) on both audit and consulting assignments. In addition to being a Chartered Accountant, Daniel is a Certified Internal Auditor, a Certified Fraud Examiner and a Tax Practitioner.

Daniel therefore splits his time as an External Audit Assurance Provider, a Forensic Audit Expert, an Internal Audit Expert, expert in Taxation and also as a Management Consultant.

Daniel has worked in Countries such as Ghana, South Africa, Namibia and Canada. His portfolio of clients include Coca Cola , the Namibian Government, the Government of the Kingdom of

Eswatini Central Bank of Eswatini, UNDP, BP South Africa, Deloitte Consulting, Chevron South Africa, MTN Holdings, UNFPA, the European Union and several International Donor Partners .

Professional Affiliations

- Fellow Chartered Association of Certified Accountants (FCCA) – UK
- Eswatini Institute of Accountants
- Institute of Internal Auditors (IIA-Global)
- Association of Certified Fraud Examiners(ACFE)
- The South Africa Institute of Tax Practitioners.
- Institute of Financial Consultants(Canada)



**DANIEL KWAME
BEDIAKO**



**LION EMMANUEL
KOJO GYIMAH**

Mr. Emmanuel Kojo Gyimah is the Managing Director, Mina Chemical Enterprise Limited. A Council Member and Chairman of the Chemical Sector, Association of Ghana Industries (AGI). He was a governing board member of the Environmental Protection Agency. Mr. Gyimah has a working experience with Chemproha Chemical Export B.V Holland as a researcher, Ministry of Education as an Accountant and Price Waterhouse Associates Ghana Ltd as a Consultant.

He graduated from the University of Ghana in 1986 with a Bsc Admin Accounting Degree. He obtained his Executive MBA from the Ghana Institute of Management and Public Administration (GIMPA) in 2005.

He is a member of the following Associations;

- Fellow, Association of Chartered Certified Accountants (ACCA),
- Member, Institute of Chartered Accountants, Ghana
- Associate Member, Chartered Institute of Marketing UK.

- Member, Institute of Internal Auditors, Ghana.

As a member of the Lions Clubs International, Lion Emmanuel Kojo Gyimah was inducted in 1994 into the Accra Premier Lions Club. He became Club Secretary in 1995/96, the same year he became a Melvin Jones Fellow. In 1999/2000 he became the President of Accra Premier Lions Club. Other positions he has held include the Deputy Chairman, District Competition of Multiple District 403 in 2001/2002. He was Zone Chairman of Zone 161 of District 403A2 in 2010. In all the key positions he has held, he distinguished himself by earning 100% Club Secretary in 1995/96, 100% Club President Excellence Award in 1999/2000 and 100% Zone Chairman Excellence Award in 2010/2011. He was elected the District Governor of District 418 Ghana for the 2022/2023 Lions service year.

Lion Gyimah is married with 3 children and currently has two grandchildren.





03

INFRASTRUCTURE

PHYSICAL DEVELOPMENT DIRECTORATE



Mr. Edward Odjidja
Director, Physical Development
Directorate

OVERVIEW

This section outlines the various activities carried out by the Physical Development Directorate in the area of construction, physical planning, and maintenance of the University campus in the course of the year 2022. The major constructional projects carried out and those in progress. Other minor works undertaken covered painting, maintenance, general sanitation, landscaping, power supply, water supply, and sewerage work on the University campus.

INFRASTRUCTURAL DEVELOPMENT AND EXPANSION

THE ACADEMIC WING COMPLEX (Rev. Fr J.J.M. Martey building) Continuation & Completion of Lecture Halls and General Stores (Formerly Auditorium/Cafeteria and Stores)

The project forms the last phase of the Academic Wing Complex. Though, the foundations to the above-mentioned project were completed some years ago the project has been revised to meet the current user requirements of the University.

Student's Hostels

In furtherance to future development and expansion of the University, work on two hostels was initiated and currently one is complete and the other ongoing.

Hostel 'B'

Works have been completed and the building has been commissioned and put into use.



Hostel 'C'

Works on the main hostel block have been practically completed. The superstructure activities are progressing with the following estimated completion levels:

Gate house

Finishing items such as electrical second fixes, insect net and louvre frame/blade installation, skimming to walls and painting are ongoing

Multipurpose Twin Tower Facility

The University continued with the construction of two, ten-storey hostels; and a multi-purpose twin-tower building which are all at advanced stages of completion. The project is intended to house additional lecture halls and offices to ensure that all faculty members have the requisite office space while they attend to students. The project consists of two blocks (10 levels each) linked by connecting bridges on five levels. The structural concrete framework to the building has been completed.



Second Entrance Gate into Campus

With the University's recent acquisition of the property on the northern section of the campus behind the auditorium, it has been possible to open up a second gate into campus. The second entrance to the campus is near the Kofi Ohene-Konadu Auditorium. The entrance gate to the campus has been installed and works on the gatehouse and driveways have been completed.



PROPOSED PROJECTS

MULTIPURPOSE LECTURE HALL FACILITY

The University intends undertaking the construction of a Multipurpose Lecture Hall facility on the northern end of campus behind the Astro turf facility. The facility will have four levels and will accommodate halls, offices, changing rooms for cleaners, storage areas and washroom facilities. The architectural designs and artistic impressions have been completed for these. Processes for approval for the work carried out have been initiated.

Refurbishment to Existing Gate House

Management has accepted a proposed design for new gatehouse and this would be implemented in due course.

Continuous Sensitization of the University Community on Energy Saving

The University embarked on continuous sensitization of the University community on energy saving "Turn off Power when not in use" to help reduce the energy consumption.

OUTLOOK

The following activities are the main focal points considered for 2023 amongst others:

- Ensuring reliable electricity and water supply – maintenance and required replacements of electrical and water supply equipment/accessories regularly carried out to ensure the reliability of water and electricity supply.
- Coordinating works on the ongoing projects and the maintenance of existing facilities –ongoing maintenance will be carried out on various aspects of existing blocks on campus throughout the year to ensure their state of preservation.

LIBRARY SERVICES



Mr. Elijah Mensah
Librarian

OVERVIEW

The Library served the University Community to the satisfaction of all by providing the needed resources both physical and electronic for teaching, learning, and community development among others. In pursuit of scholarship excellence, the Library was agile and built partnerships to continuously equip scholars to navigate complex information by re-envisioning spaces and programmes to maximize impact and also empowering staff to advance library resources for the success of stakeholders.

The Library continued to provide efficient library services during the year, and served the entire student population, and faculty.

Facilities and Library Resources

SERVICES	QUANTITY	AVAILABLE	ACCESSIBLE
Online Journals Subscribed	45	45	45
Online Databases Available	46	46	46
PHOTOCOPIER	1	1	1
SCANNER	2	2	2

Staff

The Library had a staff strength of twenty-three (23), of which Gloria Ampadu, Chief Administrative Assistant and Lucy Anabiga, Senior Administrative Assistant were transferred to the Business Development Centre during the period in review.

ACTIVITIES OF THE YEAR

Orientation for Freshmen & Women

Freshmen and women were taken through a library orientation on how to make expeditious use of the library's resources. The Library provided the needed physical space for all its stakeholders as it delivered its mandate to make learning pleasurable.

KEY ACHIEVEMENTS

Past Questions on Virtual Learning Platform

Past examination questions were loaded onto a new e-learning platform called UPSA Virtual Learning. Students with credentials can access these digitized past questions on campus and off-campus using their students ID numbers and accessible at <https://join.upsavirtual.site/>





Library Virtual Site

EBooks have been uploaded onto the new Library's virtual site which is accessible at <https://library.upsavirtual.site/>

Donations of the Year

A total of twenty (20) books entitled ' Kuenyehia On Entrenuership' were donated to the library by Elikem Nutifafa Kuenyehia.

Dr. Eric Oduro Osae, an alumnus also donated twenty (20) of his book 'Fiscal Decentralization and Financial Management Practices of Sub-National Governments: Evidence from Ghana' to the Library.

The Library also received thirty-two (32) law books from the International Law Book facility, which was spearheaded by Okudzeto and Associates.

Ghana Association of Banks (GAB) donated five copies of their journal The GH Bankers' Voice 2022 to the Library.

Accreditations

The Library received assessors from the National Accreditation Board (NAB), to assess collections on the following programmes; MBA Auditing, MBA Accounting and Finance, MBA Impact Entrepreneurship and Innovation, MBA Corporate Governance, PhD Interdisciplinary Studies and PhD International Security and Intelligence.

OUTLOOK

Library Cooperation

The Library continues to contribute to developing and supporting libraries through Library cooperation;

Library Staff Development

The Library developed the skills and abilities of its staff including security through training, seminars and workshops. The Library will continue to do the following:

- Increase discoverability
- Use connectors to extend Reach
- Expand physical presence
- Elevate digital experiences
- Align core library activities.
- Complete and implement the current redesign of the University Library's website



LEVERAGING TECHNOLOGY FOR INNOVATIVE TEACHING AND LEARNING

The Director of Information Services and Technology, and his team made technology the fulcrum for teaching and learning to engage students in the University. Technology facilitated with the blended learning and teaching strategies enhanced the user experience of students.

UPSA delivered technology services and solutions to support academic work 24/7.

UPSA 2022 IMPACT



www.upsa.edu.gh



THE INVESTITURE OF DR. KOFI KODUAH SARPONG AS CHANCELLOR OF UPSA

The Investiture and swearing-in of the second Chancellor of UPSA, Dr. Kofi Koduah Sarpong, was held on Thursday, 16th June, 2022 at the Dr. Kofi Ohene Konadu Auditorium.





04

GRADUATION

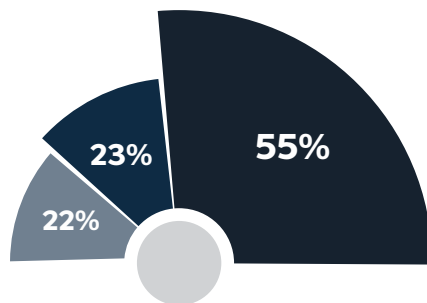
GRADUATION CEREMONY

The University successfully organised the 14th Congregation of the University at the Kofi Ohene-Konadu Auditorium. The Congregation was held in five (5) sessions.

Conferment of Doctorate Degrees - The First Batch of Doctor of Philosophy In Marketing

The Fifth Session of the 14th Congregation ceremony of the University recorded the conferment of doctorate degrees on the first batch of Doctor of Philosophy in Marketing programme students. The ceremony also witnessed the conferment of postgraduate diplomas on the first batch of Postgraduate Diploma in Leadership and Organizational Development students who are staff of AngloGold Ashanti Ghana Limited. Twenty (20) out of the thirty-two (32) staff of the Ministry of National Security who pursued the MA in Peace, Security and Intelligence Management programme also graduated at this Session.

Four thousand, three hundred and sixty (4,360) students met the requirements for graduation, and were therefore, awarded the various degrees and diplomas. The graph below provides a summary of the graduated class.



Category of Graduands by Percentage

- Masters
- Bachelors
- Diploma



THOUGHT LEADERSHIP PROGRAMME - UPSA ANNUAL LEADERSHIP LECTURE

The University's Thought Leadership programme provided a perfect platform to discuss critical national issues which were quintessential to national development with timely solutions to those problems.



VICE-CHANCELLOR'S **ENDOWMENT FUND**

The Vice-Chancellor's Endowment Fund (VCEF) continued to respond to the growing financial needs of the UPSA student body. VCEF is an investment fund established to receive third-party donations as well as contributions from the University community with the sole purpose of generating operating income for scholarships. Since its inception, close to seventy-five (75) brilliant but needy UPSA students have received scholarships and are eligible to apply for an extension based on their academic performance.



MARKET –DRIVEN PROGRAMMES

The University is committed to developing forward-looking, academic programmes that respond to the current and anticipated future national needs of our country

NEW GRADUATE PROGRAMMES IN 2022

- 1 MPhil Accounting**
- 2 PhD Accounting**
- 3 MSc in Pension Management**
- 4 MBA Corporate Communication**
- 5 Post Graduate Diploma
in Organizational Development**



05

**STAKEHOLDERS
AND PARTNERSHIPS**



The University formed partnership with various stakeholders, including organisations and Institutions in and outside of Ghana, and also through its community service initiatives to give back to the community.

COLLABORATIONS

The University engaged in a number of virtual meetings and in-person visits to Institutions of Higher Education Learning around the world to discuss partnership opportunities. The collaborative interest of UPSA are mostly in the areas of joint research projects, training and teaching in fields of mutual interest, faculty/students/staff mobility, exchange of academic materials and information in fields which are of interest to both Universities, joint supervision of post-graduate projects and theses and jointly organising conferences, seminars and symposia of mutual interest to the Institutions.

Partnership discussions were finalised and Memorandum of Understanding were signed with the following Universities during the reporting period: University of Kigali, Rwanda, University of Rwanda, Rwanda, St. Claret College, India, Synergy University, Russia and Western Galilee College, Israel.

The Management of the University embarked on an international and global outreach visit to the following Institutions to discuss collaboration opportunities: Hampton University, Hampton, VA, Howard University, Washington, DC and Union Institute and University, Cincinnati, OH.

In 2022, a delegation of six led by the Vice-Chancellor visited the University of Kigali, University of Rwanda, University of Botswana and the University of Johannesburg as part of efforts aimed at strengthening existing collaborations between our Universities.

The Pro-Vice-Chancellor also visited Birkbeck University of London to discuss effective implementation of the MoU between the two Institutions.

The Higher Ed Partners South Africa (HEPSA)

The Higher Ed Partners South Africa (HEPSA) and the University are discussing a collaboration to develop virtual academic programmes.

UPSA Enterprise and Innovation Centre (UEIC)

Thirteen (13) start-ups under the University of Professional Studies, Accra Enterprise and Innovative Centre (UEIC) pitched their business ideas to get financing to run their own businesses. All participants who took part in the pitch did their national service at the Centre and are now well equipped with the needed technical support from experienced industry players through coaching and mentoring to start up their own businesses. Consequently, the thirteen (13) start-ups were approved by the Centre, and are waiting funding to roll out.

GAF AND ANGLOGOLD ASHANTI LTD

UPSA entered into collaboration with the Ghana Armed Forces (GAF) and AngloGold Ashanti Ghana Limited to run tailor-made programme for their staff with the aim of earning diplomas and degrees from UPSA. Lectures for the GAF students took place at the Haziel School of Business – Burma Camp, while the end-of-semester examinations were held on UPSA campus. Teaching and examination activities for the Postgraduate Diploma in Leadership and Organizational Development programme for AngloGold Ashanti were however held entirely online.





OUR COMMUNITY ACTION INITIATIVES

The Sustainable Development Goals 1, 4 and 17 underpinned the University's Community Action Initiative by focusing on Education, eradication of poverty through capacity building, and community development as well as thought leadership programmes.

Capacity Building in Financial Literacy for Women and Young Small Sized Enterprises

The University trained more than 300 small scale enterprises in informal businesses and marginalized women and the youth in bookkeeping, budgeting and financial management in four cities in the country, Accra, Kumasi, Takoradi and Tamale. In addition, the Faculty of Accounting and Finance through its Small Business Desk provided advisory services to business in marginalised communities in the community in the area of financing, bookkeeping among others in partnership with ECOBANK Ghana.

Mentorship Programme at St. Thomas Aquinas Senior High School

The Vice-Chancellor of the University of Professional Studies, Accra (UPSA), Professor Abednego F. O. Amartey, mentored students of the St. Thomas Aquinas Senior High School to strive for excellence as they aspire to fulfill their full potential in life.

Inauguration of La-Nkwantanang Reading Club

The University inaugurated a reading club at La-Nkwantanang Basic School. This was to help inculcate the habit of reading in the pupils aimed at improving literacy.

Donation of Books to La Nkwantanang Basic School

The University donated assorted reading books to pupils of the La-Nkwantanang Basic School. This follows part of the University's Community Action Initiative aimed at improving the reading, speaking, and writing skills of the pupils in the community, following the adoption of the school by the UPSA two years ago.

Week-long Engagements with University Community

The University engaged in a week-long engagement with stakeholders in the community.

UPSA Provides Scholarship package for PRESEC National Science Mathematics Team

The University of Professional Studies, Accra offered a scholarship package to members of the Presbyterian Boys' Senior High School (PRESEC, Legon) 2022 National Science and Maths Quiz (NSMQ) team. PRESEC is a Senior High School in the community. Thus, the scholarship forms part of UPSA's giving back to the community in which the University is situated. The four-year full-tuition scholarship in UPSA will afford the contestants an opportunity to pursue a Bachelor's programme in Actuarial Science commencing the 2022/2023 academic year.



06

OUR SCHOOLS, FACULTIES AND INSTITUTES

Our Faculties and Schools offer our students boundless opportunities to explore and pursue their passion to collaborate on solving complex industry and societal challenges.

JUSTICE ARYEETAY BUILDII



Prof. Nathan Austin
Former Dean, Doctoral Programmes

OVERVIEW

The Office of Doctoral Programmes (ODP), established in 2018, has responsibility for the administration of all doctoral programmes in the institution. The ODP manages the PhD in Marketing and PhD in Accounting programmes.

The UPSA doctoral programme structure (see Appendix) exhibits a strong linkage between theory and practice. It offers students an interdisciplinary environment that enables the review and discovery of creative ideas along with the development of analytical skills for the effective and efficient resolution of complex problems. Students benefit from a number of unique and highly desirable programme features including, a diverse and multi-stage rigorous assessment regime and a course instruction and research supervision facilitated through a dynamic and innovative collaboration between UPSA senior faculty and a select group of international doctoral programme faculty.

PROGRAMMES OFFERED

PhD in Marketing
PhD in Accounting

ODP Team

The UPSA Doctoral Programme is staffed with an experienced team.

STATISTICS

Enrolment

The University enrolled 19 and 17 students for its PhD in Marketing and PhD in Accounting respectively in the 2022/23 Academic year (see Appendix)

HIGHLIGHT OF KEY ACHIEVEMENTS

Active Promotion of PhD Student Research

Our PhD students authored fifteen (15) journal and/or conference articles in the year.

Identify/Develop Internal Doctoral Instructional Capacity:

- Four (4) of UPSA faculty with PhD's identified and assigned instructional support roles in the PhD programme, assisting current instructors
- Two (2) UPSA faculty independently assigned a course to teach.

Programme Policy Implementation/Monitoring:

Implementation and monitoring of the academic review process help to ensure students are progressing at a steady pace consistent with the standards.

Conduct of Proposal Defense

Dissertation Proposal Defense (DPD) is an evaluation of the dissertation proposal of a candidate, conducted by the candidate's dissertation committee. It is an oral examination held in public after the student has successfully completed thirty-six (36) credits of coursework and passed his/her comprehensive examination to attain a PhD Candidate status. A total of sixteen (16) candidates undertook the defense.

PhD in Marketing Graduation

Nine (9) candidates from our first cohort of admitted doctoral students were cleared by the Academic Board to graduate in November, 2022.



PROGRAMME OPPORTUNITIES

- a. Explore more prospects for international collaborations for designing industry specific programmes. Already this is ongoing with the support of CIEC.
- b. Deliberate and make a concerted effort to apply integrated marketing communications to project the UPSA PhD brand. This is typified with the continuous engagement with students to collaborate and publish in peer reviewed journals
- c. Limited PhD programme options as we compete with peer traditional Institutions with prominent and established programme. To resolve this challenge, there are far advanced engagements with GTEC and other stakeholders to roll out more programmes not offered in the other traditional Universities.

NEW PROGRAMME ACCREDITATION EFFORTS

The Office of Doctoral Programmes in collaboration with the respective Faculties and Departments made progress on securing approval to run other programmes. The progresses on the respective programmes are as follows:

- a. PhD in International Security and Intelligence has received all regulatory approvals to run
- b. PhD in Interdisciplinary Studies has received all regulatory approvals to run
- c. PhD in Management is at NCTE proposal pending approval
- d. PhD in Finance has had NCTE proposal approved
- e. Doctor of Public Policy and Leadership NCTE proposal approved

OUTLOOK

The ODP is committed to ensuring quality delivery of the UPSA PhD programmes and position it as one of the best in the country and beyond. This is reflected in the consistent increase in the number of student applications received yearly. In addition to managing the PhD programmes, the ODP continues to contribute to the University community in diverse ways, including faculty capacity building, and fostering international collaborations with other African and International Universities. With the support of Management, the PhD in Accounting programme has also taken off with great expectations on the roll out of PhD in Management, and PhD in International Security and Intelligence programmes. Further, we look forward to graduating some of our PhD students in the coming year. The ODP is continuously grateful to Management for their support in ensuring the success of the Doctoral programmes.



Prof. John Mensah K. Mawutor
Dean, School of Graduate Studies

OVERVIEW

The School 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 One thousand, three hundred and ninety-three (1,393) applications were sold out to the public and One thousand, two hundred and fifty-nine (1,259) students were offered admissions. Nine hundred (900) students, representing 71.48% of admitted applicants who have registered as of the reporting period pursued various programmes in the first semester of the 2022/2023 academic year.

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 has grown from its twelve (12) flagship academic programmes highly patronized by both local and international students, and has recently added two more programmes namely, MA and MPhil Media and Digital Communication Management.

The School has graduated fourteen (14) batches with the fourteenth (14th) batch graduating 2022.

PROGRAMMES OFFERED

The School of Graduate Studies runs the underlisted programmes during the period under review

- MBA Accounting & Finance
- MBA Auditing
- MBA Internal Auditing
- MBA Corporate Governance
- MBA Marketing
- MBA Total Quality Management
- MBA Petroleum Accounting & Finance
- Master of Science in Leadership
- Master of Philosophy in Leadership
- Master of Philosophy in Finance
- Master of Philosophy in Accounting
- MA in Peace, Security and Intelligence
- MA in Brands Communication and Management

- MBA in Impact Entrepreneurship and Innovation
- Master of Science in Insurance Risk Management
- Master of Science in Procurement Management
- Master of Science in Pensions Management
- MBA Corporate Communications
- MPhil Accounting Top-up
- MPhil Leadership Top-up

STATISTICS

Admissions

The School admitted One thousand, Two hundred and fifty-nine (1,259) students, into the various programmes.



Graduation 2022

The first session of the 14th Congregation ceremony of the University graduated Eight Hundred and seventy-six (876) students of the School of Graduate Studies (SOGS) with Master's Degrees in various disciplines.

Staff Strength

The staff strength of the School of Graduate Studies stood at eighty-two (82), including teaching and non-teaching staff.

FACULTY

Graduate School Management Team

The management team of the Graduate School is headed by the Dean and assisted by the Vice-Dean, Deputy Registrar, Ag. School Administrator and twelve (12) programme coordinators.

HIGHLIGHT OF ACTIVITIES

This section looks at the academic issues of the School of Graduate Studies bordering on academic programmes, programme accreditation, admissions, students' population graduation, research conferences, community service just to mention but a few.

Activities for The First Semester of 2022/2023 Academic Year Teaching and Learning

The first semester of the 2022/2023 academic year began in September, ended in December 2022 for second-year students, whilst teaching the first-year

students started in September 2022, and is expected to end on January 27, 2023. Teaching and learning were a combination of both virtual and in-person.

2021 Practitioners' Forum

As part of the requirements for the MPhil/MBA Degrees, the Practitioners' Forum, which has become a regular event on the University's calendar, was organized for the final year students during the second semester of the 2022/2023 academic year. It was designed to enhance students' understanding of proven and implementable strategies for reorganizing organizations to promote business growth and sustainability during a global crisis. In addition, students were expected to leave the Forum with an understanding of organization management and the ability to internalise and demonstrate fundamental business etiquette. Thus, the theme for the Forum was "Harnessing Resources to Manage Corporate Entities without Aid." All final year MBA/MPhil/MA/MSc. students participated, and it is the expectation of School of Graduate Studies that our graduating students have been challenged and equipped with practical Corporate and Entrepreneurial skills that will enable them function well and add value to their world of work and spheres of contact. The Vice-Chancellor, Prof. Abednego Okoe F.

Amartey was the keynote speaker for the occasion.

KEY ACHIEVEMENTS

Donation from Stakeholders Donations received from Alumni

The school received donations from alumni to augment logistics in teaching and learning.

Other Donations

GRASAG, ICAG, and the Ministry of National Security donated various amounts for logistics for the School.

Seminars

Three seminars were allocated for each semester totaling six seminars in the year. However, at the end of the year a total of thirty-one seminars were conducted.

AWARDS AND PRIZES

Best Graduating Post-graduate Students-2021/2022 Academic Year

The University awarded academic prizes to the Best Graduating Post-Graduate Students for all the programmes at the School of Graduate Studies at the 14th Congregation in August 2022.

OUTLOOK

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

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

ALIGNMENT OF 2023 FOCUS TO THE STRATEGIC PLAN

PEOPLE

Activities	Key Performance Indicators	Performance Targets
Foster research collaborations between postgraduate students and Faculty	Number of Students/Faculty exchange programmes	1 Erasmus + exchange programme 6 research seminars 2 Programme-based seminars for each programme (1 for each semester)

OPERATIONAL FOCUS

Activities	Key Performance Indicators	Performance Targets
Registration of students for the second semester of the 2022/2023 Academic year	Number of students to be registered	Meet the deadline given by the Academic Directorate
Commencement of Lectures	Students' and lecturers' attendance	Meet the deadline given by the Academic Directorate
Practitioners' Forum	Number of seminars	<ul style="list-style-type: none"> ▪ Organize programme specific sessions for students. ▪ One main Practitioners' Forum ▪ Dinner to be funded by students
Graduation of students	<ul style="list-style-type: none"> ▪ Review and correct all ICs by July, 2023 ▪ Clean the broadsheet for 1st semester courses by July, 2023 ▪ Complete the marking of all 2nd semester graduating students' scripts by June 30, 2023. ▪ Prepare broadsheet for graduation by August, 2023 	Achieve 88% -95% graduation of students
Admission and registration of new students	Admit qualified students on weekly basis	Increase in-take by 10% (1,000 students)

RELEVANCE

Activities	Key Performance Indicators	Performance Targets
Collaborations and mobilization of funds	<ul style="list-style-type: none"> ▪ Institutional partnerships ▪ Partner two (2) public institutions ▪ Partner two (2) private institutions ▪ Outsourcing of lecture halls ▪ Donations from GRASAG 	Raise GH¢2,000,000

IMPACT

Activities	Key Performance Indicators	Performance Targets
Institute practice-based or experiential teaching and learning.	Presentations and industrial visits	<ul style="list-style-type: none"> • Each student must do at least one presentation in each course per semester • Each cohort will do at least one industrial visit a year
Strengthen students Assessment Mechanisms and Feedback	Assess quality of service provided at the School of Graduate Studies	<ul style="list-style-type: none"> • Google forms will be circulated to get feedback from students twice every semester • Monthly online meetings will be held with course reps to take feedback
Align existing curricula with the changing needs of society	Review of course outlines	Organize meetings on semester basis with teaching faculty for the purposes of reviewing the course outline to inculcate the changing needs of society.

All accreditation issues have been resolved before the end of the reporting period. This will enable us roll out new programmes to exert our influence as precursors for leadership, entrepreneurial and professional studies in Ghana.



Prof. Fidelis Quansah
Dean, Faculty of Management Studies

OVERVIEW

The Faculty of Management Studies, an epitome of academic excellence, creates a world class teaching and learning experience for its students. It deploys both academic and professional programmes which are anchored by two Departments, Business Administration and Marketing. The post-COVID 19 era has introduced new narratives and phenomena in the world of work pose new challenges to pedagogy. Nonetheless, the current situation also presents diverse opportunities for both educational institutions and industry players. The evolution of global, regional, and national human capital requirements, suggests that there is the need for innovations in the competency development process for our students, to match the exigencies of the current world of work. We need a critical mass of graduates who are adept with logical, critical, analytical, and synthetic thinking, to be able to take adequate, accurate and rapid decisions in the current flux being experienced in the world of work.

Consequently, the Faculty goes the extra mile to ensure that its students have what it takes to fit well in the world of work. Furthermore, the Faculty adheres to standard operating procedures in the development of course delivery materials for its students. Regular capacity development seminars are deployed to hone the capabilities and skills of Faculty members to position them as top-notch teaching faculty.

Through the UPSA Centre for Enterprise and Innovation (UEIC), the Faculty of Management Studies guides students with viable business ideas to shape them for pitching and potential funding. Since our mantra of the University, is Scholarship with Professionalism, the Faculty continuously collaborate with various industry players to train and develop the soft skills of our students for the world of work.

The Faculty has distinguished its self by the blend of interventions in research, teaching, and learning. In the coming year, it will introduce more innovative and relevant programmes for the evolving industry.

PROGRAMME PORTFOLIOS

There are two departments in the faculty, namely: Departments of Business Administration, and Department of Marketing, with a total of fifteen (15) programmes: two (2) Diploma programmes, three (3) Undergraduate and ten (10) graduate programmes with one Doctorate programme inclusive. Reference the Appendix for the detailed programme portfolio.

Student Enrolment

The Faculty admitted two thousand, seven hundred and sixty eight students (2,768).

GRADUATION

The University held its 14th Congregation on Faculty basis at the Kofi Ohene-Konadu Auditorium from August 30, 2022 to September 6, 2022. The Faculty of Management Studies held its graduation session on Thursday, September 6 2022 with a total of one thousand, two hundred

and eighty-six (1,286) students graduated from the Faculty. Nine hundred and twenty-eight (928) degree and three hundred and fifty-eight five (358) diploma students. Of this number, 44% were males, while 56% were females.

STAFF

The staff strength of the Faculty as of October 2022 was one hundred and nineteen (119). This comprised one hundred and eleven (113) full time

academic staff, three (3) adjunct lecturers, and three (3) administrative staff. About eighty-eight percent (88%) of the teaching staff are of the rank of lecturer. Table 1 shows the distribution of academic staff in the faculty.

Award of PhD/Doctoral Degrees and Other Certificates

Seven faculty members were awarded doctorate/PhD degrees during the year under review.

Development of New Programmes

There were a number of new programmes at various stages of accreditation process in the year in review. The table below gives an update on the status of the programmes.

STATISTICS

Students Population

The student population of the Faculty as at 2022 was five thousand four hundred and ninety-eight (5,498)

HIGHLIGHT OF ACTIVITIES OF FACULTY

Research Activities

Departmental Research Seminar

During the period under review, the Department of Business Administration and the Department of Marketing organized research seminars.

Research Publications

The total number of research output of the Faculty during the first half of the year was twenty (20), published by nineteen (19)



lecturers. Thirteen (13) lecturers from the Department of Business Administration published fifteen (15) papers, while four (4) lecturers from the Marketing Department published five (5) papers.

Research Grant Awards

In the year under review, two faculty members, Dr. Ernest Mensah Abraham, Head of Department of Business and Administration, and Dr. Ummu Markwei, also of the Department of Business Administration won separate grants to carry out research under different themes.

Dr. Abraham is working on the research theme: Willingness to Pay for Improved Solid Waste Management Services in Accra and Tema Metropolis in the Greater Accra Region. The research is expected to come up with recommendations to improve the efficiency of payments for waste management services.

Dr. Ummu on the other hand, is working on the research theme: "Keeping Coastal Beaches Clean in Ghana: The Role of Informal Community Women Associations." The outcome of the project will feed into sustainable systems of coastal management to boost the value and efficiency of coastal socio-economic activities. The awards were received in March, 2022.

FMS Business Conversation

The Faculty of Management Studies (FMS) introduced a webinar series dubbed, "Business Conversation." The "Business Conversation" programme is a high-level policy-oriented panel discussion hosted by the Faculty of Management Studies, UPSA. It is a critical, analytical, constructive, educative, and innovative expert interaction on national, regional, and international issues. Two editions were organized during the year under review.

STUDENT ACTIVITIES

After School What Next?'

The Association of Business Administration Students held a programme dubbed "After School What Next?" with the sub-theme, "Getting Equipped for The Corporate World" in September, 2022 on campus. The programme was held by the Association in collaboration with the LEC Group. The purpose of the programme was to educate students on CV writing, other skills and expertise that would be required in the corporate world.

360 Woman

The Women's Wing of the Association of Business Administration organized a programme dubbed, "360 Woman," in April, 2022. The programme highlighted how a 360 woman should portray herself.

Association of Marketing Students' Debate

The Department organised a debate as part of efforts to boost students' competence and knowledge in the field of Marketing and Business in general in March 2022.

21st Century Woman

The 2022 edition of "21st Century Woman" took place on April 6, 2022. This programme is an annual event organized by the Women's Commission of the Association of Marketing Students (AMS). The programme focused on development of women and the challenges that confront women in modern times.

Starting your first Business while in School

The business incubator organised a programme themed Starting your first Business while in School for its student

entrepreneurs, this was to prepare and equipped them to start a business and sustain it.

UPSA Enterprise and Innovation Centre (UEIC)

Thirteen (13) start-ups under the University of Professional Studies, Accra Enterprise and Innovative Centre (UEIC) pitched their business ideas to get funding to run their own businesses. All participants who took part in the pitch had their National Service at the Centre, and were well equipped with the needed technical support from experienced industry players through coaching and mentoring to start up their own businesses. Consequently, the thirteen (13) start-ups were approved by the Centre awaiting funding to roll out.

KEY ACHIEVEMENTS

- Graduation of first batch of BSc. Real Estate Management and Finance Students.
- The Faculty in conjunction with the Office of Doctoral Programmes successfully graduated seven of its first batch of PhD Marketing students.
- Raised funds for business start-ups through the support of various organisations.
- Organised training programme for traders in the Madina Market as part of the University's action initiative.

CONCLUSION

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

OUTLOOK

The projections for 2023 are based on the Strategic Plan of the University. They are:

- Complete the accreditation process of the five (5) new programmes: BSc in Logistics and Transport Management; PhD in International Security and Intelligence, MSc/MPhil Operations Management; Doctor of Philosophy in Interdisciplinary Studies programme; MA in Digital and Strategic Marketing Management; MPhil/PhD Management
- Enhance research output of the Faculty by 50 percent by the end of 2023.
- Submit one (1) grant proposal to undertake a project.
- Organise workshops for lecturers on writing policy briefs
- Develop relevant programmes/research
- Constitute a Stakeholder Engagement Desk to coordinate Faculty's stakeholder engagement
- Strengthen existing collaboration with institutions (Catholic University, UIU etc.)
- Roll out SME's Ambassadors' Programme

STRATEGIC PRIORITIES ALIGNMENT WITH 2023 FOCUS

PEOPLE

All accreditation issues have been resolved before the end of the reporting period. This will enable us roll out new programmes to exert our influence as precursors for leadership, entrepreneurial and professional studies in Ghana.

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Institute a mentorship or academic blind dating programme for early career academics	All year	Ongoing	Academic Deans	7	Junior academics have been identified and assigned

PLANET

Invariably, every function of the University is performed within an ecosystem that constitutes the planet or the environment. By planet, the University is referring to both its physical as well as the virtual environment that supports teaching, learning and research. These include the land, air, buildings, lighting, security, information communication technologies, and learning management systems among others.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Eliminate all barriers that limit equal opportunity and inclusiveness	Q2 2022	Ongoing	All Heads of Units and Unions	6	Shared responsibility is ensured

RELEVANCE

The world is changing at a fast rate. Recognising the fast-paced world and the dynamic nature of society as well as the changing needs of people and industry, the University's functions must always align with these changing trends to remain relevant. By relevance, the University is referring to the degree to which its products and services are useful to industry, people, society, nations, and the world.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Identify areas where the University can make a significant impact and develop action plans for execution	Q2 2022	Q2 2022	Faculty Deans and Directors of Centres	1	<ul style="list-style-type: none"> Develop relevant programmes/research

					<ul style="list-style-type: none"> • Constitute a Stakeholder Engagement Desk to coordinate Faculty's stakeholder engagement
Strengthen engagement with the business community and the general public on knowledge sharing and advancement.	All year round	Ongoing	Faculty Deans and Directors	2	<ul style="list-style-type: none"> • Stakeholder Engagement Desk • Training for SMEs • Business Conversation/ Climate Dialogue Series • Meet the Distinguished Entrepreneur Series • Achievers' Platform
Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic programmes.	All year round	Ongoing	Academic Deans	3	Strengthen existing collaboration with institutions (Catholic University, UIU etc)
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All year round	Ongoing	Academic Deans and Directors of Centres	3	Collaboration with St. Claret University and other reputable institutions Encourage members to seek competitive research grants Research grants received from ZoomLion (ongoing)

Seek partnerships and collaborations that will enhance the image and reputation of the University through consulting services.	All year round	Ongoing	Academic Deans and Director of Centres	3	Work in progress
Seek partnerships and collaborations that will enhance the image and reputation of the University through community service.	All year round	Ongoing	Academic Deans and Director of Centres	3	Training for market women SME Ambassadors
Take up research to influence policy	All year round	Ongoing	Faculty Deans and Directors of Centres	4	Encourage members to publish research findings on national platforms Policy briefs Media lobbying
Introduce guest lectureship opportunities for practitioners to share insights	Q3 2022	Ongoing	Academic Deans	5	Hope to strengthen
Organise public lectures on topical issues	Q2 2022	Ongoing	Academic Deans and Directors of Centres	5	Yet to be done, but plans are advanced to institute one every semester
Institute staff industry attachment programme for young faculty as a community service during the long vacation.	Q2 2022	Q2 2022	Academic Deans	9	Yet to commence
Continue to organize free training for SMEs in the catchment area of UPSA	Q3 of every year	Ongoing	Faculty Deans	10	Ongoing
Train graduates with an entrepreneurial mindset to create jobs	Q3 2024	Ongoing	Faculty Resource the UPSA	8	Ongoing
Incubation Centre to become the hub of entrepreneurship development	All year round	Ongoing		8	

IMPACT

In a knowledge-based economy, universities are expected to contribute positively to human capital development and influence progress and development in all spheres of life. Through its teaching, research and service, the University recognises that it can make the needed impact if it delivers quality and excellence in all its functions.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Promote self-learning and group studies among students	All year round	Ongoing	Faculty	2	Encourage students work in groups/teams
Strengthen student assessment mechanisms and feedback	All year round	Ongoing	Faculty	2	Develop a system to help students evaluate faculty timeously
Align existing curricula with the changing needs of society	All year round	Ongoing	Academic Deans	3	Programmes/curricular revision Development of short courses
Build professional ethical dimensions into the University's courses	All year round	Ongoing	Academic Deans	3	Strengthen the teaching of ethic related courses
Constitute teams or working groups for research publications	Q3 2022	Ongoing	Academic Deans and Directors of Centres	5	Ongoing but will continue to work in teams
Mobilise funds to establish research Chairs	Q4 2022	Ongoing	Faculty Deans	6	Yet to commence
Recruit the right persons for the research Chairs	Before Q4 2022	Q4 2024 Ongoing	Faculty Deans	6	Yet to commence
Build a research agenda around existing strengths/ expertise and nurture capacity for emerging areas	Q1 2023	Ongoing	Academic Deans and Directors	8	Ongoing
Constitute teams for interdisciplinary and multidisciplinary research based on interests	Q1 2023	Ongoing	Academic Deans	8	Ongoing but will be strengthened
Sustain the Departmental Research Seminars	Monthly	Ongoing	Faculty/ Departmental Research Officers	4	Ongoing

SUSTAINABILITY

Increasingly, central government funding to public universities is dwindling. At the same time, certain expenditures, such as utility bills that used to be paid by the central government on behalf of these universities are now the responsibility of the universities. These developments have put pressure on universities to pursue financial sustainability. By sustainability, the University is referring to the generation of revenues from multiple sources and the prudent use of its resources to ensure financial resilience and continuous development.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
The centres and faculties should aggressively seek grants for research	All year round	Ongoing	Directors of Centres and Deans of Faculties	1	Ongoing
Develop marketable short courses for training	All year round	Ongoing	Directors, BDC and all Centres,	1	Faculty will collaborate with BDC (Ongoing)
Seek consultancy services	All year round	Ongoing	Directors, BDC and all Centres, Deans of Faculties	1	Ongoing

CONTINUOUS IMPROVEMENT

As a teaching and learning institution, the University understands the importance of continuous learning for continuous improvement. By continuous improvement, the University is referring to progress and transformation to stay ahead of the curve. The continuous improvement would be achieved through constant proactive, active and reflective learning.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Enforce ethical standards among staff and students	All year round	Ongoing	All heads of units	3	Ongoing but will enforce the ethical standards



Prof. Raymond Dziwornu
Dean, Faculty of Accounting & Finance

OVERVIEW

The Faculty of Accounting and Finance continued to deliver on its mandate over the past years, and positioned itself as a leader among faculties offering Accountancy, Finance, Banking, and Economics education in the country. New academic programmes were introduced; students learning experience was enhanced through blended teaching and learning approaches, faculty research output increased, coupled with industry demand for its product are worth mentioning. In the coming year, the Faculty will focus on key aspects of the 2022 - 2031 Strategic Plan of the University that relates to

its operation. Based on the University's strategic plan, the Faculty will develop a one year implementation plan and working group that will see to the effective implementation of each strategic focus. The faculty will also work very closely with Units and Directorates in areas of common interest that are geared towards the achievement of the overall goal of the university to make it regionally relevant and globally recognized.

PROGRAMMES OFFERED

The Faculty of Accounting and Finance offers the following academic programmes:

- Doctor of Philosophy in Accounting
- Master of Business Administration in Accounting and Finance
- Master of Business Administration in Petroleum Accounting and Finance
- Master of Business Administration in Auditing
- Master of Business Administration in Internal Auditing
- Master of Philosophy in Finance
- Master of Philosophy in Accounting
- Master of Science in Insurance Risk Management
- Master of Science in Procurement Management
- Master of Science in Pensions Management
- Bachelor of Science in Accounting
- Bachelor of Science in Accounting and Finance

- Bachelor of Science in Banking and Finance
- Bachelor of Science in Actuarial Science
- Bachelor of Science in Business Economics
- Diploma in Accounting

STATISTICS Enrolment

The University offered admission to a total of One Thousand nine hundred and twenty-three students (1923) to pursue various programmes for the 2021/2022 Academic year. The tables below depict students who were admitted for specific programmes during the period under review

Graduation

The Faculty held its 14th graduation session in September 2022 at the Kofi Ohene-Konadu Auditorium. One thousand one

hundred and thirty-one (1,131) students graduated from the Faculty with the breakdown as follows: nine hundred and forty-seven (947) degree and one hundred and eighty-four (184) diplomas. Of this number, 55% were male, while 44% were female.

Staff

The staff strength of the Faculty was One hundred and thirty-eight (138): consisting of One hundred and seventeen (117) full time Academic Staff, three (3) contract staff, fifteen (15) Adjunct Lecturers and three (3) Senior Administrative Staff

Enrolment of GAF Staff

Following the signing of Memorandum of Understanding (MoU) between the University and the Ghana Armed Forces (GAF), the Faculty of Accounting and Finance admitted thirty-three (33) staff of the GAF to pursue four-year BSc Accounting and BSc Accounting and



Finance degree programmes. The programme is tailor-made and provides the opportunity for students to study and work at the same time. Lectures take place at the Haizel School of Finance at Burma Camp.

HIGHLIGHTS OF ACTIVITIES OF THE FACULTY

Teaching and Learning

Teaching and Learning during the period was in the blended mode- virtual and in-person.

Re-Accreditation of Programmes

Three (3) graduate programmes in the Faculty went through review for re-accreditation with the Ghana Tertiary Education Commission (GTEC). They were:

- MSc Insurance Risk Management
- MBA Auditing and
- MBA Accounting and Finance.

Approval for New Academic Programme

The Faculty received administrative approval from GTEC to mount a PhD Finance programme. The programme document for accreditation has been completed and submitted to the Quality

Assurance Directorate (QAD) for review and onward submission to GTEC. The Faculty has also developed an MSc in Investment Banking programme which has also been submitted to QAD for review.

Collaborations

The Institute of Chartered Accountants Ghana (ICAG) and the University explored opportunities to strengthen the relationship between the two institutions. Additionally, a meeting was held with the Chartered Institute of Bankers (CIB) to arrange for students of the Faculty to receive exemptions from the Banking Professional Programme (Best and Bright).

Implementation of Risk Register

The Faculty took steps to implement recommendations in the Risk Register developed in 2021 to address potential risk areas in its operation. The register focused on examination script auditing, processes of initiating and addressing change requests among others.

Purchase of Teaching Gadget

As part of the Faculty's goal to improve the quality of online teaching, a request was made to the ICAG and ACCA for the purchase of online Pen Wacom tablets to aid online teaching of quantitative related

courses. Both institutes financed the purchase of twenty (20) online Pen Wacom tablets. The Faculty expressed its appreciation to the two institutions for the donation to support blended teaching.

FAF-Alumni Spotlight Series

During the period under review, the Faculty in collaboration with the Global Alumni organized two (2) FAF-Alumni Spotlight Series. The objective was to bring alumni closer to our students to advise and share their experiences. The Faculty was privileged to host Mr. Kojo Mpiani, Senior Partner, Ernst and Young (1987 Year Group), and Mr. Daniel Addo, CEO, Consolidated Bank Ghana Ltd (1991 Year Group). They spoke on the topics, 'Ethical Behaviour will take you far' and 'Looking Forward Backwards: Leading in a Volatile Uncertain Complex and Ambiguous World.' We expressed our appreciation to them for the time and experience shared.

Hosted Carnegie African Diasporan Fellow

The Faculty hosted Dr Charles Appeadu, an Assistant Professor in Finance at the University of Cincinnati Ohio, USA on the African Diasporan Fellowship Programme (CADFP) from June 1 to August 18, 2022. During his stay at the Faculty, he undertook the following activities:

- Held a Seminar for first year MPhil Finance students on the requirements for the certification of the Chartered Finance Analyst (CFA) professional programme.
- Taught and assessed graduate students who registered for MPSM613 Equity Analysis course on the MSc Pensions Management.

- Held a number of interactions with graduate students to advise and inform them on career development and further educational opportunities.

STUDENT ACTIVITIES

CFA Competition

Five students from the Banking and Finance Department participated in a CFA Institute Research Challenge, and being first and third runners up they received a cash prize of Three Thousand Ghana Cedis and One Thousand Ghana Cedis respectively.

2022 Graphic Business challenge

Selected students from the Faculty joined other students from the Faculty of Management Studies to participate in the 2022 edition of the Graphic Business Challenge. The UPSA Team qualified to the finals and came third.

Students Development

The Faculty through the students' association organised a number of programmes to enhance their capacity. These included training on Accounting Software (Quick Books) and Relationship Seminar as well as an Investment Symposium. Further, a virtual meeting was organised by HOD's of the faculty with level 300 and 400 students to address their

concerns.

Farewell Programme

The Faculty organised a farewell programme to appreciate the Vice-Dean, Dr. Kwadwo Obeng, for his meritorious service to the Faculty. Dr Obeng retired from the University after serving for over twenty (20) years. In addition, a farewell programme was held in honour of Mr Kwasi Offei-Kwafo, who served the faculty for six (6) years in the capacity of Faculty Officer, and has been reassigned to the Faculty of Management Studies.

KEY ACHIEVEMENTS

- The Faculty received administrative approval from the Ghana Tertiary Education Commission (GTEC) to mount a Doctor of Philosophy (PhD) in Finance. The clearance has paved way for the Faculty to submit the programme document for accreditation to GTEC.
- The Faculty purchased twenty (20) Online Pen Tablets to support blended teaching and learning in the University. This was financed by the Institute of Chartered Accountants, Ghana (ICAG) and the Association of Certified Chartered Accountants (ACCA). The two professional bodies have our

gratitude for their continuous support to the Faculty.

- The Faculty collaborated with ECOBANK Ghana to train small informal businesses and marginalized women and the youth in Bookkeeping, Budgeting and Financial Management in four cities in the country, namely: Accra, Kumasi, Takoradi and Tamale. In addition, the Faculty through its Small Business Desk provided advisory services to businesses in its catchment area on areas of Financing, Bookkeeping among others.
- The research output of the Faculty increased by 50 percent.
- The Faculty, in collaboration with the Global Alumni, organized two (2) FAF-Alumni Spotlight Series. This brought the alumni closer to the students to advise on career paths and share their experiences.
- The Faculty organised a Policy Briefs Writing Workshop for lecturers to equip them with the skills to write policy briefs. The workshop was facilitated by the Deputy Director of Research and Consultancy Centre, Prof. Joseph K. Tuffour. This will pave way for the Faculty to introduce bi-annual policy briefs in 2023.

OUTLOOK

The projections for 2023 are based on the 2022 -2032 Strategic Plan of the University. They are:

- Complete the programme documents for the PhD Finance and MSc Investment Banking.
- Develop a Faculty Implementation Plan based on the University's 10-year Strategic Plan.
- Hold two (2) FAF Alumni Spotlight Series to promote stronger ties with Alumni.
- Strengthen and support research teams to increase faculty research output by 50 percent.
- Organise two (2) FAF Small Businesses Seminars and provide advisory services.
- Submit one (1) research grant proposal to undertake a project.
- Introduce bi-annual Policy Brief Series for the Faculty
- Formation of an Investment Club by the end of the First Quarter of 2023

Alignment of 2023 Focus to the Strategic Plan

The projections for 2023 are based on the Strategic Plan of the University. They are:

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Offer excellent teaching and learning experiences to all students to equip them to excel in their chosen careers.	First Quarter, 2023	Third Quarter, 2023	Dean/HOD	2	Meeting with lecturers will be held to discuss evaluation feedback from students to enhance teaching and learning.
Attract, recruit and retain the highest calibre of staff	First Quarter, 2023	First Quarter, 2023	Dean/HOD	2	Organise seminars for Faculty members on packaging and organising evidence for promotion application.
Strengthen mentorship or "academic blind dating" programme for the early-career academic	Second Quarter, 2023	Second Quarter, 2023	Dean	3	Receive regular reports from mentors on mentees
Bonding relationship among students, staff and alumni that promotes collaborative learning through mentorships and coaching	Second Quarter, 2023	Fourth Quarter, 2023	Dean working with Head, Alumni Office	6	Hold two (2) FAF Alumni Spotlight Series.

RELEVANCE

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Promote industry relations and interaction with the business community to advance the institutional goal of relevance	Second Quarter, 2023	Third Quarter, 2023	Head, Industrial Relations Unit, Faculty Deans and Directors	2	Partner Deloitte Ghana (Guest lecturers) to teach our students Taxation and Auditing.

Purposeful Partnerships that will enhance the image and reputation of the University through joint academic programmes.	First Quarter, 2023	Second Quarter, 2023	Dean	3	Collaborate with Industry/University to design joint academic programmes.
Influence policy and action to change through research	Second Quarter, 2023	Third Quarter, 2023	Faculty Deans and Directors of Centres and Director, Research and Consultancy	4	Introduce bi-annual FAF Policy Brief Series for the Faculty
Seek collaboration with industry to enhance the image of the university through community service	First Quarter, 2023	Second Quarter, 2023	Dean/HOD	3	Form FAF Investment Club
Encourage staff industry attachments to gain industry experience.	Second Quarter, 2023	Third Quarter, 2023	Dean	9	Strengthen staff industry attachment programme for young faculty during long vacation.
Embark on community action initiatives	Second Quarter, 2023	Fourth Quarter	Dean / Director, Public Affairs	10	Organize FAF SME training in the catchment area of UPSA.
Embark on community action initiatives	Second Quarter, 2023	Fourth Quarter	Dean / Director, Public Affairs	10	Organize FAF SME training in the catchment area of UPSA. Scale up FAF Small Clinic Desk
Engage with the public and policy makers to shape our teaching and research.	Second Quarter, 2023	Fourth Quarter, 2023	Dean and Director of Research and Consultancy	3	Organise Public Lecture or Guest Lectureship opportunities for practitioners to share insights

IMPACT

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Promote academic excellence in teaching using the highest standards and best practice	First Quarter, 2023	Second Quarter, 2023	Dean/HODs	2	Hold training/ workshop to enhance lecturers' teaching practice and skills
	First Quarter, 2023	Fourth Quarter, 2023			Implement systems to monitor and evaluate teaching performance and increase evaluation response rate
Create an institution of active and reflective teaching and continuous learning	First Quarter, 2023	Fourth Quarter, 2023	Dean/HODs	2	Strengthen student assessment mechanisms and feedback
Strengthen the research capacity and research professionalism of faculty including grantsmanship	Second Quarter, 2023	Third Quarter, 2023	Faculty and Departmental Research Officers	2	Organise workshop for faculty on writing grant proposals
	Second Quarter, 2023	Fourth Quarter, 2023			Sustain the Departmental research Seminars Sustain the Departmental research Seminars

SUSTAINABILITY

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remark
Diversify the University's sources of income	Second Quarter, 2023	Third Quarter, 2023	Dean/HODs	1	Develop demand - driven marketable short courses for training
	Second Quarter, 2023	Fourth Quarter, 2023			Raise funds or submit proposals for grants for research and projects

CONTINUOUS IMPROVEMENT

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Continue to promote scholarship with professionalism as the hallmark of the University	First Quarter, 2023	Third Quarter, 2023	HODs Departmental Officers	3	Regular cleaning of broadsheet to increase Faculty average throughput of 75% to 85%
Develop new, innovative and transformative academic programmes	First Quarter, 2023	Second Quarter, 2023	Dean/HODs	2	Complete and receive accreditation for PhD Finance and MSc Investment programmes
	First Quarter, 2023	Second Quarter, 2023			Commence the design of two (2) new academic programmes: MPhil Actuarial Science and Economics
Develop and implement a Monitoring and Evaluation Plan for the University's Strategic Plan	Second Quarter, 2023	First Quarter, 2023	Dean	5	Constitute a working team for each focus to ensure successful implementation of each initiatives



Prof. Ernest Kofi Abotsi
Dean, UPSA Law School

OVERVIEW

In 2022, the Management of the UPSA Law School focused on delivering a strategic vision for the School in tandem with the overall mission of UPSA. In this regard, the School focused on four (4) key areas, namely brand projection and sustainability, strengthening programme delivery and quality, faculty capacity building, and research. Delivery on the Strategic Goals over the last two (2) years has ensured that the School has seen growth in key indicators and areas of its operation and management, including faculty hiring and retention, student numbers and applications

from prospective students, partner interest to engage with the School, and general visibility in the public space.

This report highlights the activities and accomplishments of the UPSA Law from January to December, 2022. These activities were designed to feed into the Strategic Goals of the University. As the competition intensifies among institutions providing legal education in the country, the UPSA Law School continues to strengthen its resolve in finding more and more apt ways of delivering values in terms of teaching, learning and research.

PROGRAMMES OFFERED

The UPSA Law School offers the following programmes:

- A Four (4) year LLB for Non-Degree holders.
- A Three (3) Year LLB Degree.

Staff

The total staff strength of the Law School as of November 2022 is forty-nine (49).

Admissions

Three-Year Post-First-Degree Programme
The aftermath of the COVID-19 pandemic was the alteration of the academic calendars at all the levels of education in the country. As a result, the Law School was able to admit fresh students into the three (3) year-post-first degree programme. In 2022, the School received a total of three hundred and nineteen (319) applications.

Four year Programme

The School is still receiving applications into the four-year programme and at the time of writing this report, and the number of applicants stood at seven hundred and forty eight (748).

Graduation

The UPSA Law School successfully graduated its third batch of the four-year Programme and the fourth batch of the three-year Post First Degree programme during the Second Session of the 14th Congregation held on Friday September 2, 2022. A total of one hundred and forty (140) students graduated; eighty-four (84) from the three-year programme and fifty six (56) from the four-year programme. The UPSA Law School recorded its first ever First Class from the four-year programme. Out of the seven (7) students who graduated with a Second Class Upper division, five (5) were from the four-year programme and two (2) from the three-

year programme. Twenty nine (29) students of three-year programme graduated with a Second Class Lower as compared to twenty four (24) from the four-year programme. A total of sixty five (65) students graduated with a third class and fourteen (14) with a pass.

HIGHLIGHT OF ACTIVITIES UNDERTAKEN

Continuing Quality Assurance of Teaching and Learning Systems

In 2020, the Law School established a peer review system and an annual teaching conference designed to strengthen the teaching and learning model in the school. The School continued to ensure that all course outline and teaching materials of faculty were subjected to an open system of peer review. This has ensured that there are synergies between the various syllabi taught in the school as well as uniformity in

teaching across the various subjects. It has also ensured that the output of faculty is of the expected optimum quality.

Improved Library and Research Stock

There was an improvement in the library and overall research stock of the school through tactical book sourcing. In 2022, the Law school received book donation from the International Law Book Facility (ILBF). This is in addition to the School's procurement of online law resources and materials for use by its lecturers. In the near future, this may be extended to the larger student body.

Efforts to start a Master of Laws Programme

A committee to develop a Master of Laws Programme was established, and the concept note for two programmes to be



mounted was completed. The concept notes are to be submitted to Management of the University for approval, and accreditation process.

ACADEMIC RESEARCH AND PUBLICATION

The UPSA Law School Journal

The second edition of the UPSA Africa International and Comparative Law Journal was published. This is an annual publication that contains rigorous and internationally peer-reviewed legal articles in International and Comparative Law. The 2022 submissions included articles from local and international scholars.

The maiden publication which came out in April 2022 was under the direction of the Editor-in-Chief, Mr. John Mensah with Dr. Francisca Kusi-Appiah as its Coordinating Editor.

The Editorial Council is made up of ten members, including three international editorial persons. Articles in the second edition are as follows:

- Mensa-Bonsu, Henrietta J.A.N., "In the Beginning is the Word" A Ringside View of the Significance of Language in

Procedural Rules and Pleadings in the Practice of Law.

- Atupare, Atudiwe P., National Courts and Human Rights Interpretative Methodology in Africa.
- Osei-Tutu, Justice Alexander, When Long Possession can Ripen into Ownership.
- Addai, Esther and Fobi, Oliver, A Comparative Study of the Implementation of Local Content Policies in Oil Producing Countries: Lessons for Ghana.
- Quashigah, Albert and Abledu, Yorm A., The Role of the Information Officer under Ghana's Right to Information Law and the Doctrine of Separation of Powers.
- Opoku-Agyakwa, Samuel, Upholding the Rights of Suspects and Accused Persons under Ghana's 4th Republican Constitution: Deeds of the Supreme Court.
- Oninku, Eugene Ablade, In Defence of Constitutionalism: A Review of the Decision of the Supreme Court of Ghana in the Montie 3 Presidential Pardon Case.





the Law School of choice. The growth and interest in applications to the Law School reflects in large part the success of that effort. This is in addition to the improvement in public awareness and a favourable view of the Law School and its programmes in general among the public. A high visibility digital screen mounted at the main intersection of the Kotoka International Airport highlights of some the School's public discussion platforms and complements the brand projection strategy of the school.

UPSA Today

Within the year, the Law School also successfully published the second edition of the UPSA Law Today, a newsletter that chronicles developments within the Law School, in addition to academic commentaries on trending subjects in the Law.

Faculty Publications

The year under review saw an impressive addition to the stock of scholarship produced by Faculty of the Law School. A total of nine (9) new publications were produced by faculty - an exponential growth by a factor by more than two hundred percentage point. Reference Appendix for publications.

Research Projects

Within the same reporting period, the UPSA Law School announced the first of its publicly competitive research projects, namely, a situational review of Ghana's preparedness under the Africa Continental Free Trade Agreement (AfCFTA), and the creation of an annotated manual on the

financial sector regulations. Impressive submissions/bids have been received and the selection of winning bids was made in October 2022.

Strong Online Presence

The Law School exponentially increased its online visibility and presence across a spectrum of the major social media networks. The conduct and organization of key programmes in Banking, Trade, Public education content (the Point of Law series), Global Law College, and Diplomatic Dialogue Series and other symposia have enabled tactically marketing of the School without the downsides of direct marketing or advertisement. The effect has been a marked growth in the numbers of online followers of the school and its programme.

Visibility and Brand Projection

During the 2021/2022 Academic year, the UPSA Law School continued and intensified its brand projection strategy. This strategy is fundamentally driven by the desire to enhance the image and brand standing of the Law School, which makes it

Monthly Faculty Meetings

In order to ensure inclusive and engaged management, the School continued to hold monthly Faculty meetings at the Law School. This enabled widespread consultations in the conception and decision-making processes and reinforced a sense of ownership by faculty. These meetings take place on the last Thursday of every month.

QUASI- CURRICULA ACTIVITIES

The Quarterly Banking Roundtable

The Absa-UPSA Law School Quarterly Banking Roundtable (QBR) is a quarterly discussion platform which was created, and critically examines pertinent issues affecting the banking sector in Ghana. It aims at holistically analysing the sector, dissecting its challenges and ultimately proposing solutions to these challenges.

Below are details of the discussions held in 2022:

Research Dialogue Series

The Research Dialogue series is an academic activity that seeks to promote

research and scholarship. In 2022, a total of seven (7) topics which were presented aimed at fostering constructive engagement between legal academia and the larger society of policy makers, lawyers, judges and law users. It also creates the platform for critiquing yet-to-be published research.

Moot Courts and the Law Challenge Competitions

In 2022, the UPSA Law School participated in the National Law Challenge and emerged as the first runner up in the competition. This was the first time the School had competed in the final round of the Contest and performed better than longer established Law Schools in Ghana. The School continues to build a robust Mooting System and is in the process of preparing a proposal for the consideration of Management for the inclusion of Moot Courts as an accredited course within the overall training. Within the last one month, we have become the first Ghanaian School to win the right to host the Africa regional qualifying round for the WTO international trade moot court in Geneva.

The Africa Trade Roundtable

The UPSA Law School began a collaboration with Association of Chartered Certified Accountants (ACCA) to organise the quarterly Africa Trade Roundtable. A programme has arguably become the leading platform for critical engagement on issues of African trade.

The Point of Law Series

The 'Point of Law Series' aims at simplifying the Law for the public. It provides the public with education on basic legal principles. It is presented in the form of legal nuggets, which are circulated twice a week on the School's various social media platforms.

The Dean's Welcome Cocktail for the LLB Class of 2025

The Dean's Welcome Cocktail, an informal and interactive session between the Dean and members of faculty and first-year students of the three (3)-year LLB programme was held in October 2022.

Fundraising and Donations

The Law School engaged in sponsorship drive as a means of raising funds to support its various initiatives. ABSA signed up for a title-sponsorship of the Quarterly Banking Roundtable and ACCA for the Africa Trade Roundtable.

UPSA Law Students' Union

Handing over to new Executives

The year in review saw a change of leadership in the Law School Union. Mr. Addai Badu Kwaku Larbi and his team on August 26, 2022 handed over to a new set of executives led by Ms. Abigail Abrefi Antwi.



OUTLOOK

As a School we acknowledge the challenges and opportunities presented by the current trends in our country, continent and the world as a whole, and we have positioned ourselves to manage these challenges as best as we can. But more importantly, we have positioned ourselves to take full advantage of the opportunities in our environment. Below are a number of initiatives we intend to embark on in the coming year;

- The creation of short legal training courses on various area of the Law to meet the demands of professional organisations in Ghana and the world as a whole. In line with this we have submitted for processing a proposal from the UK-based firm, OPSEL, for collaboration in delivery of training in corporate compliance.
- Encourage more Faculty members to publish in high ranking journals.
- The creation of new quasi-curricula activities and build on existing ones.

To increase the intake of our graduates into the Ghana Law School

STRATEGIC PRIORITIES AND 2023 FOCUS

PEOPLE

At the heart of everything that the University does is the people. This pillar, therefore, constitutes the true north of the University. By people, the University is referring to all its stakeholders, which include but are not limited to students, staff, alumni, industry, community, and other stakeholders.

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Faculty engages in teaching and learning training and peer review sessions. Research Dialogue Series for relevant conversations on legal matters. Engaging the external public through public lectures, research publications and media presence Mentorship and moot court programmes for students.	All year	Ongoing	Academic Deans	7	Faculty engages in these activities for knowledge sharing and national development.

PLANET

Invariably, every function of the University is performed within an ecosystem that constitutes the planet or the environment. By planet, the University is referring to both its physical as well as the virtual environment that supports teaching, learning and research. These include the land, air, buildings, experts lighting, security, information communication technologies, and learning management systems among others.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Ensure efficient and effective use of resources and utilities to enhance teaching, learning and research. Eliminate all barriers that limit equal opportunity and inclusiveness	Q2 2023	Ongoing	All Heads of Units	6	Shared responsibility is ensured

RELEVANCE

Day in and day out, the world is changing at a fast rate. Recognising the fast-paced world and the dynamic nature of society as well as the changing needs of people and industry, the University's functions must always be in tune with these changing trends to remain relevant. By relevance, the University is referring to the degree to which its products and services are useful to industry, people, society, nations, and the world.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Focus on research and community engagement to identify areas where the University can make a significant impact and develop action plans for execution	Ongoing	Ongoing	Faculty Deans and Directors of Centres	1	<ul style="list-style-type: none"> The Law School has instituted activities such as Point of Law Series, Law Fair, Quarterly Banking Roundtable, Research Dialogue Series for faculty and many other significant programmes for insightful and impactful outcomes in society. Continue with effective teaching and learning to produce world class legal scholars
Strengthen engagement with the business community and the general Public on knowledge sharing and advancement.	All year round	Ongoing	Faculty Deans and Directors	2	<ul style="list-style-type: none"> Stakeholder engagement through research activities and publication of UPSA Law School Journal. Establishment of relevant public lectures, effective use of media to educate the public on relevant legal topics. Instituted Diplomatic Dialogue Series, Africa Trade Roundtable, and UPSA Global Law College to engage on issues of global
Pursue partnerships and collaborative opportunities to enhance the image and reputation of the University through joint academic programmes.	All year round	Ongoing	Academic Deans	3	<ul style="list-style-type: none"> Strengthen existing collaborations with institutions within the corporate world, and legal fraternity for the benefit of students, faculty and enhancing the image of the University

Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All-year-round	Ongoing	Academic Deans and Directors of Centres	3	<ul style="list-style-type: none"> • Collaboration with some prominent media channels to disseminate important legal information to the public weekly. • Collaborating with the external and internal publics to publish in the prestigious UPSA Law Journal.
Seek partnerships and collaboration that will enhance the image and reputation of the University through consulting services.	All year round	Ongoing	Academic Deans and Directors of Centres		<p>Absa-UPSA Law School Quarterly Banking Roundtable</p> <p>UPSA Law School - ACCA Africa Trade Roundtable.</p>
Seek partnerships and collaborations that will enhance the image and reputation of the University through community service.	All year round	Ongoing	Academic Deans and Directors of Centres	3	Establishment of the Eminent Guest Lecture and the Absa-UPSA Law School Quarterly Banking Roundtable for discussion on topical issues of national, regional and global relevance.
Take up research to influence policy	All year round	Ongoing	Faculty Deans and Directors of Centres	4	<p>Encouraging faculty members to engage in research dialogues for peer review and publication of research findings.</p> <p>The School has instituted its research dialogue series, which makes it mandatory for all faculty members to engage in research work for knowledge advancement and knowledge sharing purposes.</p>
Continuation of guest lectures for experts to share their experiences.					There are many established channels by the School, as indicated above for important public lectures and other stakeholder insightful engagements.

Organise public lectures on topical issues	All-year-round	Ongoing	Academic Deans and Directors of Centres	5	Constitution Day Public Lecture International Lecture Eminent Guest Lecture UPSA Global Law College UPSA Legal Conference and Mentorship Fair Africa Trade Roundtable
Consulting services, participation in conferences and eminent roundtable discussions	All-year-round	Ongoing	Academic Deans	9	Ongoing
Organisation of legal fairs.	Q3 of every year	Ongoing	Academic Deans	10	Such programmes have been of immense benefit
Development of effective mentorship programmes	Ongoing	Ongoing	Academic Deans	8	To achieve practical and innovative learning

IMPACT

In a knowledge-based economy, universities are expected to contribute positively to human capital development and influence progress and development in all spheres of life. Through its teaching, research and service, the University recognises that it can make the needed impact if it delivers quality and excellence in all its functions.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
<p>Sustaining a conducive learning environment that puts the student at the centre.</p> <p>Encourage faculty to engage in cutting-edge research activities and publish in high-ranking journals.</p> <p>Develop faculty members to be experts and sought-after academicians in various aspects of legal education worldwide</p>	All-year-round	Ongoing	Faculty	2	Encourage students work in groups/teams

Strengthen student assessment mechanisms and feedback	All year round	Ongoing	Faculty	2	Develop a system to help students evaluate faculty timeously
Commence Masters in Law (LLM) programmes	Q3 2023	Ongoing	Academic Deans	3	Work in progress
Continue to enhance the UPSA Law School brand for competitiveness and global recognition	All-year-round	Ongoing	Academic Deans	3	Strengthen the teaching of ethic related courses
Research Dialogue Series as peer review mechanism to enhance research work and publication.	All-year-round	Ongoing	Academic Deans and Directors of Centres	5	Faculty engaged in Research Dialogue Series
Mobilisation of funds for effective research activities	Q1 2023	Ongoing	Faculty Deans	6	To research and provide relevant, practical and innovative solutions.
Engaging experts for training sessions regarding effective teaching activities	Ongoing	Ongoing	Faculty Deans	6	Engaged an expert from the Fordham University for a very educative session.
To pursue research work of national and global relevance	Q1 2023	Ongoing	Academic Deans and Directors	8	Ongoing
Establish more interdisciplinary academic engagements for human capital development.	All-year-round	Ongoing	Academic Deans	8	Absa-UPSA Law School Quarterly Banking Roundtable UPSA Law School - ACCA Africa Trade Roundtable
Sustain the monthly faculty meetings to discuss and evaluate ongoing activities.	All year round	Ongoing	Faculty/ Departmental Research Officers	4	Ongoing

SUSTAINABILITY

Increasingly, central government funding to public universities is dwindling. At the same time, certain expenditures, such as utility bills that used to be paid by the central government on behalf of these universities are now the responsibility of the universities. These developments put pressure on universities to pursue financial sustainability. By sustainability, the University is referring to the generation of revenues from multiple sources and prudent use of its resources to ensure financial resilience and continuous development.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
To seek grants for research	All year round	Ongoing	Directors of Centres and Deans	1	Ongoing
Develop marketable short courses for training	Yet to commence	Yet to commence	Directors, BDC and all Centres,	1	To collaborate with BDC
Seek consultancy services	All year round	Yet to commence	Directors, BDC and all Centres, Deans	1	Ongoing

CONTINUOUS IMPROVEMENT

As a teaching and learning institution, the University understands the importance of continuous learning for continuous improvement. By continuous improvement, the University is referring to progress and transformation to stay ahead of the curve. The continuous improvement would be achieved through constant proactive, active and reflective learning.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Continuous engagement with faculty to engage on matters relating to teaching, learning and research for progress. Enforce ethical standards among staff and students	All year round	Ongoing	All heads of units	3	Ongoing



Prof. Emmanuel S. Asamoah
Dean, Faculty of Information Technology
and Communication Studies

OVERVIEW

The Faculty of Information Technology and Communication Studies (FITCS) has two main departments, namely the Department of Information Technology and the Department of Communication Studies offering academic and professional programmes in Information Technology, Communication Studies and its related areas.

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

Since its establishment, the Faculty has positioned itself as a Faculty of excellence that produces highly competent Communication and IT scholars and professionals. The Bachelor of Science Degree in Information Technology Management and Bachelor of Arts degree in Public Relations Management have been

structured to train and continue to train outstanding graduates who are excelling in various industries in the country and elsewhere in the world. Similarly, the Diploma programmes in Public Relations Management and Information Technology Management provide solid technical training to make our graduates competitive in the rapidly changing world of work.

The Faculty does not just offer degrees to students, but equips them with skills to be relevant and ready for industry and to make them business entrepreneurs. In addition, the Faculty allows students to constantly interact with key industry players in the various fields of specialisation. Taking a course at the Faculty is more than the attainment of academic qualifications but a process of personal growth and development involving critical thinking and creativity. The Faculty offers exciting learning experiences and builds a strong relationship with present and prospective students.

PROGRAMMES OFFERED

The following undergraduate programmes were offered in the Faculty for the regular, evening and weekend streams.

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

STUDENT STATISTICS

Enrolment Statistics

Eighty-five (85) applicants were offered admission to the Bachelor of Science in Information Technology Management programme Level 300. Level 100 and 200 Bachelor of Science in Information Technology Management and Diploma in Information Technology Management programmes applicants to Level 100 applicants are yet to be admitted because of variation in the academic calendar.

One hundred and fifty-six (156) applicants were also admitted to the Bachelor of Arts in



Public Relations Management programme Level 300. Level 100 and 200 Bachelor of Arts in Public Relations Management and Diploma in Public Relations programmes applicants are also yet to be admitted because of the change in the academic calendar.

Student statistics

The current total student population of the Faculty is two thousand, eight hundred and forty-nine (2,849). The Department of Information Technology Studies has one thousand and three hundred and seventy (1,370) and the Department of Communication Studies has one thousand, four hundred and seventy-nine (1,479).

Graduation

In 2022, during the 14th Congregation, the Faculty graduated eight hundred and twenty three (823) consisting of 345 from the Department of Information Technology Studies. This included one hundred and fifty-three (153) Bachelor of Science in Information Technology Management and

one hundred and ninety-two (192) Diploma. Graduating from the Department of Communication Studies, were two hundred and twenty-five (225) Bachelor of Arts in Public Relations Management, and two hundred and fifty-three (253) Diploma in Public Relations students respectively.

Staff strength

The Faculty of Information Technology and Communication Studies has ninety-two (92) members of staff comprising full-time lecturers and administrators. However, the Faculty has no Administrative Assistants.

New Appointment, Promotions, Confirmation Of Appointment

Recruitment

In 2022, the University recruited four (4) lecturers to boost the strength of the teaching staff in the Department of Communication Studies:

Staff development

Twenty two (22) members of staff of the Faculty of Information Technology and Communication Studies are pursuing Doctorates of Philosophy (PhDs) on the approval of Management.

Members of staff attended conferences and workshops in 2022 (List of conferences and workshops attended by staff is in the appendix).

Research publications

The respective members of the Faculty of Information Technology and Communication Studies published the following research papers in 2022.



Book Donation

The Language Centre, under the auspices of the VC's Community Project, donated assorted reading books to pupils of the La-Nkwantanang Basic School. The gesture was aimed at improving the reading, speaking and writing skills of the pupils following the adoption of the school by the UPSA two years ago. The donation was to help infuse a reading culture in the pupils and prepare them for life-long learning.

KEY ACHIEVEMENTS

Accreditation of new programmes

The Department of Communication Studies added the following programmes that were successfully accredited to the portfolio of programmes and would be mounted in due course.

- Master of Philosophy in Media and Digital Communication Management

- Master of Arts in Media and Digital Communication Management
- Master of Business Administration Corporate Communicate (running already)

OUTLOOK

The Faculty of Information Technology and Communication Studies is poised to roll out these programmes in the two Departments:

Department of Information Technology Studies

Undergraduate Programmes:

- Bachelors of Science in Business Information Systems

Graduate Programmes:

- Master of Science in Business Computing
- Master of Science Information Security Management
- Master of Philosophy in Management Information Systems (submitted to GTEC)
- Doctor of Philosophy in Information Systems (submitted to GTEC)

These new programmes would be submitted to GTEC for due clearance in 2022.

Department of Communication Studies:

Undergraduate Programmes:

- Bachelor of Arts in Applied French (Communication)
- Bachelor of Arts in Language and Communication - With the GTEC, awaiting assessment

New programmes being developed:

- Bachelor of Arts in Communication Studies (submitted to GTEC)

Programmes due reaccreditation:

- Diploma in Public Relations (assessment done already by GTEC)
- Bachelor of Arts in Public Relations Management (in March 2023)

STATUS OF STRATEGIC PRIORITIES AND FOCUS OF FITCS

PEOPLE

Strategic Initiatives	Commencement Target	Completion Target	Status	Objective Number
<ul style="list-style-type: none"> Institute a mentorship or “academic blind dating” programm for early-career academics 	<ul style="list-style-type: none"> Q3 2022 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> We have identified senior faculty members and assigned early career/new entrants to them. The lack of senior faculty members is a challenge; We have however complemented it with peer to-peer mentoring. 	3

PROCESS

Strategic Initiatives	Commencement Target	Completion Target	Status	Objective Number
<ul style="list-style-type: none"> Develop a digital strategy, Digitize documents, Automation deployment of LMS and assistance Training of staff in ICT 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Part of our community service Support the relevant Units in the accomplishment of the digitalization agenda of the University 	<ul style="list-style-type: none"> Various

PLANET

Strategic Initiatives	Commencement Target	Completion Target	Status	Objective Number
<ul style="list-style-type: none"> Maintain a serene teaching and learning environment, well-organized, appealing and conducive to the functions of the University 	<ul style="list-style-type: none"> All year round starting in 2022 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Support the responsible Unit to accomplish this goal 	1
<ul style="list-style-type: none"> Develop and implement policies to enable the marginalized and disadvantaged in the Ghanaian society 	<ul style="list-style-type: none"> Q2 2022 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Support the responsible Unit to accomplish this goal 	

(e.g., girl child, orphans, persons with disability etc.) to access and complete tertiary education at UPSA.				
<ul style="list-style-type: none"> Sensitization session for all students 			<ul style="list-style-type: none"> Beginning everysemester, sensitization sessions are held for all students on: <ul style="list-style-type: none"> ▶ Effective learning ▶ Time management ▶ Examination rules and conduct ▶ Dress code, etc. 	<ul style="list-style-type: none"> Various

RELEVANCE

Strategic Initiatives	Commencement Target	Completion Target	Status	Objective Number
<ul style="list-style-type: none"> Identify areas where the University can make a significant impact and develop action plans for execution 	<ul style="list-style-type: none"> Q2 2022 	<ul style="list-style-type: none"> Q2 2022 	<ul style="list-style-type: none"> Volunteerism (Interim Executive for Volunteers for IT literacy) a wing of ITSA Voluntary training and development 	1
<ul style="list-style-type: none"> Strengthen engagement with the business community and the general public on knowledge sharing and advancement. 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Cyber Security Authority (CSA) Institute of Public Relations (IPR) Advertising Association of Ghana (AAG) FITCS Alumni 	2
<ul style="list-style-type: none"> Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic Programmes. 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Collaborate with the Cyber Security Authority (CSA): MSc in Information Security Advertising Association of Ghana (AAG): BA Communication Studies 	3
<ul style="list-style-type: none"> Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects. 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Yet -to-be initiated in 2023 	3
<ul style="list-style-type: none"> Seek partnerships and collaborations that will enhance the image and reputation of the University through consulting 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Yet -to-be initiated in 2023 FITCS Alumni Areas identified are AI and IS Security services. 	3

<ul style="list-style-type: none"> Seek partnerships and collaborations that will enhance the image and reputation of the University through community service. 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Yet -to-be initiated in 2023 	3
<ul style="list-style-type: none"> Take up research to influence policy 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Fallout from the Technology Trends and Awareness Webinar Series is to provide a researched policy brief on the protection of children in the cyber space 	4
<ul style="list-style-type: none"> Introduce guest lectureship opportunities for practitioners to share insights 	<ul style="list-style-type: none"> Q3 2022 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Guest lecture series in each half of the year. Seek partnership and sponsorship in 2023 	5
<ul style="list-style-type: none"> Organise public lectures on topical issues 	<ul style="list-style-type: none"> Q2 2022 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Technology Trends and Awareness Webinar Series Monthly webinar Launched in 2022 and 2 sessions were held in 2022 Seek for partnership and sponsorship in 2023 Public lecture on matters relating to media and information technology in 2023 	5
<ul style="list-style-type: none"> Institute staff industry attachment programme for young faculty as a community service during the long vacation 	<ul style="list-style-type: none"> Q2 2022 	<ul style="list-style-type: none"> Q2 2022 	<ul style="list-style-type: none"> Yet to be initiated in 2023 	9
<ul style="list-style-type: none"> Continue to organize free training for SMEs in the catchment area of UPSA 	<ul style="list-style-type: none"> Q3 of every year 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Yet to be initiated in 2023 	10
<ul style="list-style-type: none"> Foster collaborations between the University and Industry 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Professional Master Class FITCS Alumni Workshops with Industry Players 	2
<ul style="list-style-type: none"> Train graduates with an entrepreneurial mindset to create jobs 	<ul style="list-style-type: none"> Q3 2024 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Semester workshops by OMSSA on Entrepreneurship Coding competition for level 300 and 400 IT students (once every semester) 	8

IMPACT

Strategic Initiatives	Commencement Target	Completion Target	Status	Objective Number
<ul style="list-style-type: none"> Promote self-learning and group studies among students 	<ul style="list-style-type: none"> All year round 	Ongoing	Use students' association to do: <ul style="list-style-type: none"> Peer-to-peer learning and support Peer-to-peer tutoring 	1
<ul style="list-style-type: none"> Strengthen student assessment mechanisms and feedback 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Worked closely with class representative to achieve quality output of lecturers in the class 	1
<ul style="list-style-type: none"> Align existing curricula with the changing needs of society 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Review of course outlines at the beginning of each academic year Part of new programme development Review curriculum during accreditation 	3
<ul style="list-style-type: none"> Build professional ethical dimensions into the University's courses 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Review of course outlines at the beginning of each academic year Built into new programme development Review curriculum during re-accreditation Guest invitation for lectures 	3
<ul style="list-style-type: none"> Constitute teams or working groups for research publications 	<ul style="list-style-type: none"> Q3 2022 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Monthly publication clinics in 2023 Formed research teams on thematic areas Encourage Interdisciplinary Studies 	5
<ul style="list-style-type: none"> Mobilise funds to establish Research Chairs 	<ul style="list-style-type: none"> Q4 2022 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> To be initiated in 2023 	6
<ul style="list-style-type: none"> Recruit the right persons for the Research Chairs 	<ul style="list-style-type: none"> Before Q4 2022 	<ul style="list-style-type: none"> Q4 2024 Ongoing 	<ul style="list-style-type: none"> To be initiated in 2023 	6

<ul style="list-style-type: none"> Build a research agenda around existing strengths/ expertise and nurture capacity for emerging areas 	<ul style="list-style-type: none"> Q1 2023 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Formed research teams on thematic areas 	8
<ul style="list-style-type: none"> Constitute teams For Interdisciplinary And Multidisciplinary Research based on interests 	<ul style="list-style-type: none"> Q1 2023 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Monthly publication clinics in 2023 Form research teams on thematic areas Encourage Interdisciplinary Studies 	8
<ul style="list-style-type: none"> Promote research publication in ranked or recognizable journals 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> One Lecturer One Journal Article in 2023 	5
<ul style="list-style-type: none"> Develop a proposal for establishing Research Chairs 	<ul style="list-style-type: none"> Q3 2022 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> To be initiated in 2023 	6
<ul style="list-style-type: none"> Sustain the Departmental research seminars 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> This is done every semester 	4

SUSTAINABILITY

Strategic Initiatives	Commencement Target	Completion Target	Status	Objective
<ul style="list-style-type: none"> Develop marketable short courses for training 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> To be initiated in 2023 IT and Communication related short courses Explore the possibility of running Information Systems Audit and Control Association (ISACA) certifications Language Centre TOEFL®: Test of English as a Foreign Language IELTS: International English Language Testing System Cambridge English Qualifications PTE Academic: Pearson English Language Test 	1
<ul style="list-style-type: none"> Seek consultancy services 	<ul style="list-style-type: none"> All year round 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> To be initiated in 2023 	1

CONTINUOUS IMPROVEMENT

Strategic Initiatives	Commencement Target	Completion Target	Status	Objective
<ul style="list-style-type: none"> Introduce new academic programmes at the Bachelor's level 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Submitted to GTEC BA Communication Studies (submitted to GTEC) Under preparation BSc Business Information Systems BSc Information Technology Management Diploma in Information Technology Management 	2
<ul style="list-style-type: none"> Introduce new academic programmes at the Master's level 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Accredited and running MBA Corporate Communication Accredited and advertised MA Media and Digital Communication Management MPhil Media and Digital Communication Management Submitted to GTEC Mphil in Information Systems Awaiting internal review MSc in Information Security MSc in Information Systems MSc in Business Computing 	2
<ul style="list-style-type: none"> Introduce new academic programmes at the Doctorate level 			<ul style="list-style-type: none"> Submitted to GTEC PhD in Information Systems To be developed in 2023 PhD in Media and Communication 	2



Prof. Albert Puni
Dean, Distance Learning School

OVERVIEW

The Management of the University of Professional Studies, Accra (UPSA) through the approval of the University Council set up the Distance Learning School (DLS) to make distance learning part of the University operation to broaden access to higher education in Ghana and beyond. Consequently, a team was tasked to provide the technical expertise to ensure the set-up of the School, undertake the necessary actions to obtain institutional and distance programme accreditation, and design policies and structures for offering distance programmes in the University. This report

covers the activities undertaken by the Distance Learning School (DLS) during the year under review 2022.

The first admission of students for the Distance Learning School was in 2020. In August 2022, it graduated its first batch of students. This report highlights the activities undertaken by the Distance Learning School during the year under review 2022.

PROGRAMMES OFFERED

The Distance Learning School currently runs the underlisted programmes for the 2022/2023 academic year;

- MBA Accounting & Finance
- MBA Auditing
- MBA Corporate Governance
- MBA Marketing

Staff

The Distance Learning School which was set up as a team in 2017 has undergone transformation and currently, has seven members of staff.

HIGHLIGHT OF ACTIVITIES

Study Manuals

In 2022, study manuals continued to be developed to facilitate teaching and learning. The stages in the manual development were as follows: 14

Mmanuals completed 18 yet to be completed and 11 yet to be commissioned.

Learning Management System (LMS) and Course Delivery

Five courses were being offered in the first semester of Year One, while twelve courses are being taught in the first semester of Year Two. Study manuals were developed and uploaded on the virtual platform or Learning Management System (LMS) with info graphics PowerPoint slides. Lecturers use the infographic PowerPoint for two hours' live session teaching on specific days and specific times after which the system does not allow any submissions. Security of the platform is guaranteed against illegal duplication. Lecturers use Zoom meeting to have lectures with students on a timetable drawn conveniently to suit both lecturers and students in an interactive mode.

E-Resources

The Distance Learning School acquired ninety (90) e-resources/e-books from case study websites for teaching and learning.

2022 Practitioners' Forum

As part of the requirements for the award of the MBA Degrees, the Practitioners' Forum was organised for final year students during the second semester of the 2021/2022. The forum aims at deepening the understanding of students in the management of organizations as well as enabling them to internalize and demonstrate fundamental business etiquettes. All final year MBA students participated. The Vice-Chancellor, Prof. Abednego Feehi Okoe was the resource person who shared insightful thoughts and experiences.



Admissions

The School of Graduate Studies (SOGS) runs the Distance Learning School programmes

During the year under review, the Distance Learning School admitted 26 students into its various programmes.

Matriculation

Twenty-six (26) fresh students from the Distance Learning School took part in the Matriculation that was held year.

Graduation

The Congregation ceremony of the Graduating Students was held in August, 2022, with 30 students graduating in various disciplines.

Other Activities

Publicity Drive

During the year under review, the Distance Learning School embarked on a publicity drive to augment admissions for in the future. The objective of the project was to disseminate information to increase awareness, focusing on institutions that are likely to be attracted by staff for admission.

From questions and submissions received, it was observed that majority of the organisations that the University distributed letters were not aware of all the programmes being run by the University. It was also noted that more staff were interested in distance learning, as it is convenient and saves cost and time. Most of the organisations visited suggested that

the distance Learning programme should be extended to some core undergraduate programmes of the University. During the publicity, letters were distributed to more than thirty-five organisations.

CONCLUSION

The Distance Learning School is very grateful to Management, Directors, Deans, HODs, Unit Heads and Faculty Members for their unflinching support. The success chalked by the Distance Learning School was attributed to the collaboration among Graduate School, Faculties, Departments, the various Directorates and Units. The Distance Learning School is optimistic that it will maintain this collaboration to ensure effective service delivery.



Dr. Ampem Darko Aniapam
Dean, Weekend School

OVERVIEW

The year 2022 has been an exciting one for the Weekend School and as a result, provided a great foundation for some goals/objectives that the School hopes to achieve in 2023. The main goal was to continue with improving upon the rise in student enrolment after the continuous decline over the years, as well as providing a conducive environment for effective teaching and learning. To achieve this, the School focused on ensuring better performance calling all applicants who gained admission but who had not reported for lectures, as well as creating a conducive environment to support 21st Century teaching and learning. The Management of the Weekend School hopes to continue with these initiative and therefore, appeals

to the Deans and Directors of the various Faculties and Directorates that summit the School to continue so that it can achieve its goals. The report below summarizes some of the activities undertaken by the School during the year and the goals/objectives that the school hopes to achieve in.

The Undergraduate Weekend School of the University of Professional Studies was established in 2009 to alleviate the problems and difficulties that many workers face attending the Regular and Evening Schools because of combining work with lectures on weekdays. The Weekend School has since admitted students to various undergraduate and diploma programmes and graduated its twelfth (12th) batch of students in September, 2022.

PROGRAMMES OFFERED

The Academic Programmes of the Weekend School fall within the four (4) Faculties in the University. These are: Faculty of Accounting and Finance, Management, Information Technology and Communications Studies and Law.

Academic Programme

The undergraduate Weekend School currently runs the following degree and diploma programmes:

Degree Programme

- Bachelor of Science in Accounting
- Bachelor of Science in Accounting and Finance
- Bachelor of Science in Banking and Finance

- Bachelor of Business Administration
- Bachelor of Science in Marketing
- Bachelor of Science in Information Technology Management
- Bachelor of Arts in Public Relations Management

Diploma Programme

- Diploma in Accounting
- Diploma in Marketing
- Diploma in I.T. Management
- Diploma in Management Studies
- Diploma in Public Relations Management

STAFF

The Weekend School is currently being managed by three (3) permanent staff

STUDENTS ENROLLMENT

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

Total programme applications for the Weekend Undergraduate and Diploma as at October 2022 were 587 applicants. This is made up of 68 diploma and 519 degree applicants. In 2021, the total diploma applicants were 82 applicants and that for degree was 584 applicants.

As of the time this report were written, admissions were still in progress so this numbers may change in the course of time.

Currently, only Level 300 top-up fresh students have been admitted for the 2022/2023 academic year. A total of 169

Level 300 top-up students were admitted to the Weekend School comprising 81 males and 88 females. Admissions to Level 100 and Level 200 are yet-to-be completed for the 2022/2023 academic year. Comparatively, the total for Level 300 top-up fresh admissions for 2021 was 192 as against 169 for 2022.

Freshman Enrollments for 2022/2023

The total Weekend School enrollment comprising Level 300 continuous, 300 top-up and Level 400 continuous stood at 567 students. This figure excludes the

enrolment of Level 100 and 200 fresh and continuous enrolments, for the 2022/2023 academic year, which are yet-to-be churned out.

GRADUATION STATISTICS

The 12th batch of 243 students from the Weekend School graduated in September 2022.

Comparison of performance between 2021 and 2022 graduates showed that the 2022 batch of graduating weekend students performed slightly better than their

predecessors in terms of percentage of students who had first class, second upper and second lower.

KEY ACHIEVEMENTS

Despite some of the constraints experienced, the school was able to achieve some of its goals in 2022. The School was able to collaborate with Faculties to process Weekend students, who were omitted from the graduation list in 2021.



ALIGNMENT OF STRATEGIC PLAN WITH FOCUS FOR 2023

The Management of the Weekend School has set the following targets for the 2022/2023 academic year:

PEOPLE

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Institute a mentorship or academic blind dating programme for early career academics	All year round	Ongoing	Academic Deans	7	Collaborate with Faculty Deans to ensure that Junior Academics assigned to teach at the Weekend School have been assigned to Mentors

RELEVANCE

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Introduce guest lectureship opportunities for practitioners to share insights	Q1 2023	Ongoing	Academic Deans	5	Do it in collaboration with the various faculties
Institute staff industry attachment programme for young faculty as a community service during the long vacation.	All-year-round	All-year-round	Academic Deans	9	Collaborate with Faculty Deans for implementation
Train graduates with an entrepreneurial mindset to create jobs	All-year-round	Ongoing	Faculty	8	Programmes and courses are tailored towards developing entrepreneurship and it is ongoing

IMPACT

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Promote self-learning and group studies among students	All year round	Ongoing	Dean	2	Students have been encouraged to form study groups to work in groups/teams
Strengthen student assessment mechanisms and feedback	All year round	Ongoing	Dean	2	Put in place systems and measures to help students evaluate faculty timeously
Align existing curricula with the changing needs of society	All year round	Ongoing	Academic Deans	3	Collaborate with Academic Deans to revise curricular of Programmes to align with the changing needs of society.
Constitute teams or working groups for research publications	Q3 2022	Ongoing	Academic Deans and Directors of Centers	5	Work with the various faculties to support ongoing but will continue to work in teams
Build a research agenda around existing strengths/ expertise and nurture capacity for emerging areas	Q1 2023	Ongoing	Academic Deans and Directors	8	Encouraging students to pick project work topics from areas that helps faculty to strengthen their areas of expertise.
Constitute teams for Interdisciplinary and Multidisciplinary Research based on interests	Q1 2023	Ongoing	Academic Deans	8	Collaborating with ongoing activities by the various faculties

SUSTAINABILITY

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
The centres and faculties should aggressively seek grants for research	All year round	Ongoing	Directors of Centers and Deans of Faculties	1	Yet to start
Develop marketable short courses for training	All year round	Ongoing,	Directors, BDC and all Centers,	1	Collaborate with faculty to develop the short marketable courses
Seek consultancy services	All year round	Ongoing	Directors, BDC and all Centers, Deans of Faculties	1	Yet to start

CONTINUOUS IMPROVEMENT

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Enforce ethical standards among staff and students	All year round	Ongoing	All heads of Units	3	Ongoing but will strengthen the implementation of ethical standards among staff and students



Dr. Frederick Doe
Deputy Director, Institute of
Professional Studies

OVERVIEW

The Institute of Professional Studies (IPS) is the oldest academic unit of the University of Professional Studies, Accra. It is responsible for the provision of tuition and training in professional courses and has maintained and executed this mandate for over 56 years. It is headed by a Director who oversees the general administration of the Unit, and assisted by a deputy Director and Assistant Registrars (Senior/Junior).

PROGRAMMES OFFERED

Regular Full-Time Professional Courses

The Institute provided and continues to provide tuition to full-time students leading to qualifications in the Chartered Institute of Marketing (CIM, UK), Chartered Institute of Bankers, Ghana (CIBG), Institute of Chartered Accountants, Ghana (ICAG), Association of Chartered and Certified Accountants (ACCA) and Institute of Chartered Secretaries and Administrators (ICSA). New additions to the Institute's portfolio include: Chartered Institute of Marketing, Ghana (CIMG).

Progressive Professional Path-Way Programme (PPPP)

The Progressive Professional Path-way Programme (PPPP) aimed at encouraging past students of the University to re-enroll and study for professional qualifications is

an incentive for past students of UPSA to receive a 50% waiver off the cost of tuition upon enrollment.

Combined Degree and Professional Programme (CDPP)

The Combined Degree and Professional Programme (CDPP) is a programme facilitated by the Institute which allows all degree students to take a professional course of their choice while reading their main academic programme and are expected to graduate with both honours and Charter at the end of their stipulated period of study.

As part of the Vice-Chancellor's special initiative, students are given free tuition for their professional courses to alleviate any other financial burden on the students and to encourage them to take a double programme at UPSA. The table below

shows the CDPP courses being run by the Institute.

Statistics

The Institute has a total of Four Hundred and Eighty-Five students (485) comprising Sixteen (16) enrolled on the Progressive Professional Pathway Programme (PPPP) and Four Hundred and Sixty-Nine (469) enrolled on the regular professional programme.

Enrolment

In the year under review, a total of Four Hundred and Sixty-Nine (469) students made up of continuing students and fresh admissions were registered at the Institute. A further sixteen (16) subscribed to the Progressive Professional Pathway Programme.

Admission of Regular Professional Students

In spite of the disruptions of the Academic Year by the UTAG strike, the Institute was able to enroll candidates from the WASSCE June and November 2021 examinations into the regular professional programmes run by the Institute. This is presented in the table below:

PROGRAMME	LEVEL	NO OF STUDENTS	MALE	FEMALE	TOTAL
CIM -UK	ACCESS	22	13	9	22
	LEVEL 6	5	2	3	5
	LEVEL 7	7	3	4	7
CIMG	PATHWAY 3	398			398
ICAG	ACCESS	15	9	6	15
	PART II	6	4	2	6
	PART III				
ACCA	ACCESS	11	6	5	11
	PART II	5	3	2	5
TOTAL ADMISSIONS					469

Admission into the Progressive Professional Path-Way Programme (PPPP) Sixteen (16) students were admitted to two of the professional programmes namely CIM-UK and ICAG at Level 7 and Part II respectively. This is shown in the table below:

Staff

The Institute had a staff of a Deputy Director and supported by three (3) Assistant Registrars and one (1) Senior Administrative Officer.

HIGHLIGHT OF ACTIVITIES

The Institute successfully on boarded the CIMG programme and prepared candidates for the first ever CIMG examination, 17 candidates were successful. Varying numbers of students also studying for the CIM (UK) qualifications passed various levels of the CIM-UK examinations. A total of 83 students qualified at various levels of CIM (UK) and CIMG.

KEY ACHIEVEMENTS

Additions to the Institute's Portfolio
In 2022, the Institute, initiated interactions between UPSA Management and new professional bodies aimed at developing collaborations and obtaining accreditation to run the professional programmes in question at the University. These interactions have resulted in MOUs that have been signed by both parties. These include:

- Chartered Institute of Logistics and Transport (UK/GHANA)
- Chartered Institute of Bankers, Ghana (CIBG)
- Project Management Institute (PMI)

Other collaborations being worked on include the following:

- Chartered Institute of Management Accountants (CIMA)
- Chartered Institute of Procurement and Supply (UK/GHANA)



Development of IPS Application Platform

In the year under review, the Institute, in collaboration with the Information Services and Technology Institute (ISTD) worked to create the IPS Application platform for future admissions and student data management to be named as 'Professional Student Information Management System' (PSIMS). The Application has been handed to the Institute in anticipation of the official launch of the Application and subsequent usage.

Commendation for Excellent Standard of Results in CIM (UK) December 2021 Assessments:

Global Marketing Decisions (Postgraduate Diploma in Professional Marketing)

Commendation for Excellent Standard of Results in Three CIM (UK) July 2022 Assessments:

1. Managing Brands (Diploma in Professional Marketing)

2. Global Marketing Decisions (Postgraduate Diploma in Professional Marketing)
3. Corporate Digital Communications (Postgraduate Diploma in Professional Marketing)

CONCLUSION

The management and staff of the Institute commit to ensuring that all the Strategic Goals set for the Institute in line with the Strategic Goals of the University are achieved to the maximum.



OUTLOOK

The Institute has earmarked 2023 as the year of increased student enrollment. In line with this, programmes run by the Institute have been assigned to the Assistant Registrars to act as Schedule Officers. This is the first step towards bringing data of students on each professional programme up to date.

To increase enrollment, each Schedule Officer has been tasked to draw up a programme of outreach targeting workers in various organisations to whom our professional programmes might be of interest. They are also to market professional programmes in their charge to degree students of UPSA. It is expected that these two outreach programmes will increase enrollment from both external and internal sources.

The Institute also anticipates a roll-out of newly accredited professional programmes as well as enhanced tuition delivery modules such as the Weekend School and Distance Learning modules, which are projected to increase student enrollment for 2023. The Institute anticipates an appreciable increment in the IGF generated by close of 2023.

ALIGNMENT OF 2023 FOCUS TO THE STRATEGIC PLAN

PEOPLE

Strategic Focus	Strategic Goal	Strategic Initiatives	Measurable Targets	Target Date	KPIs
	<p>Attract students and staff from all backgrounds with the potential to contribute to and benefit from the lifelong teaching and learning experience of the University.</p> <p>Offer excellent teaching and learning experiences to all students that will equip them to excel in their chosen careers.</p>	<ol style="list-style-type: none"> 1. Add weekend and online modules to the tuition options to attract more students 2. Add more professional programmes to the Institute's portfolio. 3. Intensive mass media and social advertising 4. Outreach to Corporate Institutions <p>Arrange CPDs for faculty teaching on the professional programmes and encourage faculty to execute CPDs</p>	At least 10% growth in professional student enrollment	Q3 of 2033	<p>Admission Statistics</p> <p>Improvement in pass rates of students sitting for the professional exams.</p>

PROCESSES

Strategic Focus	Strategic Goal	Strategic Initiatives	Measurable Targets	Target Date	KPIs
	Strengthen the governance structure and administrative processes for institutional effectiveness and efficiency	Develop and submit a policy for the effective running of the Institute to Management for approval		Q3 of 2023	Increase in efficiency in the institute.

RELEVANCE

Strategic Focus	Strategic Goal	Strategic Initiatives	Measurable Targets	Target Date	KPIs
Goal 5, Objective 2	Promote industry relations and interaction with the business community to advance the institutional goal of relevance	Organise at least two seminars with selected professional bodies and corporate entities.		Q3 & Q4 2023	Stakeholder interactions.
Goal 5, Objective 3	Establish and expand appropriate and purposeful partnerships and collaborations with institutions and networks across the sectors of society that contribute to excellence in teaching, research, consulting, and services.	Collaborate with professional bodies to have joint programmes	At least 2 CPDs every year		

SUSTAINABILITY

Strategic Focus	Strategic Goal	Strategic Initiatives	Measurable Targets	Target Date	KPIs
Goal 6, Objective 1	Generate and manage financial resources and other capital to ensure resilience, sustained growth and long-term sustainability.	Liaise with other Faculties, Centres and professional bodies to develop marketable short courses for training	Increase IGF generated by the Institute by 20%.		Increase in the Institute's quota of IGF contribution

CONTINUOUS IMPROVEMENT

Strategic Focus	Strategic Goal	Strategic Initiatives	Measurable Targets	Target Date	KPIs
Goal 7, Objective 3	<p>Continue to promote scholarship with professionalism as the hallmark of the University.</p> <p>Institute an annual UPSA professional week and plan activities to engage with stakeholders</p>	<p>Liaise with PAD to develop and disseminate information about professional courses offered by the Institute and media campaigns in both mass media and social media.</p> <p>Liaise with the office of the Registrar, PAD, Academic Affairs to initiate and plan for UPSA professional week.</p>	<p>Attain 60% of staff with professional qualifications Increase enrolment of workers on professional courses by 5% every year Increase graduation of students with dual qualifications to 40%</p>	Q 3 and Q 4	<p>Staff with professional qualifications Graduation students with dual qualification.</p> <p>Faculty sponsored or supported to pursue professional qualifications</p>



07

KOFI
AGYE - KONADU
JDTORIUM



Dr. Mary Essiaw

Director, Institute of Work, Employment and Society (IWES)

OVERVIEW

Institute of Work, Employment and Society (IWES) is engaged in policy-driven research, consultancy and advocacy in the areas of work, employment and societal issues. The year 2022 marked the fifth anniversary IWES, which is of the belief that work and employment relationships should not hurt anyone. The Institute hopes to transform the lives of people, their experiences at work, and employment relationships through innovative discoveries in areas vital to the world of work with the ultimate goal of improving the employee, organisational practices and the various sectors of the economy for development.

To ensure high productivity, IWES conducts research, consultancy and advisory services for dissemination to various sectors of the country. The Institute intends to build on its concerted efforts with its stakeholders, and local and international partners to achieve the optimum.

Staff

The total staff strength of the Institute is nine (9)

Staff Development

Members of the Institute attended conferences, webinars, seminars, and workshops which were organised during the period under review. These programmes have been presented in a table.

CONSULTANCY SERVICES

Professional Training

The Institute continued its tailor-made training programmes for employees of AngloGold Ashanti. The Professional Certificate in Supervisory Management programme for about 800 Supervisors from AngloGold Ashanti Ghana (AGAG) in different cohorts continued. The in-person delivery of various modules for the 3rd

cohort of 30 participants was completed. A training manual for the programme was developed by the facilitators. The third Cohort of 30 participants was scheduled to graduate on December 3, 2022, at Obuasi however, the ceremony was rescheduled for February 2023.

During the period under review, the graduation ceremony for 31 participants of Cohort 2 was held on Saturday, April 2, 2022 at Obuasi. The training modules were delivered over 96 credit hours within six (6) months. The Cohort 2 of the Professional Certificate in Supervisory Management programme commenced on November 6-7, 2021 with 32 participants. Mrs. Erika M. Osae coordinated and also served as the lead facilitator for some of the Modules. The training sessions were held online at the Graduate School's ultra-modern studio.

A three-member team made up of Prof. Charles Barnor, Pro-Vice-Chancellor, Dr

Edward Attah-Botchway, Head of Department, Banking and Finance and Mrs. Erika M. Osae, Research Fellow/Programme Coordinator, IWES, represented the University during the graduation ceremony.

In attendance were the Managing Director of AGAG, Dr. Eric Asubonteng and his family, as well as some senior management. After the graduation ceremony, the team secured an upward adjustment for the programme.

Certificate in Supervisory Management – Iduapriem Mine Limited

As a result of the successful delivery of the tailor-made training programme the Institute was recommended to AngloGold Ashanti Iduapriem Mine Limited.

The first cohort (Cohort 1) began training on November 18, 2022. The training will span a period of six (6) months. About fifty

(50) employees enrolled on this first cohort. The total income generated was ₵500,000 ghs

Postgraduate Diploma in Leadership and Organisational Development Programme

IWES has been coordinating activities of the Postgraduate Diploma in Leadership and Organisational Development Programme being organised for Managers/Supervisors from AngloGold Ashanti. The one-year Postgraduate Diploma programme commenced on January 15, 2022 and ended successfully with eighteen (18) students graduating during the special graduation ceremony held on November 1, 2022 at the Ohene Konadu Auditorium of the University. A special award for the best graduating student was received by Mr. Richard Akomanin Blankson.

The total income generated by IWES out of this programme so far is ₵216,000 ghs.

Expression of Interest

The Institute continued to scout for 'Call for Research Proposals' and 'Expression of Interest' that falls within its mandate. Follow-ups were made on some proposals.

PROGRAMME DESIGN

The Institute worked diligently to complete the necessary consultations with different organisations in Health and Safety, Environment and Sustainable Development, and Disaster Management. In this direction, collaboration letters have been received from various industries and public organisations/institutions for collaboration. Meetings were held with the



Academic Audit and Review Committee of UPSA for approval and onward submission to the Ghana Tertiary Education Commission (GTEC). The programmes include:

- Master of Science (MSc) in Occupational Health and Safety
- Professional Diploma in Occupational Health and Safety Practices

The Institute is looking forward to developing a Diploma programme in Disaster Management.

LECTURING ACADEMIC PROGRAMMES

Research Fellows in IWES supported faculties to lecture various courses. The courses of study, levels and number of credit hours allocated to the Research Fellows were for the second semester of 2021/2022 academic year.

SHORT COURSE TRAINING

The Institute continued to make contacts with various organisations to create awareness about the courses and invite them to participate in the short course training programmes. Management of IWES after a thorough review of the

programmes decided to run the programmes for interested organisations according to their preferred mode of delivery.

Tailor-made programmes have also been designed for some organisations. These are being considered by the organisations and will soon yield positive results. The programmes have since been advertised on the web page of the Institute of Work, Employment and Society (IWES).

The three -day short course training programmes included the following:

- Business Consulting
- Cross-Cultural Management of Human Resource
- Planning for Retirement and Pension
- Labour and Employee-Relations in Ghana
- Managing Tier 2 and 3 Pension Schemes
- Strategic Human Resource and Succession Planning
- Occupational Health and Safety Practices and Disaster Management (Introductory)
- Occupational Health and Safety Practices and Disaster Management (Intermediate)

- Occupational Health and Safety Practices and Disaster Management (Final)

CONDUCT OF POLICY-DRIVEN RESEARCH

Research Ethics Committee

The determination of the Institute of Work, Employment and Society (IWES) in ensuring the formation of the Institutional Research Ethics Committee (IREC), led to a consultative training session of key members.

Research Grants

IWES Research Fellows worked on some proposals which are at various stages of completion for submission to various international and local agencies and organisations. Various grant applications have also been submitted.

Research Publications

The conduct and dissemination of policy-driven research was another milestone of the IWES during the year under review. In this direction, the Research Fellows of the Institute worked on various articles that have been published in various journals. Others were at various peer-review stages and some reached advanced stages of the publication process.



2022 INTERNATIONAL FAMILY DAY

The Institute commemorated the 2022

International Family Day with a public lecture held on May 26, 2022 at the Justice Aryeetey Auditorium. The theme for the public lecture was “Urbanisation and Family Values.”

CERTIFIED PUBLIC MANAGER (CPM) PROGRAMME

IWES worked assiduously to get participants to patronise the new professional programme. To give the Certified Public Manager Programme the needed prominence as an upcoming professional programme for UPSA, various platforms were used to advertise the CPM Programme.

One such platform enabled IWES to select facilitators for a training programme organised with the Gamey and Gamey Group, a consultancy services and practical training organisation and GIMPA for some participants from the general public. The

training programme was held on 14th and 15th July, 2022 at Holiday Inn Hotel, Accra on “Vulnerability.” It was held as a prelude to the CPM programme.

WEBINAR FOR UPSA STAFF ON PLANNING FOR RETIREMENT

The Institute's flagship programme for staff on Planning for Retirement was on December 15, 2022, on zoom. The Institute will continue to seek support for subsequent workshops and seminars to be held for staff to enhance their preparatory activities towards enjoyable retirement.

ASSOCIATION OF RETIREES OF UPSA (ARUPSA)

The Institute's quest to form the Association of Retirees of UPSA (ARUPSA) is on course. Some retirees have been contacted and a WhatsApp group has been created to encourage communication on the way forward to launch the association early next year with support from Management.

ORGANISATIONAL/ INSTITUTIONAL COLLABORATION

In order to engender more exposure and secure partnership with different organizations, the Institute has participated in several other activities. These include holding high-level meetings with various Chief Directors in the Ministries and Human Resource Managers of various organisations on areas of collaboration and priority for the government agencies.

In line with this, IWES collaborated with the following organisations and institutions;

- Gamey and Gamey Group
- Trades' Union Congress (TUC)
- General Agricultural Workers' Union (GAWU)
- AngloGold Ashanti (Ghana) Limited
- University of Virgin Islands – United States of America



OUTLOOK

In the ensuing year, the Institute plans among other things, to undertake the following activities:

- Project the Institute's image globally through international conferences, seminars and research publications
- Undertake corporate social responsibility (Planning for Retirement)
- Annual International Labour Day Public Lecture (May Day)
- Undertake workshops for the general public
- Conduct research on work, employment and social issues
- Undertake consultancy services
- Solicit collaboration and partnerships



Prof. Albert Martins
Director, Business Development Centre

OVERVIEW

The Business Development Centre (BDC) is the commercial wing of the University of Professional Studies, Accra (UPSA). It has the mandate to generate additional streams of revenue for the University through the development and effective management of professional courses; training programmes; consultancy services as well as business-support services targeted at a variety of markets. This report outlines the operations undertaken by BDC in 2022.

STATISTICS

The Centre has a total of seven five staff, including twenty-six contract staff.

HIGHLIGHTS OF ACTIVITIES OF CENTRE

Alumni Guest Lecturers

Alumni Relations collaborated with the Department of Marketing and the School of Graduate Studies (Guest Lecturers) to have alumni as guest lectures

Alumni Relations also collaborated with School of Graduate Studies to host the 2023 Budget Review in December 2022. The Speakers, both Alumni, were Dr. Eric Oduro Osae (Director General, Internal Audit Agency) and Mr. Yaw Appiah Lartey (Partner, Deloitte, Ghana)

Other activities by Alumni Relations were:

- Built a database of 22,300 UPSA alumni
- Cleared 2,303 alumni to enable them collect their certificates
- Job Opportunities: The Secretariat sent 88 job placements in different industries to its members via email. Members who got the jobs pledged to support the University.

Sponsorship Awards

Alumni relations solicited for four (4) sponsorship awards during the 14th Congregation as follows:

1. MBA Auditing (Adonai Estate)
2. MBA Internal Auditing (Adonai Estate)
3. MSc Procurement Management (Adonai Estate)
4. MBA Total Quality Management (Zept Print)

Continuous Professional Development Programmes

BDC continued to market the University to alumni and other stakeholders through continuous professional development programmes through promotional approaches to attract potential participants.

PARTNERSHIPS AND COLLABORATIONS

The Centre sought partnerships and collaborations to enhance the image and reputation of the University through academic programmes. These partnerships included;

a) AngloGold Ashanti, Ghana Limited (AGAG)

Professional Certificate in Supervisory Management

The Certificate in Supervisory Management training for the Fourth Cohort of

AngloGold employees ended in October. Graduation was in December 2022.

Postgraduate Diploma in Leadership and Organizational Development Programme
The first cohort of AngloGold employees (18) who enrolled on the programme have completed. They were part of the special graduation ceremony held on November 1, 2022 at the UPSA. Admission for the second cohort will commence in January 2023 at the Obuasi mine.

b) Ghana Armed Forces (GAF) BSc. Accounting Programme

The first batch of 33 level 200 students on the BSc. Accounting Programme commenced lectures for the First Semester on 6th September 2022, after fully settling their fees for the academic year. Students had intensive lectures for six (6) weeks and another week for revision. The students sat for their end of semester exams from October 24 to November 4, 2022 and are currently on vacation.

c) Other Training Collaborations MoU

- OPSEL Compliance Consultancy Services Limited, UK
- Advertising Association of Ghana

Other partnerships are under consideration include, Hadad Media Consultancy, Ghana Pharmaceutical Society and Newmont Ghana.

Consultancy Services

Research and Consultancy (RCC)

During the year, RCC delivered the following:

- Submitted an Expression of Interest (Eoi)

to conduct research for PURC.

- Worked with the UPSA Law School to write a research proposal on the E-Justice System in Ghana.
- Developed content for practical research training as short courses for income generation which is billed to be running very soon.

Institute of Work, Employment & Society (IWES)

AngloGold Ashanti

IWES successfully completed the consultative training in Certificate for Supervisory Management for the second cohort (Cohort 2) of AngloGold Ashanti employees. The graduation was held on Saturday, April 02, 2022 at Obuasi.

Short Course Training

The Institute continued to make contacts with various organizations to create awareness and secure participation in its short courses which included:

- Planning for Retirement and Pensions
- Cross-Cultural Management of Human Resources
- Strategic Human Resource Management and Succession Planning
- Occupational Health and Safety and Disaster Management (Introductory, Intermediate & Final)
- Certified Public Manager (CPM) Programme

Association of Retirees of UPSA (ARUPSA)

IWES' quest to form the Association of Retirees of UPSA (ARUPSA) is on course. Potential members have been contacted and a WhatsApp group has been created for communication on the way forward.

Inputs were collated from major stakeholders for a constitution for the association. Plans were made to launch ARUPSA with support from Management.

Otumfuo Centre for Traditional Leadership (OCTL)

On 24th March 2022, OCTL submitted a report on the needs assessment on chieftaincy capacity building in the Upper West Region of Ghana. to Creative Associates International (CAI), a subsidiary of U.S Agency for International Aid (USAID). OCTL is in the process of finalizing the documentation of the main project and to start.

A training programme was held from July 25th - 29th 2022. for traditional leaders and staff of traditional councils and regional house of chiefs. Gross income realized was Gh 56,000.00.



UPSA Enterprise and Innovation Centre (UEIC)

The UEIC was launched to foster the entrepreneurial spirit in students and to attract some funding for their business start-ups. So far UEIC has been able to raise an amount of one hundred and ten thousand Ghana Cedis (Gh 110,000) to support this cause.

STAFF DEVELOPMENT

BDC Staff & Hostel Residents

The UPSA Hostel Client Service Executives (Porters) attended a half-day capacity development workshop on the theme; Customer Care in February 2022. This was delivered by the Registrar. Staff also sat in during training sessions organized by the Training Department eg Developing Administrative Executives.

Orientation sessions were held at the beginning of first and second semester at the UPSA Hostel by Hostel Management for Level 100 and level 400

The Centre also competitively promoted the use and hire of all UPSA facilities within a regulatory framework

a) Rental Issues

- Tenancy agreement for campus tenants were renewed for one year effective 1st October, 2022 to 30th September, 2023.
- Tenancy agreements for hostel vendors have been renewed from 1st December, 2022 to 30th November, 2023.
- Management has approved renewal of the Ghana School of Law (GSL) tenancy at UPSA for the 2022/2023 academic year. The GSL is currently in session at the UPSA Students Centre

Electronic Billboard

BDC has been promoting the Electronic Bill Board to clients who booked the auditorium.

Letters have also been written to previous clients at the auditorium.

Hostels

- The new Hostel (Hostel B) was commissioned on 8th September 2022 by Hon. Dr Yaw Osei Adu-Twum, and assisted by Council Chair and Vice Chancellor
- Hostel A and B are currently occupied by students
- Hostel C is likely to be in full use when school re-opens after the Christmas holidays
- All routine maintenance jobs during the year were carried out

Kofi Ohene Konadu Auditorium

- The Auditorium (including the conference rooms) hosted 44 paid events during the period under review.
- A number of maintenance activities were carried out, these included the following: Servicing of air-conditioning systems; servicing of fire prevention equipment; servicing of audio-visual equipment and replacement of broken glass windows
- During the year under review, the University; (I) procured the following security items two Walk-through body scanners (ii) six (6) Hand-held metal detectors to improve security.
- A number of Management interventions were made to ensure the effective coordination of events at the Auditorium.

The Centre during the year in review developed and implemented a comprehensive plan of fundraising from alumni and philanthropists namely:

- a) Vice-Chancellors' Endowment Fund
Fundraising strategies employed included the following:
- Internal mobilisation (individual monthly



Course	Dates Held	Number of Attendees	Gross Income (Gh¢)	Net Income to UPSA (Gh¢)
Legal Framework for Managing Public Funds	30 th -31 st March 2022	93	172,050.00	135,905.00
Effective Records Management	2 nd – 4 th March 2022	11	13,200.00	7,400.10
Effective Records Management	17 th – 19 th May 2022	37	44,400.00	32,435.00
Sports Marketing	2 nd – 3 rd June 2022	76	76,500.00	59,980.00
Developing Admin Executives	28 th -30 Sept 2022	17	30,600.00	21,345.00
Practical Budgeting Skills	27 th – 29 th Sept 2022	11	22,000.00	14,110.00
Total Income (As of October 2022)				271,175.10

donation)

- Corporate appeals for 2023 (including the diplomatic community)
- Naming opportunities on campus
- Proceeds from sales (sachet water/souvenir shop)
- Annual alumni fundraising events
- Concerts at Auditorium in partnership with gospel artistes
- Strategic 'Parents' campaign'
- International fundraising through fundsforgos.org

Upcoming Training Programmes in 2023

- Online capacity building management courses for selected West African countries (Gambia, Sierra Leone and Liberia)
- Anti-money Laundering/Counter Terrorism Financing course
- How to become a successful football/Sports Agent
- Terrorism and Violent Extremism in Africa.
- Certificate Course in Oil and Gas Management

- UPSA Summer Harmattan Inter Cultural Programme (in collaboration with CIEC)

CONCLUSION

- BDC could not achieve the budgeted excess income over expenditure amount of Gh 10,499,197.58. It achieved only Gh 9,456,297.86, a shortfall of 10%.
- BDC is poised to work harder to achieve and exceed its budgeted income over expenditure target.eg. improved staffing
- BDC is grateful for Oversight Committee and Management support, as well as the support of Faculties and Directorates.

OUTLOOK

The Institute has earmarked 2023 as the year of increased student enrollment. In line with this, programmes run by the Institute have been assigned to the Assistant Registrars to act as Schedule Officers. This is the first step towards bringing data of students on each professional programme up to date.

To increase enrollment, each Schedule Officer has been tasked to draw up a programme of outreach targeting workers in various organisations to whom our professional programmes might be of interest. They are also to market professional programmes in their charge to degree students of UPSA. It is expected that these two outreach programmes will increase enrollment from both external and internal sources.

The Institute also anticipates a roll-out of newly accredited professional programmes as well as enhanced tuition delivery modules such as the Weekend School and Distance Learning modules, which are projected to increase student enrollment for 2023. The Institute anticipates an appreciable increment in the IGF generated by close of 2023.

Alignment of 2023 Outlook to the Strategic Plan

The projections for 2023 are based on the Strategic Plan of the University. They are:

SUSTAINABILITY

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Introduce BDC Week' to promote BDC commercial activities to faculties/ departments and to the public.	First Quarter, 2023	Third Quarter, 2023	Director , BDC BDC Events Team Dep Director ,Training	I	The rationale is to create internal and external awareness for BDC resources and Services
Diversifying income sources for BDC by developing new services.	First Quarter, 2023	Fourth Quarter 2023	Director , BDC BDC Events Team Dep. Director Training	I	As the University grows there is a growing demand for new services by the students, University and the Community
Engaging more with Directorates and Faculties for commercialization.	First Quarter, 2023	Fourth Quarter 2023	Director , BDC BDC Events Team Dep. Director Training	I	BDC needs to encourage other internal stakeholders to generate IGF for the University
Growing excess income over expenditure of Ghc 9,456,297.86, generated by close of Third Quarter of 2022, by 20%.	First Quarter, 2023	Fourth Quarter 2023	Director , BDC BDC Events Team Dep. Director Training Hostel Management	I	BDC should aim at generating financial resources for growth and long-term financial sustainability

IMPACT

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Expanding the scope of training programmes eg. CPDs	First Quarter, 2023	Fourth Quarter 2023	Dep Director, Training	1	The Training team to work hand-in-hand with Alumni & Institutions to develop CPDs

PEOPLE

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Engaging more with Alumni in Ghana and abroad.	First Quarter, 2023	Fourth Quarter 2023	Director, BDC Dep. Director, Training VCEF	4	The Alumni Relations Office and Global Alumni will team up to lead in this process
Developing staff capacity for effective sponsorships and fundraising.	First Quarter, 2023	Second Quarter, 2023	Dep. Director, Training HR Directorate	5	BDC staff with marketing functions and VCEF team will be trained



Dr. Edwin Ayenor

Director, Documentation and Information Management Centre

OVERVIEW

The DIMC is mandated to organise and manage all information resources in the University to support the planning and decision-making processes of the University. The DIMC continuously deployed information management systems to enhance documentation procedures, the capturing, storage, retrieval and usage of information in the University, irrespective of the effects of COVID-19. The digitisation of student examination answer booklets as a strategy for sustainable storage management and efficient accessibility and retention of such records also was continued. Despite

the critical challenges, the DIMC to an extent was able to perform its regular functions and operations.

This report, therefore, presents the key information management activities undertaken and other critical issues of the DIMC during the year under review. The report also presents some proposed solutions and recommendations for approval by Management to enhance the functions and operations of the DIMC, for the provision of strategic information services to support planning, decision-making and strategic management in the University.

STAFF OF DIMC

The Centre had a staff strength of eight, of which three are national service personnel.

The DIMC maintained its operational and administrative structure proposed in 2019 to enhance the effectiveness and efficiency of the Centre. During the year under review the centre operated based on the new structure as follows: Institutional Records and Documentation Unit, Faculty Records Units and e-Records/Data Management Unit.

HIGHLIGHTS OF ACTIVITIES

During the year under review, the DIMC undertook various activities within its mandate to improve documentation, records practices, and general information management to support institutional intelligence and decision-making processes. Beyond its core functions, members of the DIMC also provided critical services to support the functions and operations of

various units and committees. The following subsections provide the details of activities undertaken during the year under review.

Records Survey

The DIMC, as part of its mandate periodically carry out file surveys to ascertain the quantum of files in existence within the various Faculties, Departments, Units and directorates of the University. The surveys provide the DIMC with information on the nature of records, storage space and management of how the records are handled. This is very necessary because it helps the DIMC to plan ahead and to strategise on how to provide the necessary information services to members of the University community.

Digitisation

The DIMC continued its mandated digitisation drive to deploy paperless office environment and the digitisation of students' records. The previous year

(2021), a baseline study was conducted towards the implementation of office automation platforms. As a result, during the year under review the followed platforms for a paperless office and office automation were tested and piloted:

1. Corresponding management
2. Approval processes for selected business processes
3. Students request services
4. Workflow digitisation platform (Smart Workplace)

To achieve the above, a few in-house applications based on UPSA's Google Workspace was developed. A procedural/user manual was also developed for the implementation of the platforms.

The Smart Workplace Portal

Through collaboration and negotiations with the National IT Agency and eSolutions

Consulting, UPSA was included on the list of public institutions to benefit from the implementation of the Smart Workplace Portal.

Digitisation of Students Records

The Centre focused on digitisation of examination answer booklets as part of the drive to enhance students' records management.

Verification Procedure of E-Script

As part of the quality assurance mechanism to ensure all captured and digitized scripts are duly verified and validated as the true version of the original paper scripts.

Provision of Data for Rankings and Awards

To continuously enhance and reputation, visibility and marketability of the University, the DIMC:

- Prepared and submitted data for international ranking scheme by Times Higher Education (THE).
- Provided data to participate in the 2022 Ghana Business Awards and IOD Excellence Awards.
- The University won:
 - “Company of the Year” in the public sector category.
 - “Education institution of the year” – Demonstration Compliance with Compliance to Corporate Governance Principles in Higher Education.

Times Higher Education Validation and Ranking

With Times Higher Education (THE), UPSA maintained its subject validation profile according to the UNESCO's International Standard Classification of Education (ISCED). Thus, the effect of the validation is boosting UPSA's regional and international visibility and reputation in our International Standard Classification of Education subject areas. In this regard, UPSA was invited for the first time to submit data to enter into the highest reputable THE's rankings, the “2022 World University Ranking”.

The University obtained a “Reporter” status in World University Rankings due to less than 1000 publications or indexed materials belonging to or associated with the UPSA in Scopus. However, the submitted data met all of the criteria listed below:

1. Teaching (The learning environment) - 30%
2. Research (volume, income and reputation) - 30%
3. Citation (research influence) - 30%
4. International Outlook (staff, student, research) - 7.5%
5. Industry Income (knowledge transfer) - 2.5%

With the assistance of the media and website team, the DIMC provided for the third time the required data/information with the commensurate evidence to the Times Higher Education for the 2022 Impact Ranking. UPSA obtained an overall rank as provides a comparative ranking result for a four-year period (see appendix)



Comparative Impact Ranking results from 2019 to 2022 (reference his report)

Delegated Searches

During the year under review, the DIMC conducted several delegated searches to retrieve required information for various officers of the University. To enhance access to instructive and informative materials, DIMC has put in place mechanisms to ensure that all University records and documents are generated, distributed, stored and can be retrieved to support decision making processes where necessary.

CONCLUSIONS

The members of the DIMC cooperated with the Director to undertake the various operations and activities during the year under review. Despite the adverse effects of the challenges, the DIMC managed to fairly undertake the critical activities outlined for the year under review.

The members of the DIMC hope that Management will consider the recommendations in this report so that the DIMC can focus on more strategic operations to provide data and information useful for management decisions and strategic planning of the university.

Focus Alignment with Strategic Plan

For the year 2023, DIMC aligns its plan of activities and current Strategic Plan in the following areas:

Commencement Targets	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Identify administrative functions that can be decentralised and devolved to respective functional heads	Q3 2022	Q3 2022	Directors, Administration, ISTD and DIMC	SG2-OB4	All such functions have been identified through a baseline study
Resource the DIMC and ISTD to digitize and automate processes	All year round starting in 2022	Ongoing	Vice-Chancellor	SG2-OB6	Ongoing
Develop a Digital Strategy and Digitization Policy to provide a basis for digital fluency and the paperless agenda respectively	Q2 2022	Q3 2022	Director, DIMC	SG2-OB6	Strategies have been designed. Smart Workplace will roll out starting Feb-2023
Digitize documents in line with the University's digitization policy	All year round starting in 2022	Ongoing	Director, DIMC	SG2-OB6	Ongoing
Deploy the LMS to aid blended teaching and learning	All year round starting in 2022	Ongoing	Directors, DIMC & ISTD	SG2-OB7	Ongoing
Continuous training of staff in ICT and the effective use of the UPSA LMS	All year round starting in 2022	Ongoing	Directors, DIMC & ISTD	SG2-OB7	Ongoing
Improve access to office space, Internet connectivity and the continuous supply of electricity and water	Every year	Ongoing	Vice-Chancellor	SG3-OB3	Ongoing

Focus Alignment with Strategic Plan

For the year 2023, DIMC aligns its plan of activities and current Strategic Plan in the following areas:

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
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Resource the DIMC and ISTD to digitize and automate processes	All year round starting in 2022	Ongoing	Vice-Chancellor	SG2-OB6	Ongoing
Develop a Digital Strategy and Digitization Policy to provide a basis for digital fluency and the paperless agenda respectively	Q2 2022	Q3 2022	Director, DIMC	SG2-OB6	Strategies have been designed. Smart Workplace will roll out starting Feb-2023
Digitize documents in line with the University's digitization policy	All year round starting in 2022	Ongoing	Director, DIMC	SG2-OB6	Ongoing
Deploy the LMS to aid blended teaching and learning	All year round starting in 2022	Ongoing	Directors, DIMC & ISTD	SG2-OB7	Ongoing
Continuous training of staff in ICT and the effective use of the UPSA LMS	All year round starting in 2022	Ongoing	Directors, DIMC & ISTD	SG2-OB7	Ongoing
connectivity and the office space, Internet Improve access to continuous supply of electricity and water	Every year	Ongoing	Vice-Chancellor	SG3-OB3	Ongoing



Prof. Joseph Kwadwo Tuffour
Director, Research and Consultancy Centre

OVERVIEW

The Research and Consultancy Centre (RCC) is mandated to promote, administer and oversee all research, scholarly and consultancy activities in the University. In exercising this mandate, the RCC carries out its functions under the following six core units:

Institutional Research and Decision Support Unit

Research Projects Unit

Consultancy Unit

Academic Publications Unit

Research Compliance Unit

Marketing Unit

STATISTICS OF THE RESEARCH AND CONSULTANCY CENTRE (RCC)

During the year 2022, the staff strength of the RCC was thirteen (13) regular staff.

HIGHLIGHTS OF ACTIVITIES OF THE CENTRE

Development of Research Proposals and Concept Notes

In 2022, the RCC continued to develop research grant proposals and concept notes for funding. Most of these proposals were in response to open calls or requests for proposals.

Expression of Interest and subsequent Technical and Financial Proposal submitted to Public Utility Regulatory Commission (PURC) – In response to a request for consultancy services, the RCC submitted an expression of interest and subsequently both technical and financial proposals to the

PURC to carry out a survey on the ability of consumers to pay utilities.

Journal of Business and Professional Studies (JBPS)

The editorial work on Volume 13 Issue 1 (10 papers) and Issue 2 (10 papers) of 2021 was completed in the year under review and published. Under the leadership of Prof. Nathan Austin, the Editor-in-Chief, work on Volume 14 Issue 1 (with 7 papers), to be published as a Special Issue on “The Impact of the COVID-19 Pandemic on Emerging Economies' Small and Medium Enterprises” has been proofread.

CONFERENCES AND SEMINARS

7th ICBMED Conference

During the period under review, preparation toward the organization of the 7th edition of the University's annual conference, dubbed, International

Conference on Business Management and Entrepreneurial Development (ICBMED), started with a call for papers on the theme, “Digital Transformation, a Catalyst for Accelerated Economic and Business development and Economic Growth.” The Conference was successfully held virtually from 13th- 14th April, 2022. The Keynote and Guest Speaker was Prof. John Effa, of the University of Ghana.

Over 17 abstracts were submitted to the Conference out of which 16 were accepted for presentations. Approximately 13% of these submissions came from outside of Ghana (Nigeria, South Africa, Rwanda and Italy), 37% from other institutions in Ghana such as the University of Ghana, University of Education, Winneba and University for Development Studies, and 31% from the University of Professional Studies, Accra. There were also 10 Doctoral and Graduate presentations.



professional disciplines. In this regard, the RCC participated in Post-Budget Dialogue/discussions, including those hosted by the GTV and Kessben TV.

Special Staff Satisfaction Survey Instrument

The RCC collaborated with University Teachers' Association of Ghana (UTAG) to develop a special instrument to gather feedback on the experience, extent of satisfaction as well as ways to improve staff output of work at UPSA among the senior members and senior staff. The instrument is currently undergoing a final review for implementation.

University Research Publications

The RCC continued to compile and publish on a quarterly basis, new publications by faculty members. This report shows publications of Faculties and Departments in the first, second and third quarters.

22nd AABD Conference

Preparation toward the organization of the 22nd AABD Conference started with calls for papers on the theme “Sustainable Development Beyond Aid: The Focus for Africa.” The conference was held in the UPSA successfully from May 17-21 2022. The President of the Republic, His Excellency Nana Addo Dankwa Akufo-Addo graced the occasion as the Special Guest of Honour. It was attended by distinguished guests and academicians from Ghana and abroad.

Capacity-Building Seminars and Training

The RCC organised a workshop to enhance the capacity of Faculty members to write winning research proposals and increase research productivity. This was done through webinars and practical research training sessions for members of the University community. These included:

- Workshop on Writing Effective Policy Briefs - The Centre, in collaboration with the Faculty of Accounting and Finance organised a workshop on “Writing Effective Policy Briefs” held on 22nd

September, 2022. The workshop was facilitated by Prof. Joseph Tuffour of the RCC.

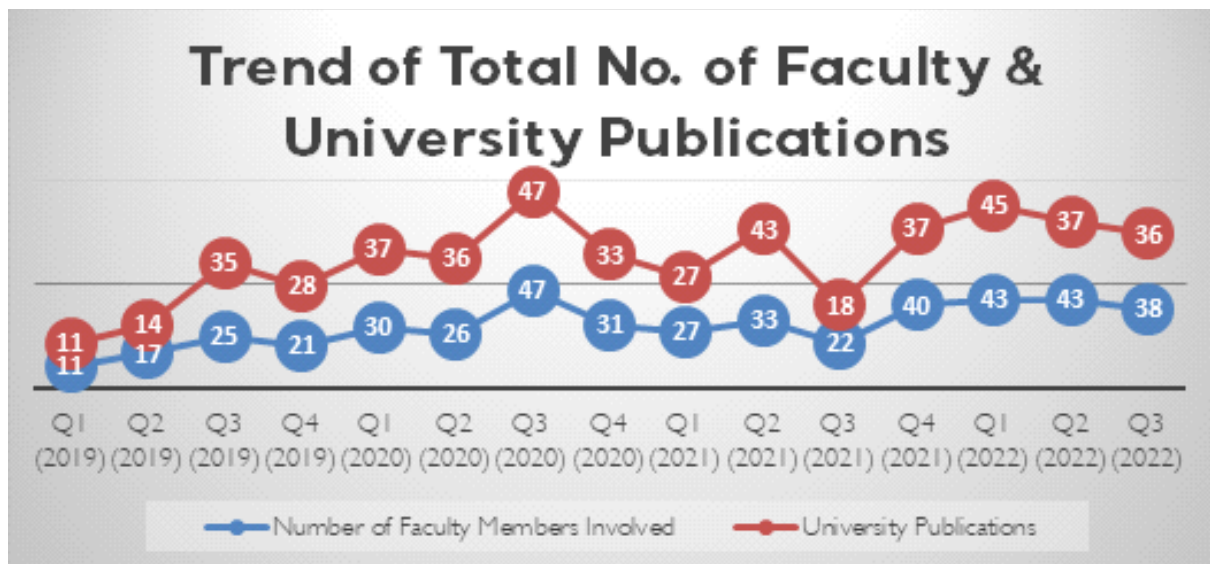
- Academic Mentorship in Research Publication – On March 31, 2022, the Centre organised a workshop on “Academic Mentorship in Research Publication.” The Workshop was facilitated by Prof. Abdul Gafuru of the University of Ghana.
- Practical Trainings in Research Methods – In the year under consideration, the RCC continued to hold monthly training sessions on how to practically use statistical software to analyse data. These trainings were held online and facilitated by members of the Centre (and others).

Economic Dialogue Series

The University initiated the UPSA Economic Dialogue Series (UPSA-EDS) to create a platform for discussion on national issues bordering on economics, finance and accounting with the goal to contributing to the realisation of the University's vision to be a world class education provider in both academic and



Publications by Faculties and Departments (1st, 2nd & 3rd Quarters of 2022)



Source: RCC (2022)

OUTLOOK

The activities the RCC intends to undertake are rooted in the strategic focus areas of the UPSA Strategic Plan. Among the seven focal areas, the strategic initiatives assigned to the RCC are in three focal areas: People, Relevance and Impact. Thus, the RCC activities are built around these tasks.

STRATEGIC FOCUS OF PEOPLE

Strategic Initiatives	Commencement Target	Completion Target	RCC Activity	Objective Number
Conduct biannual tracer studies	Q3 2022	Ongoing (biannual)	Conduct University-wide Tracer studies	2
Improve the for all staff	Q2 2022	Ongoing (biannually)	Include issues (conditions of service and working environment) in the staff satisfaction survey	3
Organise seminar on promotions	Q2 2022	Ongoing (biannually)	Organise seminar on promotions	3
Conduct biannual staff satisfaction survey	Q3 2022	Ongoing (biannually)	Conduct: - Staff Satisfaction Survey - Student Satisfaction Survey	3

STRATEGIC FOCUS OF RELEVANCE

Strategic Initiatives	Commencement Target	Completion Target	RCC Activity	Objective Number
Organise training workshops on using research to influence policy and change	Q3 2022	Q3 2022	Lead and coordinate activities for research results uptake .	4
Organise training workshop on the writing of policy briefs	Q2 2022	Q2 2022	Organise training on Policy Briefs.	4
Provide support to researchers to write policy briefs	All-year-round	Ongoing	Writing of Policy Brief	4
Conduct feasibility studies to support the agenda to establish satellite campuses	Q2 2024	Q3 2024	Conduct feasibility studies	7

STRATEGIC FOCUS OF IMPACT

Strategic Initiatives	Commencement Target	Completion Target	RCC Activity	Objective Number
Organise capacity building workshops on grantsmanship	Q3 2022 and every other year	Ongoing	Organise capacity building workshops for faculty and students Intensify efforts at grant proposal writing and consultancy training	4
Organise practical research training for faculty and students	Bi-monthly	Ongoing	Organize series of research workshops, seminars, and trainings for continuous professional development of faculty and students Continuously support student and faculty research related activities	4
Sensitise the University community on ethics and professionalism in research	Q3 2022 and every other year	Ongoing	Organise seminar on ethics: Policy and Practice	4
Subscribe to grants' databases	Q1 2023	Ongoing	Facilitate the subscription to grants databases	4
Continue to organise international conferences at the University	Q2 2022	Ongoing	Organise 8 th ICBMED in April 26-27, 2023 (<i>Business Growth, Structural Change and Economic Development in Periods of Economic Crises</i>)	4
Promote research publication in ranked or recognisable journals	All year round		In consultation/collaboration with Editor-in -Chief, begin plans to get the Journal of Business and Professional Studies (JBPS) hosted by a reputable publisher and/or ranking institutions. Publish Volume 15 of the JBPS.	5

Promote research publication in journals indexed in Science Direct and Scopus	All-year-round	Ongoing	Organise seminar on publications	7
Identify and rank research areas of faculty members based on capacity and citations	Q3 2022	Q3 2022	Compile database of research areas of faculty	8
Define areas of research that constitute UPSA's niches based on the faculty's strengths, capacity and expertise	Q4 2022	Q4 2022	-Compile database of research areas of Faculty -Define areas of research that constitute UPSA's niche	8
Organise fairs to showcase the University's research output	Q1 2023	Ongoing		9
Continue to compile and publish new academic publications	Quarterly	Ongoing	Produce quarterly publications report of UPSA	9
Compile and publish the University's Annual Research Report	Q4 2022	Ongoing	Draft 2023 Annual Research Report	9

OTHERS

Task	RCC Activity
Sustain the Departmental research seminars	Facilitate Departmental and faculty research seminars
Draft basic statistics of the University	Gather statistics on University Research and related outputs
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects	Explore collaborative opportunities for joint research and consultancy
Organise public lectures on topical issues	Organise a public lecture



Prof. Abigail Opoku-mensah

Director, Centre for International Education & Collaboration

OVERVIEW

The goal of the Centre for International Education and Collaboration at the University of Professional Studies, Accra (UPSA) is to enhance the international visibility and profile of the University and to provide an academic environment that will allow faculty and students to think with an international or global perspective, as well as produce a skilled workforce with global awareness and multi-cultural competencies. With this goal in mind, the Centre for International Education and Collaboration (CIEC) continues to establish linkages with international higher education institutions and design programmes that will link the University to the world.

This year, the Centre continued its efforts in establishing partnerships with institutions of higher education learning around the world, developed policies/guidelines to direct the activities of the Centre and created opportunities for staff and students to engage in study abroad/exchange and educational tours programmes. The Centre also worked closely with the international students and provided them with the necessary support required for a successful academic experience at UPSA. The details of the above activities together with other activities that were undertaken during the year by the CIEC are outlined in this report.

Staff

A Director with two permanent support staff managed the Centre.

HIGHLIGHT OF ACTIVITIES

Partnerships and Collaboration

The Centre engaged in a number of virtual meetings and in-person visits to Institutions of Higher Education Learning around the world to discuss partnership opportunities. The collaborative interest of UPSA are mostly in the areas of joint research projects, training and teaching in fields of mutual interest, faculty/students/staff mobility, exchange of academic materials and information in fields which are of interest to both universities, joint supervision of post-graduate these, joint organisation of conferences, seminars and symposia of mutual interest to the institutions.

Partnership discussions were finalised and Memorandum of understanding were signed with the following universities during the reporting period: University of Kigali, Rwanda, University of Rwanda, Rwanda, St. Claret College, India, Synergy University, Russia and Western Galilee College, Israel.

The Vice-Chancellor and the Registrar embarked on an international and global outreach visit to the United States of America during the reporting period. They visited the following institutions to discuss collaboration opportunities:

Hampton University, Hampton, VA. Potential academic collaborations:

- Joint BA Journalism Strategic Communication
- Joint degree in Computer Information Systems and Computer Science

Howard University, Washington, DC. Potential collaborations

- Joint degree programmes in Communication Science Disorders, Mass Communication, Sociology and Criminology, Higher Education Leadership Programme, Applied Data Science and Cyber Security in Engineering and Computer science.
- Student and faculty exchange, study abroad and external moderation by faculty.

Union Institute and University, Cincinnati, OH

Thorough discussions were held on the implementation (programme duration, instruction and structure) of organising a joint PhD degree in Interdisciplinary Studies with concentration in: Educational Studies,

Ethical and Creative leadership; and Public Policy and Social Change. Further areas of collaboration exist with the Institute of Social Justice through workshops.

In 2022, a delegation of six led by the Vice-Chancellor visited the University of Kigali, University of Rwanda, University of Botswana and the University of Johannesburg as part of the University's efforts to strengthen existing collaborations between the universities. Potential collaboration opportunities discussed during the visit are shown below:

University of Kigali:

- Faculties and Students' Exchange programmes – Masters and PhD
- UPSA to provide distance learning opportunities for staff and faculty members (Masters and PhD) at UK.

- Academic programme with School of Law

Further, the Pro-Vice-Chancellor visited Birkbeck University of London to discuss effective implementation of the MoU between the two institutions.

The Higher Ed Partners South Africa (HEPSA)

The Higher Ed Partners South Africa (HEPSA) and the University are discussing a collaboration to develop virtual academic programmes. A number of virtual meetings were held between the UPSA and HEPSA regarding the collaboration. Following agreement by the two partners, the Centre in partnership with the Pro-Vice-Chancellor's Office organised a workshop for UPSA staff involved in implementing the collaboration between UPSA and HEPSA. During the workshop, participants discussed the HEPSA/UPSA partnership and finalised the Programme Implementation Plan.

Other partnership discussions at different stages but not finalised are with the following organisations include:

1. Ganpat University, India: The areas of interest identified for collaboration are; professional certificate programmes in Information Technology/Computer Sciences related programmes, i.e., Cloud Computing and Cyber Security. The team also identified organising joint Master's degree programmes in Information Technology and Computer Sciences related fields. An MoU has been initiated to guide the collaboration.
2. Hodmas University College (HUC), Somalia: The areas of interest identified

for collaboration are; certificate and short courses for HUC, Joint development of academic programmes, collaborative research projects and curriculum development and faculty/students/staff mobility among others. An MoU has been initiated to guide.

Study Abroad and Exchange Programmes

Educational and Recreational Trip for UPSA Students and Staff to Dubai

The Centre organised an educational and recreational trip to Dubai for UPSA students and staff during the reporting period. The goal of the trip was to provide participants who were first time travelers the opportunity to get exposed to other cultures and the opportunity to relax after a hectic academic season. Fifteen students and staff of UPSA led by the Director of CIEC embarked on the trip in July.

NLA University College Erasmus+ International Credit Mobility Programme

Three second year Bachelor of Arts in Public Relations Management students were selected for an Erasmus+ International Credit Mobility Programme. The three students' (Mr. Victor Kafui Mensah, Ms. Nana Akua Serwa Yiadom and Ms. Nancy Yennuyo Yosah) traveled to NLA University College in Norway for five months (January to May 2022) and returned to Ghana on 17th June 2022. The Centre in collaborations with the Academic Affairs Directorate and the Department of Communication Studies made the necessary arrangement for the



students to write an in-person end of semester examinations in the three online courses they took at UPSA while in Norway.

University of New Brunswick, Canada Exchange Programme

Two students Ms. Khadijatu Yussif Iddi and Irene Geraldo, offering MBA Marketing and B.sc Marketing respectively were selected for the University of Brunswick, (UNB) Canada and the University of Professional Studies, Accra (UPSA) Students' Exchange Programme for the 2022/2023 academic year. The Centre held a meeting with the two students to discuss the conditions of the exchange programme, as well as to confirm their willingness to participate. Meetings were also held with the Department of Marketing and the Academic Affairs Directorate to agree on courses to select at UNB and to agree on organising lectures for online courses for the students while on the exchange programme. Unfortunately, Ms. Khadijatu Yussif Iddi could not secure admission for the programme, thus was withdrawn. Preparations are currently on course and all things being equal, Ms. Geraldo would begin her exchange programme from January to April 2023 at UNB.

DEGREE AND SCHOLARSHIP OPPORTUNITIES

The University at Buffalo (UB) Leadership Empowerment Academy Programme (LEAP)

Through facilitation from the Centre, Mr. Paul Dwebeng and Miss Victoria Dansowaa Dawson-Ahmoah at the School of Graduate Studies were awarded a scholarship to participate in the University

at Buffalo (UB) Leadership Empowerment Academy Programme (LEAP). This is an annual programme organised by the University at Buffalo, School of Management Global Programmes Office in partnership with the Center for Leadership and Organizational Effectiveness at UB. The one-year virtual programme teaches students about analytical thinking, self-reflection, creative problem-solving and interpersonal relationships, networking, advancing of skills and making a difference. After a successful completion of the programme, the Dean of the School of Graduate Studies, Prof. John Mawutor Mensah and the Director of the Centre for International Education and Collaboration (CIEC), Prof. Abigail Opoku Mensah from CIEC office presented certificates to Mr. Paul Dwebeng and Miss Victoria Dansowaa Dawson-Ahmoah. The CIEC has acquired two more scholarships for two Graduate students from UPSA who have been nominated by the Dean of the School of Graduate Studies for 2022 LEAP.

Stanford Seed Transformation Network (SSTN) Scholarship

Mr. Theophilus Kuwornu, a final year student offering BSc.in Accounting was awarded the Standard Seed Transformation Network scholarship together with three students from other tertiary institutions in Ghana for the 2022/2023 academic year.

The University nominated Mr. Kuwornu with five other UPSA needy, but brilliant students for consideration. The Standard Seed Transformation Network (SSTN) Ghana Chapter is the sponsor of the Scholarship. The SSTN is a network of participants who completed the Stanford Seed Transformation Program. Seed is a Stanford Graduate School of business-led initiative that was established in 2016. The Network operates active chapters in West, East and Southern Africa and India.

Ph.D Opportunity for UPSA Staff

The Centre supported three staff from the Faculty of Management Studies (Ms. Sangmorkuor Tetteh, Ms. Nana Owusua Aboagye-Darko and Mr. Lawrence Offei Asare) selected by Management to apply for the Università Cattolica (UC) (Milan, Italy) high-quality international PhD for African lecturers. This is an online funded programme hosted by UC, Uganda Martyrs University and E4IMACT Foundation. After going through the application and interviewing process, Ms. Sangmorkuor Tetteh, and Mr. Lawrence Offei Asare were offered admission to pursue a Doctorate programme in Management and Innovation Track (MIT, at Università Cattolica del Sacro Cuore for the academic year 2022/2023 – 38th cycle. This is a funded programme with



the opportunity for staff to travel to conferences abroad to make presentations.

Related to the above, following UPSA and Birkbeck University of London collaboration, the Centre supported Ms. Zilla Boye Doe who was selected by Management to secure admission for a PhD in Management at Birkbeck University. This is a sponsored and an online programme with occasional visit to Birkbeck University.

Engagement with Diplomatic Missions in Ghana

Following an invitation from the EU Ambassador, H.E. Irchad Razaaly, the staff of the Centre participated in the Erasmus+ networking event. The meeting provided participants the opportunity to apprise themselves with mobility and exchanges opportunities available to Ghanaians in Europe. It also brought together Erasmus+ Alumni, potential candidates, training institutions, representatives from EU member states and representatives from the Ministry of Education as well as key government institutions in the educational sector. The staff networked and established some contacts at the meeting to assist in the Centre's collaboration endeavours. Relatedly, the Director of the Centre participated in a reception to celebrate the Italian National day following an invitation by the Ambassador of Italy, H.E. Daniela, D'Orlandi.

Scholars from the University of Maryland, USA

In partnership with Women Association of UPSA (WAUPSA), the Centre hosted a delegation led by Prof. Candice Moore and



Twelve (12) other staff from the University of Maryland in June. The purpose of the visit was to explore collaboration opportunities with WAUPSA. As part of the visiting programme, an educational workshop and facilitation was organised for WAUPSA members on the topic: 'In, Through, and To Leadership: Promoting Environments for Gender Equity in Higher Education through story telling'.

Visiting Faculty from the University of Cincinnati

The CIEC facilitated the hosting of Prof. Charles Appeadu from the University of Cincinnati USA during the reporting period. Prof. Appeadu received the Carnegie African Diaspora Fellowship and was attached to the Faculty of Accounting.

DAAD/ DIES National Multiplication Training

Following the award of a grant from the German Academic Exchange Services (DAAD) and German Rectors' Conference (HRK) by Prof. Abigail Opoku Mensah, Prof. Ibrahim Mohammed and Prof. John K. Mawutor Mensah, training entitled "Project Management as a Competitive Tool for Internationalization of Higher Education Institutions in Ghana" was organised for

twenty staff associated with International Offices in universities in Ghana. The goal of the training was to develop the capacities of participants in Project Management (PM) and how to use PM techniques/tools to promote internationalisation of Higher Educational institution (HEIs) in Ghana. The training was organised in two phases in February and in August, 2022. Senior members, including the Registrar and Prof. Albert Puni were invited to make presentations. Other resource persons include representatives from European Union and DAAD resident in Ghana. At the end of the training, each participant had undertaken a project in the field of internationalisation for their institutions.

VARTANA 2022 Conference

As part of the collaboration agreement between UPSA and St. Claret College in India, the Department of Business Administration and the Department of Commerce at St Claret College are organised an international virtual conference dubbed VARTANA 2022. The theme for the two-day conference scheduled for 29th to 30th November was "Innovation - An Engine for Inclusive Growth and Sustainable Development."

The VARTANA Conference is CIEC's

commitment to creating international platforms for staff and students of UPSA to share their research publications with our partner universities.

Policies for the Centre

As part of efforts aimed at ensuring clarity, efficiency and consistency in the operations of international education and collaborations at the University, the Centre developed new policies and reviewed existing ones during the reporting period. These policies will guide daily operations in the Centre's partnership engagements and staff international travels. Brief information about the policies developed are: Internationalisation Policy, and Travel policy.

Staff and Students Travels

The Centre facilitated nine international and seven local travel arrangements for staff and students during the year. These travels were undertaken to discuss collaboration opportunities with partner institutions, for study abroad and exchange programmes, training and for other official engagements.

UNIVERSITY AFFILIATIONS

The following affiliation activities were undertaken during the year:

Ghana Communication and Technology University

The academic audit of admissions and examination processes for students admitted into diploma programmes and due to graduate in 2020/2021 academic year at Ghana Communication Technology University (GCTU) was completed during the reporting period. A report with

observations and recommendations were forwarded to GCTU for necessary to be taken action pending approval to graduate the diploma students. All the anomalies were rectified and the graduation of the diploma students was held in June, 2022.

Prestige University College

Five officials from Prestige University College, a subsidiary of Datus International School discussed the University Colleges' affiliation with UPSA. Present at the meeting were the Pro-Vice-Chancellor, the Ag. Director of Academic Affairs and the Director, CIEC.

Ghana Christian University College

The Centre organised a meeting with officials from Ghana Christian University College (GHANACU) to discuss UPSA matriculating graduate students from GHANACU. The meeting was chaired by the Pro-Vice-Chancellor, Prof. Charles Barnor and Prof. James Yamoah. UPSA could not honour the request of GHANACU. However, since GHANACU had made some payment to UPSA, there was the need to address the problems and help GHANACU matriculate and graduate their students subject to undertaking some recommendations to be addressed by the two institutions.

OTHER ACTIVITIES

Survey on UPSA Students interest in studying the Italian Language

During her visit to the Vice-Chancellor last year, the Italian Ambassador to Ghana and Togo, Daniela d'Orlandi requested for a survey to identify UPSA students' interest in

learning the Italian Language. The CIEC in collaboration with the SRC office undertook the survey during the reporting period. The survey report has been submitted to the Italian Ambassador to Ghana and Togo following approval from Management. The Centre met to discuss the report and way forward with the Embassy staff and is yet to receive feedback.

Orientation for UPSA Students on Exchange Programmes

The Centre organised a virtual orientation for all UPSA students during the reporting period. The purpose of the meeting was to create awareness on CIEC internationalisation activities to the students

KEY ACHIEVEMENTS

- Finalised and signed four (4) MoU with Higher Education Institutions
- Developed Internationalisation Policy for UPSA. Also reviewed the international travel policy.
- Successfully coordinated the organisation of DAAD/ DIES National Multiplication Training
- Successfully organised educational and recreational trip to Dubai for students and staff of UPSA.
- Successfully organised a virtual orientation for over 200 UPSA students to create awareness on CIEC internationalisation activities.
- Successfully linked the Department of Business Administration and the Department of Commerce at St Clare College, leading to organising an international virtual conference dubbed, VARTANA 2022.
- International students' enrolment increased from 3-4 per academic year to 12.

STRATEGIC PRIORITIES AND FOCUS FOR 2023

PEOPLE

At the heart of everything that the University does is the people. This pillar, therefore, constitutes the true north of the University. By people, the University is referring to all its stakeholders, which include but are not limited to students, staff, alumni, industry, community, and other stakeholders.

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Develop connections to promote UPSA programmes to international students	Q1 2022	Ongoing	Director, CIEC	1	Reach out to the following: British Council, Education USA and European Union Ghana Representative and share UPSA academic programme flyers with them for prospective applicants organise programmes for UPSA international students and continue to work closely with them to ensure a memorable academic experience at UPSA and this will attract other international students
Develop a broad-brush strategy for stakeholder engagement	Q3 2022	Ongoing	Director, CIEC	8	Develop CIEC Strategic plan & Risk Register for 2023-2028 Develop an International Students' Guide for our students.
Develop a Collaboration Policy	Q3 2022	Ongoing	Director, CIEC	8	A collaboration/ Internationalisation Policy developed for Management consideration. Approve and operationalise the implementation of the policy

RELEVANCE

Day in and day out, the world is changing at a fast rate. Recognising the fast-paced world and the dynamic nature of society as well as the changing needs of people and industry, the University's functions must always be in tune with these changing trends to remain relevant. By relevance, the University is referring to the degree to which its products and services are useful to industry, people, society, nations, and the world.

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Strengthen engagement with the business community and the general Public on knowledge sharing and advancement.	All year round	Ongoing	Faculty Deans and Directors	2	Organise CIEC Webinar Series on internationalisation in Higher Educational Institutions
Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic programmes.	All year round	Ongoing	Academic Deans	3	Develop one joint academic programme with a partner University
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All year round	Ongoing	Academic Deans and Directors of Centres	3	Encourage faculty members to participate in the CIEC joint conferences with partner universities and get their manuscripts published in approved journals by UPSA.
Seek partnerships and collaborations that will enhance the image and reputation of the University through community service.	All year round	Ongoing	Academic Deans and Director of Centres	3	In progress
Organise public lectures on topical issues	Q2 2022	Ongoing	Academic Deans and Directors of Centres	5	Organise a public lecture with our partner institutions on topical issues

Broker international partnerships and collaborations to advance the University's relevance to the global community	All year round	Ongoing	Director , CIEC	2	<p>The Centre will continue to increase its efforts at developing partnerships, collaborations and programmes that allow members of the university community connect to the international community to contribute and benefit from global internationalisation programmes.</p> <p>Create opportunity for faculty to participate in virtual conferences to enable them stay connect to the world</p>
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SUSTAINABILITY

Increasingly, Central Government funding to public universities is dwindling. At the same time, certain expenditures, such as utility bills that used to be paid by the Central Government on behalf of these universities are now the responsibility of the universities. These developments put pressure on universities to pursue financial sustainability. By sustainability, the University is referring to the generation of revenues from multiple sources and prudent use of its resources to ensure financial resilience and continuous development.

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
The Centres and faculties should aggressively seek grants for research	All-year-round	Ongoing	Directors of Centres and Deans of Faculties	1	Seek Erasmus Mundus plus grants and other grants for internationalisation

CONTINUOUS IMPROVEMENT

As a teaching and learning institution, the University understands the importance of continuous learning for continuous improvement. By continuous improvement, the University is referring to progress and transformation to stay ahead of the curve. The continuous improvement would be achieved through constant proactive, active and reflective learning.

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Continue to participate in educational fairs and outreach services, both local and international	All-year-round	Ongoing	Directors, Academic Affairs & CIEC	5	Liaise with Academic Affairs Directorate and recognised agencies like Ghana Exports Promotion Authority to participate in international students' recruitment fairs
Promote student and faculty mobility with foreign university partners	All-year-round	Ongoing	Director, CIEC	5	Continue to guide and assist students and faculty with existing mobility grants
Develop an internationalisation policy	Q2 2022	Ongoing	Director, CIEC	5	An Internationalisation policy developed for Managements consideration. Approve and operationalise the implementation of the policy



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

OVERVIEW

Recognising the power of the chieftaincy institution as a critical stakeholder in the development of a nation, the Otumfuo Centre for Traditional Leadership (OCTL) OCTL was established in 2014 to provide a platform for institutionalized training for traditional leaders to enhance their capacity in leadership and effective management of resources. In contemporary times, the chieftaincy institution is still regarded as an important institution that commands authority and respect among the people of Ghana. In the year 2022, OCTL carried out many activities to enhance the development of the chieftaincy institution in Ghana. Notable among the activities are training workshops for chiefs, queen mothers and other traditional leaders. Research on training needs assessment at Upper West Region (UWR) of Ghana, and special training workshops for the chiefs and queen mothers at UWR.

STAFF

The Centre is managed by a Director and an Assistant Registrar.

HIGHLIGHT OF ACTIVITIES

Training Programmes

The Centre continued to offer diploma and certificated 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 bi-annually but in 2022 the courses were run once from July 25-29, 2022 due to the exigencies of the situation.

In 2022, the Centre organized its annual training workshop for chiefs, queen mothers and other traditional leaders from different parts of Ghana.

Training Needs Assessment of Chiefs And Queen Mothers

In January 2022, the USAID-OTI LRI through its implementing partner, the Creative Associate International (CAI), partnered with the Otumfuo Centre for Traditional Leadership (OCTL) at the University of Professional Studies (UPSA) in Accra, to conduct a training needs assessment of chiefs and queen mothers of different ranks in the Upper West Region of Ghana and designed a demand-driven capacity-building and mentoring programme on leadership, conflict resolution, and the prevention of violent extremism for implementation.

Completion of Project Phase 1

After the successful execution of Phase 1 of the project (GHA021) and submission of the project report to the Grantor, LRI discussed the report with the major stakeholders at UWR and evaluated the performance of the team. After the



evaluation, the report was accepted and LRI mandated the Project Management Team (PMT) to carry out the next Phase (Phase 2) of the project (GHA034).

Project Phase 2: Gha034

The second phase is to sensitize the chiefs and queen mothers in the UWR on leadership, conflict resolution and prevention of violent extremism and to support them.

The Inception Meeting

In line with the terms and conditions of the GHA034 grant awarded by the USAID, the OCTL PMT held an Inception Meeting with the relevant stakeholders in the UWR on September 16, 2022, with the aim of engaging all the paramount chiefs in the UWR and the technical staff of the regional house of chiefs on the funded capacity-building programme designed to train and sensitize 118 chiefs and queen mothers in the region on leadership, conflict resolution and prevention of violent extremism.

The PMT developed the training manual for the training of the 118 chiefs and queen mothers and submitted the Inception Meeting report to LRI for approval and permission to move to the next phase of the project.

The inception meeting report was submitted to USAID.

Radio Talk Show

The Director of the Centre was a guest of an hour Radio Talk Show in April 09, 2022, at Luvbay Afrobeat Music Talk Radio, based in Toronto, Canada from their FM, AM, DAB, Web and Internet Radio. The topic for the radio discussion was, "The role of the African Traditional Ruler in Our Contemporary Era". The listenership was from over 40 different countries across the globe. This was under the auspices of Our Ancient African Heritage, an NGO affiliated to UNESCO.

OCTL Support Services

- The Centre became a hub for Chiefs and Queen Mothers seeking advice
- The Centre created a WhatsApp page for all the participants to network
- Ancillary services were rendered to promote the chieftaincy institution in Ghana



Host:
LIZZY DAGBA

Guest:
Dr GERALD DAPAAH GYAMFI
(Director, Otumfuo Centre for
Traditional Leadership,
University of Professional Studies,
Accra, Ghana)

TOPIC:
"The Role of the African Traditional Ruler in
Our Contemporary Era"

SATURDAY, APRIL 09, 2022
@10AM PST / 7AM MST / 8AM CST
9AM EST / 1PM GMT

Listen Live @ [luvbayradio](https://www.luvbayradio.com)

KEY ACHIEVEMENTS

During the year under review, the Centre secured USAID grants for the research involving 116 chiefs and queen mothers in the Upper West region of Ghana under the GHA021 grant awarded by USAID. The Centre was tasked to continue Phase 2 of the Project, GHA034 with another grant award from the grantor to train 118 chiefs and queen mothers in the Upper West Region of Ghana.

CONCLUSION

The OCTL organised training workshops for chiefs and queen mothers from different traditional areas in Ghana. The Centre embarked on a radio advocacy programme that enhanced the image of the Centre worldwide. The Centre also undertook research, under the sponsorship of USAID, in the Upper West region of Ghana.

FUTURE PLAN: STRATEGIC PRIORITIES AND FOCUS FOR 2023

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Implementation of Phase 2 OCTL-USAID Project	Q3 2022	Ongoing	Dir. of OCTL	4	Preparation of training manuals for both participants and USAID Development of PowerPoint for delivery
Training of Chiefs and Queen Mothers at Upper West Region	Q1 2023	Q2 2023	Dir. OCTL	118	Scout for experts as facilitators and co-facilitators for the training Seek funding from USAID
Seeking more Financial aid to support OCTL activities	Q3 2023	Q4 2023	Dir. OCTL	2	Seek more grants from USAID and other donors to embark on more research and training projects, especially in the Northern Region of Ghana
Training Workshop for Chiefs and Queen Mothers from different traditional areas in Ghana	Q 2023	Q4 2023	Dir. OCTL		The Centre will embark on a rigorous search to attract more traditional leaders to attend the annual works

ACADEMIC AFFAIRS



Mr. Anthony Afeadie
Director, Academic Affairs

OVERVIEW

The Academic Affairs Directorate during 2021/2022 Academic year focused mainly on admissions, registration of students, orientation and matriculation of fresh students, support for teaching and learning, examinations, graduation, management of academic facilities, and student services among others as in previous years.

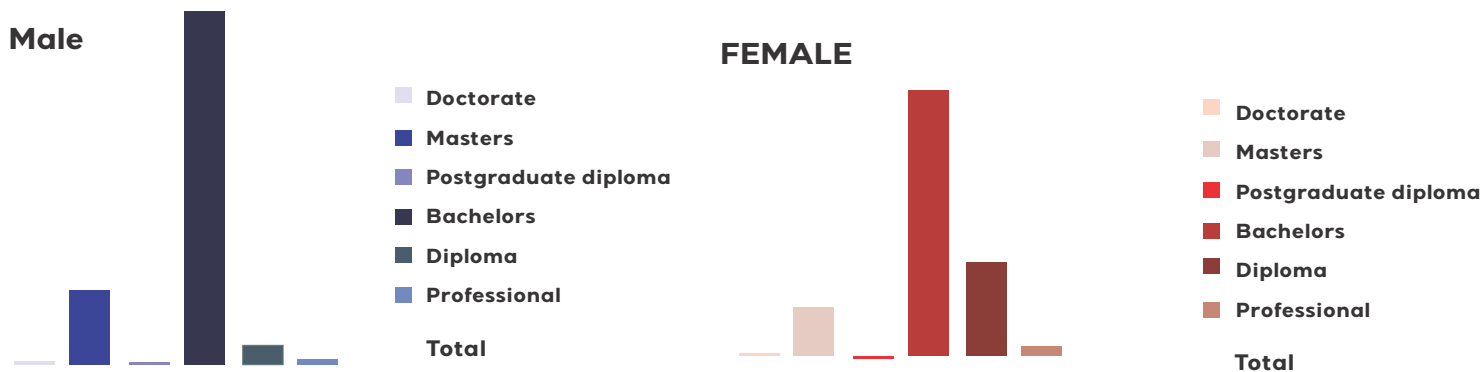
Enrolment Statistics

The overall student enrolment was twenty thousand, one hundred and thirty-one (20,131) as of 2022. This figure included four hundred and forty-two (442) professional students. Table 1 provides the breakdown of the students' numbers according to various programme categories.

57 Years of Transforming and Impacting Professional Leadership



Student Enrolment by Category of Programme and Gender





Staff Strength

The Directorate of Academic Affairs has in fourteen (14) members of staff comprising seven males and eight females, a Director, two Senior Assistant Registrars, five Assistant Registrars, three Chief Administrative Assistants, a Senior Administrative Assistant, an Administrative Assistant and a National Service person.

Admissions for 2021/2022 Academic Year

During the year under consideration, a total of ten thousand, five hundred and eighty-two (10,582) qualified applicants were admitted to pursue various postgraduate, undergraduate and diploma programmes, out of thirteen thousand, nine hundred and fifty (13,950) applications that were received. This figure represents approximately 76% of the total number of applications.

SUSTAINABLE GROWTH EXPANDING ACCESS TO EDUCATION THE UPSA WAY

Students' Recruitment Drive

The University embarked on recruitment drives and participated in the 15th Ghana Higher Education Fair (Series) held in seven (7) regional capitals. The UPSA outreach team did presentations to Form Three (3) students drawn from more than one hundred and forty-five (145) Senior High Schools country-wide. The team interacted with more than twelve thousand (12,000) students that attended the events. Other outreach efforts to Senior High Schools in the Greater Accra Region included visits to Aburi Girls SHS, St. Thomas Aquinas SHS and St. Roses SHS.



Matriculation

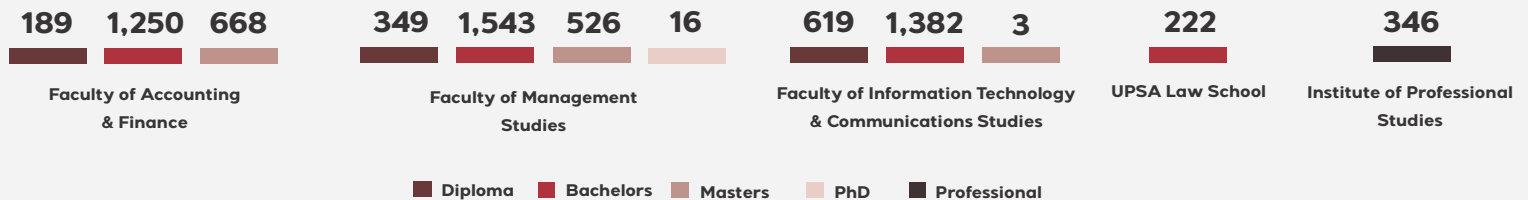
The matriculation ceremony to officially admit fresh students for the 2021/2022 academic year was split into two sessions. The first session was held for postgraduate freshmen on Friday, 19th November, 2021. The second session was held for undergraduate and diploma freshmen in April, 2022. Both events were held at the Kofi Ohene-Konadu Auditorium. The fresh students took the matriculation oath during the ceremony, while the signing of the matriculation register was done by way of affirmation online. There was also a symbolic signing of the register. In all, a total of seven thousand, one hundred and ten (7,110) students matriculated as depicted in the graph below.



Mature Access Course

During the year under review, the Directorate carried out mature students' Access Course and its related examination activities. Of the eighty (80) mature applicants who sat for the entrance, fifty-six (56) candidates were successful and were accordingly admitted to Level 100 of the various bachelor's degree programmes of the University.

MATRICULANTS (7, 110)





GCTU Affiliation

The affiliation agreement between Ghana Communication Technology University's five diploma programmes with UPSA continued in the year under review even though the former had attained chartered status. Two (2) joint UPSA-GCTU Board of Examiners' meetings to determine the eligibility for the graduation of the 2020/2021 graduating class of the five (5) diploma programmes under the affiliation programme were convened. Two hundred and seventy-six (276) students were cleared for graduation. The 276 diploma certificates were issued to GCTU for onward distribution to the graduated students.

Roll-out of Three (3) New Programmes

The academic year under review witnessed the mounting of three (3) new postgraduate programmes to commence in the 2022/2023 Academic Year. These were:

- Doctor of Philosophy in Accounting
- Master of Philosophy in Accounting
- Master of Business Administration in Corporate Communications

Teaching and Learning

A combination of online and in-person instructional methods was used during the period under review. Online and in-person teaching activities were therefore, alternated according to the schedules defined by the academic calendar.

Examination Administration

Two major examinations were organized during the year under review viz. first and second Semester 2021/2022 Academic Year examinations. A mixture of virtual Take Home Examination (THE) and in-person (Face-to-Face) modes of examination were used at all levels.

Affiliation Related Examinations

Ghana Armed Forces (GAF) Students End of semester examinations were administered for the GAF students. All thirty-three (33) registered students took part in the examinations administered on UPSA Campus.

Other examinations administered were for the Postgraduate Diploma in Leadership and Organizational Development as well as the

Master of Arts in Peace, Security and Intelligence Management (MPSI) National Security cohort.

Enrolment Drive

The Academic Affairs Directorate will continue with its aggressive enrolment drive to further improve upon the quality and number of students' intake. This will include embarking on series of outreach programmes i.e participation in educational fairs, deployment of the traditional media adverts as well as new social media messaging/activities. The students' enrolment drive activities will also target senior high schools located in the Greater Accra Region.



ALIGNMENT OF 2023 FOCUS TO THE STRATEGIC PLAN

PEOPLE

At the heart of everything that the University does is the people. This pillar, therefore, constitutes the true north of the University. By people, the University is referring to all its stakeholders, which include, but are not limited to students, staff, alumni, industry, community, and other stakeholders.

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Objective
Develop a policy for non-competitive admission reserved for students from less endowed communities.	The drafting of the policy will start in the First Quarter of 2023	The policy is expected to be developed and submitted for approval and implementation in Fourth Quarter of 2023.	Director of Academic Affairs	1
Aggressive enrolment drive to further improve upon the quality and number of students' intake.	Ongoing	Ongoing (annually)	Directors, Academic Affairs & CIEC	5
Develop and implement policies to enable the marginalized and disadvantaged in the Ghanaian society (e.g., girl child, orphans, persons with disability, etc.) to access and complete tertiary education at UPSA.	The drafting of the policy will start in the First Quarter of 2023	The policy is expected to be developed and submitted for approval and implementation in Fourth Quarter of 2023.	Director of Academic Affairs	6

PROCESS

By and large, the University is run on processes, which refer to the structures, systems and procedures that are put in place to ensure the effective governance, management and administration of the University to achieve its mandate and vision. These processes include Governance, Administration, Support Systems and the Organizational Culture of the University.

Strategic Initiative	Commencement Target	Completion Target	Objective
Develop a policy to guide examinations conducted at the University Clinic for students who fall sick during the University's examinations and are rushed to the Clinic for medical attention.	The drafting of the policy will start in the First Quarter of 2023.	The policy is expected to be developed and submitted for approval and implementation in Fourth Quarter of 2023.	N/A
Work towards making serialization of objective test questions as an integral part of setting University examination questions.	Starting in mid-year of 2023 (i.e., June),	Ongoing (Every Semester)	N/A

PLANET

Invariably, every function of the University is performed within an ecosystem that constitutes the planet or the environment. By planet, the University is referring to both its physical as well as the virtual environment that supports teaching, learning and research. These include the land, air, buildings, lighting, security, information communication technologies, and learning management systems among others.

Strategic Initiative	Commencement Target	Completion Target	Objective
Develop an online academic service request system that will enable students of UPSA to log into an online platform to request for services such as verification.	Second Quarter of 2023	Ongoing	N/A
certificates, deferment, resumption, attestation, introductory, and English proficiency letters.			
Make graduation requirements programme specific.	Second Quarter of 2023	Ongoing	N/A

IMPACT

In a knowledge-based economy, universities are expected to contribute positively to human capital development and influence progress and development in all spheres of life. Through its teaching, research and service, the University recognises that it can make the needed impact if it delivers quality and excellence in all its functions.

Strategic Initiative	Commencement Target	Completion Target	Objective
Enforce setting of questions based on Bloom's Taxonomy (i.e. setting questions based on cognitive levels as clearly specified on page 231 of the Quality Manual, Senior Members' Handbook, January 2015.	Second Quarter of 2023	Ongoing	N/A
Strengthen student assessment mechanism by developing a proposal that will govern the administration of Interim Assessments(IA).	Second Quarter of 2023	Ongoing	N/A



Mr. George Quartey
Director, Quality Assurance

OVERVIEW

The University continued to be consistent and committed to ensuring quality, satisfaction and continuous improvement of its academic programmes in a transparent and accountable manner in the year in review. In this regard, the University facilitated a culture of quality through the development and maintenance of policies and procedures. The internal quality assurance policies and procedures centered mainly on academic programme reviews based on self-evaluation and peer reviews.

STAFF

The Quality Assurance Directorate, currently has a staff strength of six (6)

MAJOR ACTIVITIES UNDERTAKEN

Major activities undertaken were accreditation activities, survey and monitoring activities

Re-Accreditation of Existing Programmes (2022)

Six (6) out of the twelve (12) programmes due for re-accreditation in 2022 were reviewed and submitted to the Ghana Tertiary Education Commission (GTEC) for re-accreditation. Two (2) out of the programmes submitted for re-accreditation have been assessed by GTEC.

The remaining six (6) programmes that are still being worked on by the departments are as follows:

Programmes

	Expiry Date
MSc. Leadership	July, 2022
MPhil Leadership	July 2022
MBA Accounting and Finance (Distance Learning)	31st Dec, 2022
MBA Corporate Governance (Distance Learning)	31st Dec, 2022
MBA Auditing (Distance Learning)	31st Dec, 2022
MBA Marketing (Distance Learning)	31st Dec, 2022

New Proposals submitted to GTEC that received Administrative Approval

The following programmes submitted to GTEC received administrative approval:

- Doctor of Philosophy in Public Policy and Leadership (DPPL)
- PhD Finance

Programme certificates were also received (Existing Programme)

The following programme certificates were also received from GTEC

- Diploma in Accounting (Certificate expires on 31st March, 2026)
- PhD Marketing (Certificate expires on 22nd July, 2026)
- MBA Petroleum Accounting and Finance (Certificate expires on 31st August, 2025)
- MPhil Leadership (Certificate expired on 31st July, 2022)
- MSc Leadership (Certificate expired on 31st July, 2022)
- BSc. Banking and Finance (Certificate expires on 31st March, 2026)
- BSc in Business Economics (Certificate expires on 31st August, 2025)

Certificates Received (New Programme)

New programme certificates received during the period are as follows:

- MPhil Accounting (Certificate expires on 31st December, 2024)

- PhD Accounting (Certificate expires on 31st December, 2024)
- MSc in Pensions Management (Certificate expires on 8th August, 2024)
- MBA Corporate Communications (Certificate expires on 30th November, 2023)
- Post Graduate Diploma in Organizational Development (Certificate expires on 31st December, 2024)

Monitoring Lecturers' attendance

The Directorate continued to monitor the attendance of lecturers by the leas. The publication of the selected statistics, such as number of completions, and how long it took a lecturer to complete the leas improved the frequency and timely completion of the leas. QAD also conducted unannounced physical visits to the lecture halls to monitor attendance.

Examination Monitoring

The Directorate monitored both the first and second semester examinations of the 2021/2022 academic year. Compliance with Standard Course outline template. QAD monitored to ensure that lecturers have complied with the issuance of course outlines based on the standard course outline template.

Course/Lecturer Evaluation: 2021/22 Academic Year

The online Course/lecturer evaluation was conducted for all faculties as follows:

- Diploma 100 and bachelor's level 100 students (first semester)
- Graduate School Years 1 and 2, Bachelor levels 200 to 400 and Diploma Level 200 students (Semester two).

Overall, two hundred and thirty-one (231) lecturers were evaluated by students. This was made up of seventy-four (74) lecturers from the Faculty of Accounting and Finance, sixty-six (66) from the Faculty of Management Studies, Faculty of IT and Communications Studies, sixty-nine (69) lecturers and twenty-two (22) lecturers from the Faculty of Law. Evaluation reports have since been submitted to the Deans of the four faculties.

Course/Lecturer Evaluation: 2022/2023 Academic Year -First Semester

The 2022/2023 Academic Year first semester Course/Lecturer evaluation was conducted for the following:

- School of Graduate Studies (Year 2)
- UPSA Law School (Levels 200 to 400)
- The three faculties (Levels 300 and 400)

Data collection ended on Thursday, 8th December, 2022.



ACTION PLAN FOR 2023
Action plan of the Directorate is geared towards the achievement
of the University's Strategic plan.

No.	Focus	Strategic Initiative	Commencement Date	Completion Date	Progress Report
1	PEOPLE	Conduct faculty evaluation regarding teaching, research, and service	One month prior to the commencement of the academic year	Ongoing (yearly)	There is a continuous faculty evaluation concerning teaching. Designs will be commenced in the second quarter to cover evaluation of faculty research and service.
2	PEOPLE	Conduct periodic surveys to measure and track the reputation of the University among key stakeholders	Q3 2022	Q4 2022	Designs will commence in the 2 nd Quarter.
3	PROCESS	Carry out annual performance reviews and appraisal	Q4 2022	Ongoing (Annually)	This will take place in the 4 th Quarter.
4	PROCESS	Provide constructive feedback on performance appraisal	Q3 2022	Ongoing (Annually)	This will take place in the 4 th Quarter.
5	IMPACT	Participate in global rankings of universities in teaching	All year round	Ongoing	The Directorate currently participates in global rankings such as U-Multi Rank
6	IMPACT	Sustain ACBSP accreditation and seek other international accreditations	All year round	Ongoing	The Directorate is improving upon its structure to ensure monitoring and compliance with ACBSP accreditation requirements. A composite compliance structure will be presented to management in the 4 th Quarter.
7	IMPACT	Institute practice-based or experiential teaching and learning	Q3 2022	Q2 2023	The Directorate is currently designing practiced based or experiential. This will serve as a basis for the actual design in the 3 rd Quarter.

8	IMPACT	Develop training modules to respond to the practical teaching needs of lecturers	Q3 2022 Q2 2023 Director, Quality Assurance	Q3 2022 Q2 2023 Director, Quality Assurance	The Directorate is currently designing practiced based or experiential teaching and learning template to solicit the needs of lecturers. This will serve as basis for the training modules that will be developed throughout the year
9	CONTINUOUS IMPROVEMENT	Institutionalise peer review among lecturers, and institutional self-evaluation	2022	Ongoing	Design work will commence in the 3 rd Quarter towards lecturers peer review and self-evaluation.
10	CONTINUOUS IMPROVEMENT	Subject the University's teaching to a peer review mechanism	Every five years, starting from 2023	Ongoing (five-yearly)	Work will commence on this before the 4 th Quarter of 2023





Dr. Isaac Newman Arthur
Director, Medical Directorate

OVERVIEW

The primary objective of the Medical Directorate is to provide healthcare services for the University community and members of the surrounding communities. The Clinic provides a 10-hour daily basic healthcare services including consultation, treatment, laboratory, pharmacy and psychological services, from Monday to Friday. Again, the Clinic helps to implement policies regarding medical refund, medical screening for staff and students, and partners with other faculties to guide in decisions on health-related issues about staff and students where necessary. Periodically, the Clinic conducts health education for both students and staff, partnering with various unions or associations in the University.

The goals for 2022 year were to develop policies and systems needed to expand the services rendered by the Clinic. These goals included:

1. Start specialist and other special healthcare services.
2. Set up a Wellness Unit and obtain accreditation for the Wellness Unit and the Counselling Centre of the University.
3. Improve staff numbers and performance through various training programmes.
4. Improve on pharmacy and laboratory services through various partnerships.
5. Improve on the aesthetics of the Clinic.
6. Increase visibility, cliental base and revenue for the UPSA Clinic.
7. Register with other health insurance facilities.
8. Continue staff and students medical screening .

The above goals were significantly achieved, and various measures have been put in place to ensure they are continued and improved in the coming year.

Staff Strength

The Health Directorate had 39 staff, 28 clinical and 11 non-clinical staff in 2022.

Clinic Attendance

There were a total of 8,203 old registrants, and 2501 new registrants, and thus, 10,704 visits to the Out of Patients' Department of the Clinic, as against 7,222 in 2021. Out of this number, majority of them were students visits (61.9%), and then staff visits (20.7%).

Outpatients Department (OPD)

There were 2,501 new OPD attendants, majority being students (89.8%)



Pharmacy Unit

A total of 7800 prescriptions were served from January to October, 2022, with 47.8% of them being students, 25.7% staff, 28.2% being staff dependents.

Laboratory

Four thousand nine hundred and fifty-five (4,955) various diagnostic procedures were conducted from January 2022 to October 2022. Majority of beneficiaries were students (63.4%).

Mortality

There were no deaths recorded in 2022.

MEDICAL SCREENING

Students' medical screening was conducted throughout the year with an average of 70 students per day. A total number of 5061 students were screened from January to October, 2022.

STRUCTURES

Wellness Unit

A wellness unit has been set up at the UPSA Clinic. In line with Part 5 of the Health Professionals Regulatory ACT, 2013 (ACT 857), the necessary documentation for the registration was submitted to the Ghana Psychological Council. Officials from the Council came to the University campus in May, 2022 to inspect the Wellness and the Counselling Unit, was granted the accreditation to practice.

students and staff have been attending the Wellness Unit, and 5,061 students have been screened as part of their students' medical screening.

The Wellness Unit collaborates with the Counseling Unit to provide mental health services for clients.

Some notable programmes were organized by the Clinic in partnership with other Departments and organizations.

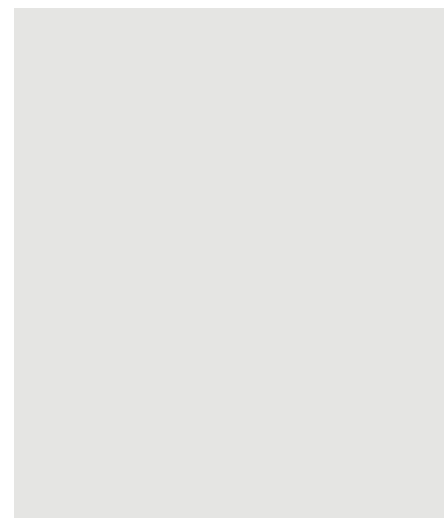
Throughout the year, various health education sessions were organized with various students' and staff unions, and various health topics were addressed.

Health week celebrations

In October, 2022, a health week was successfully organized by the UPSA Clinic and Counselling Unit (in conjunction with Ghanaian-German Centre and all other staff and students' associations) for the University community. The week-long programme was dedicated to creating awareness on mental health, with the theme, "Making Mental Health and Wellbeing for all, a Priority," which was in line with the global theme for mental health day, on the 10th October, 2022.

Health Club

To improve health advocacy amongst the University community, a health club was formed and inaugurated in October, 2022. This Club currently has 70 members. Every semester, they will organize various health programme for students and staff.



Policies and Proposals

Various policies were reviewed and submitted to management for further deliberations and implementation.

- **Medical Reimbursement and Refund Policy**

Over the years, due to changing needs of the University, various policies on health have been reviewed to reflect current plans and status of the university. The policy was reviewed by the Medical Committee chaired by Dr. Fidelis Quansah, and sponsored by the Medical Directorate. The University Management made its input, and currently under consideration and likely to

be implemented after all the legal requirements are met, and in consultation with various staff unions.

- **Procurement Policy (Frame Work Agreement)**

This policy was proposed to aid the procurement of medications for the UPSA Clinic, in order to curb the frequent stock-out of medications, and as well as, reduce the high cost of medical refunds to staff and ensure a more efficient healthcare service delivery. The Framework Agreement looks at drug purchase agreement with suppliers for the whole year, instead of quarterly arrangements, which delays the supply of

drugs and other essential items on many occasions. This proposal is currently under review awaiting University Management's response on way forward.

The proposal was drafted by Mrs. Amina Tahiru (Procurement Officer for UPSA Clinic), and reviewed by Dr. Isaac Newman Arthur (Ag. Director, Medical Directorate), and Dr. Bernard Dornoo (Principal Medical Officer, and former Director, UPSA Clinic).

OUTLOOK

As indicated in the UPSA Strategic Plans, Priorities & Focus (People), Objective 7, the Medical Directorate is to, "Actively promote the health and wellbeing of staff and students through health education." Thus, the following will be the focus areas to achieve this objective. The Directorate will focus on improving on healthcare services, intensify health education and advocacy efforts, and partner with various unions and faculties to provide quality and affordable healthcare for all clients.

FUTURE PLAN: STRATEGIC PRIORITIES AND FOCUS FOR 2023

No.	Agenda (Focus)	Resources	Timelines
1	Improve & Expand Specialist Services <ul style="list-style-type: none"> • Eye, Dietician, Obstetrics & Gynaecology • Set up a Dental Unit • Add Pediatrics, Surgery, Sequential Compression Device (SCD) 	Dental equipment	January - December
2	Continue Special Services <ul style="list-style-type: none"> • Executive Doorsteps Service • Emergency/Enquiries On-call Helpline 	IP Phones (2)	February
3	Improve Pharmacy Services <ul style="list-style-type: none"> • Online Pharmacy Partnership • Improve procurement procedures (Implement Framework Agreement) • Improve prescriptions & labels for clients 	<ul style="list-style-type: none"> • Commitment to MOUs • Purchase drug labelling printer 	January-June
4	Improve Laboratory Services <ul style="list-style-type: none"> • Partner with laboratories to provide services • Improve laboratory facilities (purchase new equipment) 	<ul style="list-style-type: none"> • Commitment to MOUs • Laboratory equipment 	January-March
5	Improve mental health services & advocacy <ul style="list-style-type: none"> • Partner with Counselling Unit • Regular mental health education with unions, departments, associations • Therapies- individual, group therapies, Relaxation Therapy 		January-December
6	Health Promotion <ul style="list-style-type: none"> • Organize a Health Week Celebration in October • Partner with ISTD to send health tips via text messaging every two weeks • Organize a seminars with unions, associations etc. • Work with Health Club to organize programmes 	<ul style="list-style-type: none"> • Text messaging credits • Funds for • Activities • Various unions collaborations 	January - December
7	Improve Medical Screening <ul style="list-style-type: none"> • Migrate part of form to online • Reduce the screening duration to one semester (three months) • Increase penalty for defaulters to GH 200 • Staff medical screening throughout the year 	<ul style="list-style-type: none"> • ISTD platforms 	January - March
8	Improve Medical Refund processes <ul style="list-style-type: none"> • Migrate part of forms to online • Educate staff on processes • Implement medical reimbursement policy 	<ul style="list-style-type: none"> • ISTD platforms 	January - December

8	Improve Medical Refund processes	<ul style="list-style-type: none"> • Migrate part of forms to online • Educate staff on processes • Implement medical reimbursement policy 	<ul style="list-style-type: none"> • ISTD platforms 	January - December
9	Improve administrative processes	<ul style="list-style-type: none"> • Migrate to a paperless system, a Hospital Administration and Management System (HAMS) • Leadership training for staff 	HAMS software	June
10	Business expansion & visibility	<ul style="list-style-type: none"> • Advertise services on LCD bill board, • various directional signs • Partner with corporate organizations to provide services for staff • Complete processes with Health Insurance facilities 	Collaborate with BDC and PAD	January-February
11	Develop supplementary course for students	<ul style="list-style-type: none"> • Course Title: Health & Lifestyle for first years of each programme (various health-related topics) 	Course materials	December
12	Start 24hr service	Provide 24-hour admission & OPD	Additional Staff	December

05

STAKEHOLDERS AND PARTNERSHIPS

Table 1: Staff Strength as at December 2022

Gender	Senior Members		Senior Staff	Junior Staff	Total
	Teaching	Non-Teaching			
Male	262	90	91	55	498
Female	100	66	81	22	269
Total	362	156	172	77	767

Source: Human Resource Directorate, December 2022

Table 2: Breakdown of Recruitment by Departments

SN	NAME	DESIGNATION	FACULTY/ DIRECTORATE	DATE OF APPOINTMENT
1	Ms. Gifty Andoh Appiah	Lecturer	Information Technology and Communication Studies	September 22, 2022
2	Dr. Sonny Anyetei Moses Ako-Nai	Lecturer	Faculty of Management Studies	September 22, 2022
3	Mr. Ebenezer Adjetey-Sorsey	Lecturer	Faculty of Management Studies	September 22, 2022
4	Dr. Prince Amoah	Lecturer	Faculty of Management Studies	September 8, 2022
5	Dr. Timothy A Balag Kutu	Lecturer	Faculty of Management Studies	September 19, 2022
6	Dr. Frederick Pobee	Lecturer	Faculty of Management Studies	September 19, 2022
7	Dr. Zakari Bukari	Lecturer	Faculty of Management Studies	October 17, 2022
8	Dr. Samuel Koomson	Lecturer	Information Technology and Communication Studies	October 17, 2022
9	Dr. Millicent Akotam Agangiba	Lecturer	Information Technology and Communication Studies	November 7, 2022
10	Dr. Douglas Yeboah	Lecturer	Information Technology and Communication Studies	November 11, 2022
11	Mr. Daniel Arkoh Fenyi	Assistant Lecturer	Information Technology and Communication Studies	September 19, 2022
12	Mr. Cecil Mettle-Nunoo	Assistant Lecturer	UPSA Law School	September 15, 2022

13	Ms. Precious Asabea-Boakye	Assistant Lecturer	UPSA Law School	November 7, 2022
14	Ms. Lauriane Mercy Ewurama Ghartey	Assistant Lecturer	UPSA Law School	November 3, 2022
15	Mr. George K. Acquah	Assistant Lecturer	UPSA Law School	November 7, 2022
16	Mrs. Edna Obiri	Assistant Lecturer	UPSA Law School	September 15, 2022
17	Mr. Emmanuel Kunde Wampah	Assistant Lecturer	Information Technology and Communication Studies	October 17, 2022
18	Ms. Sandra Yeboah	Assistant Lecturer	Information Technology and Communication Studies	October 17, 2022
19	Mr. De-Love Anobah Opere	Assistant Lecturer	Information Technology and Communication Studies	October 17, 2022
20	Mr. Nelson Saviour Kwashie	Assistant Lecturer	Information Technology and Communication Studies	October 17, 2022
21	Mr. Emmanuel Godfred K.E. Duncan	Assistant Lecturer	Information Technology and Communication Studies	October 17, 2022
22	Mr. Stephen Kofi Dotse	Assistant Lecturer	Information Technology and Communication Studies	November 7, 2022
23	Mr. Jeremiah Osei-Kwakye	Assistant Lecturer	Information Technology and Communication Studies	November 7, 2022
24	Mr. Kingsley Oforu Ampong	Assistant Lecturer	Information Technology and Communication Studies	November 7, 2022
25	Mr. Emmanuel Atebawone	Assistant Lecturer	Information Technology and Communication Studies	November 7, 2022
26	Mrs. Geneveive Sedalo	Assistant Lecturer	Faculty of Management Studies	October 17, 2022
27	Dr. Dennis Walker	Medical Officer	Medical Services Directorate	October 1, 2022
28	Mr. Kwasi Arhin Quayson	Graduate Assistant	Legal Directorate	November 9, 2022
29	Ms. Franca Adjei Kyeremaa	Graduate Assistant	Business Development Centre	November 9, 2022
30	Ms. Eunice Adjeley Pobee	Graduate Assistant	School of Graduate Studies	November 9, 2022
31	Ms. Patience Asantewaa	Graduate Assistant	School of Graduate Studies	November 9, 2022
32	Mr. Enoch Agyire	Graduate Assistant	School of Graduate Studies	November 9, 2022
33	Ms. Edith Ofoeda	Graduate Assistant	Business Development Centre	November 9, 2022
34	Mr. Michael Amadi	Graduate Assistant	School of Graduate Studies	November 9, 2022
35	Mr. Prince Wade	Graduate Assistant	School of Graduate Studies	November 9, 2022

Table 3: Appointment of Deans, Coordinators and Research Officers

	Name	Position	Date of Appointment
1	Prof. Emmanuel Selasie Asamoah	Cognate Dean, FITCS	April 11, 2022

Appointment of Research Officer

1	Mr. Nii Amartey Amartey	Research Officer, Department of Communication Studies	September 1, 2022
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Renewal of Appointment of Deans

1	Dr. Ampem Darko Aniapam	Dean, Weekend School	February 1, 2022
2	Mr. Godwin Adagewine	Dean, CPMLET	February 25, 2022

Table 5: Renewal of Appointment of Coordinators & Research Officers

	Name	Position	Date of Appointment
1	Mr. Lawrence Offei Asare	Coordinator, MBA Corporate Governance	August 1, 2022
2	Dr. Isaac Boadi	Coordinator, MBA Auditing & Finance	August 1, 2022
3	Mr. Thompson Aneyire Kubaje	Coordinator, MBA Accounting & Finance	February 3, 2022

Research Officers

1	Dr. Abdallah Abdul Mumuni	Research Officer, Faculty of Accounting & Finance	August 1, 2022
2	Dr. Juliana Aku Shika Andoh	Research Officer, Department of Marketing	July 1, 2022

Table 6: List of Staff Upgraded

SN	NAME	FACULTY
1	Emmanuel Kwadwo Lawluvi	Accounting and Finance
2	Prince Yeboah Boateng	Accounting and Finance
3	Salomey Osei Addo	Accounting and Finance
4	Mawunyo Agradi	Accounting and Finance
5	Michael Gift Soku	Accounting and Finance
6	Rester Torgomey	Accounting and Finance
7	Eric Padi Nyabey	Accounting and Finance

8	Ebenezer Arthur Duncan	Management Studies
9	Daniel Nii Okaija Welbeck	Management Studies
10	Caroline Korkor Ahorkonu	Management Studies
11	Evelyn Lamisi Asuah	Management Studies
12	Christine Ofori	UPSA Law School
13	Kenneth Ohene-Manu	UPSA Law School
14	Yorm Ama Abledu	UPSA Law School
15	Joseph Baffour Aduamoah	UPSA Law School

Table 7: Promotion List

Faculty

No	Name	From	To	Faculty/Directorate
1	Prof. Emmanuel S. Asamoah	Senior Lecturer	Associate Professor	Faculty of Information Technology and Communication Studies
2	Prof. Fidelis Quansah	Senior Lecturer	Associate Professor	Faculty of Management Studies
3	Prof. Kofi Osei Frimpong	Senior Lecturer	Associate Professor	Faculty of Management Studies
4	Dr. Mary Naana Essiaw	Lecturer	Senior Lecturer	Faculty of Management Studies
5	Dr. Esther Julia Attiogbe	Lecturer	Senior Lecturer	Faculty of Management Studies
6	Dr. Ampem Darko Aniapam	Lecturer	Senior Lecturer	Faculty of Management Studies
7	Dr. Andrews Akolaa	Lecturer	Senior Lecturer	Faculty of Management Studies
8	Dr. Ibn Kailan Hamid	Lecturer	Senior Lecturer	Faculty of Management Studies
9	Dr. Boadi Nyamekye	Lecturer	Senior Lecturer	Faculty of Management Studies
10	Mrs. Vivian Esumanba Sampson	Assistant Lecturer	Lecturer	Faculty of Accounting & Finance
11	Timothy Azaa Ayamga	Assistant Lecturer	Lecturer	Faculty of Accounting & Finance
12	Mr. Paul Muda	Assistant Lecturer	Lecturer	Faculty of Accounting & Finance
13	Mr. Richard Nii Ayitey Akoto	Assistant Lecturer	Lecturer	Faculty of Accounting & Finance
14	Mr. Thompson Kubaje Aneyire	Assistant Lecturer	Lecturer	Faculty of Accounting & Finance
15	Mr. Saeed Salahudeen	Assistant Lecturer	Lecturer	Faculty of Accounting & Finance

16	Dr. Mrs. Helena Ahulu	Lecturer	Senior Lecturer	Faculty of Accounting & Finance
17	Mr. Samuel Tuffour	Assistant Lecturer	Lecturer	Faculty of Accounting & Finance

Senior Members Administration

No	Name	From	To	Faculty/Directorate
1	Mr. Sabastian Ofoe Hadjor	Junior Assistant Registrar	Assistant Registrar	Library
2	Ms. Kafui Adjoa Ayisadu	Junior Assistant Registrar	Assistant Registrar	Human Resource (Transport)
3	Ms. Brinyl Musah Muniratu	Junior Assistant Registrar	Assistant Registrar	Medical Services
4	Ms. Rita Jubilant Prempeh	Junior Assistant Registrar	Assistant Registrar	Business Development
5	Mrs. Florence Bediako	Junior Assistant Registrar	Assistant Registrar	School of Graduate Studies
6	Mr. Hardi Imoro Adam	Junior Assistant Registrar	Assistant Registrar	VCG (Secondment)
7	Mrs. Joyce Sackey	Junior Assistant Registrar	Assistant Registrar	Academic Affairs Directorate
8	Mrs. Joyce Rogers	Junior Assistant Registrar	Assistant Registrar	UPSA Law School
9	Ms. Rachael Amerley Addo	Junior Assistant Registrar	Assistant Registrar	Student Services
10	Mr. Nicholas Yousiph Lanquaye	Junior Assistant Registrar	Assistant Registrar	Credit Union
11	Mrs. Freda Larweh	Junior Assistant Registrar	Assistant Registrar	Quality Assurance
12	Mrs. Veronica Charway	Junior Assistant Registrar	Assistant Registrar	Records
13	Nathaniel Quao	Assistant Accountant	Assistant Registrar	Finance

Senior Staff

No	Name	From	To	Faculty/Directorate
1.	Mr. Samuel Okpoti Adjei	Laboratory Technician	Senior Enrolled Nurse	Medical Services
2.	Ms. Ninette Odamtten	Senior Accounting Assistant	Principal Accounting Assistant	Finance
3.	Mr. Nii Amon Kotey	Principal Audit Assistant	Chief Audit Assistant	Internal Audit

4.	Ms. Rita Owusu	Principal Administrative Assistant	Chief Administrative Assistant	Fixed Asset
5.	Ms. Adelaide Boateng	Senior Administrative Assistant	Principal Administrative Assistant	
6.	Mr. Isaac Addo Tetteh	Senior Administrative Assistant	Principal Administrative Assistant	Business Development Centre
7.	Mr. Ernest Armah	Senior Administrative Assistant	Principal Administrative Assistant	Chaplaincy
8.	Mr. Obed Appia- Nti Mensah	Senior Administrative Assistant	Principal Administrative Assistant	Chaplaincy
9.	Ms. Grace Kelcy Ntow	Principal Administrative Assistant	Chief Administrative Assistant	Business Development Centre
10.	Mr. Albert Oscar Quayson	Administrative Assistant	Senior Administrative Assistant	Quality Assurance
11.	Ms. Catherine Begu-Ela Digbang	Principal Administrative Assistant	Chief Administrative Assistant	CIEC
12.	Mr. Clifford Hammond	Senior Computer Technician	Principal Computer Technician	ISTD
13.	Ms. Faustina Sedem Komladzei	Senior Administrative Assistant	Principal Administrative Assistant	Medical Services
14.	Ms. Sefakor Amenukpor Assani	Senior Administrative Assistant	Principal Administrative Assistant	Medical Services
15.	Mr. Farouk Abdul Hannan	Principal Computer Technician	Chief Computer Technician	ISTD
16.	Ms. Rebecca Tetteh	Principal Administrative Assistant	Chief Administrative Assistant	Finance
17.	Ms. Sandra Asiedu-Mantey	Senior Administrative Assistant	Principal Administrative Assistant	Public Relations
18.	Ms. Edna Enyonam Klu	Nursing Officer	Senior Nursing Officer	Medical Services
19.	Mr. Israel Nyantuame	Security Officer	Principal Security Officer	Security Services
20.	Mr. Michael Ohene Tettey	Senior Security Guard	Security Officer	Security Officer
21.	Mr. Isaac Annan	Principal Security Officer	Chief Security Officer	Security Services
22.	Mr. Samuel Atule	Security Officer	Principal Security Officer	Security Services
23.	Mr. Peter Ataburo	Security Officer	Principal Security Officer	Security Services
24.	Mr. Stephen Adongo	Security Officer	Principal Security Officer	Security Services
25.	Mr. Elikem Sydney Kofi Tay	Senior Works Superintendent	Principal Works Superintendent	Works and Physical Development
26.	Ms. Ruth Badu Nartey	Senior Administrative Assistant	Principal Administrative Assistant	Works and Physical Development
27.	Mr. Avani Awuni	Works Superintendent	Senior Works Superintendent	Works and Physical Development

28	Mr. Bernard Kofi Afram	Principal Library Assistant	Chief Library Assistant	Library
29	Ms. Lyndapurl Naa atswei Okpoti	Senior Administrative Assistant	Principal Administrative Assistant	Business Development Centre
30	Ms. Harriet Acheampong	Marketing Assistant	Senior Marketing Assistant	Business Development Centre
31	Mr. Augustus Kwabina Amekudzi	Senior Works Superintendent	Principal Works Superintendent	Business Development Centre
32	Mr. Edmond Vorgbe	Senior Accounting Assistant	Principal Accounting Assistant	Business Development Centre
33	Mr. Felix Addokwei Addo	Senior Marketing Assistant	Principal Marketing Assistant	Business Development Centre
34	Mr. Nana Yaw Boama-Amoah	Senior Accounting Assistant	Principal Accounting Assistant	Business Development Centre
35	Mr. Paul Kyei Boamah	Senior Administrative Assistant	Principal Administrative Assistant	Business Development Centre
36	Ms. Anita Yaa Tsibuah	Stores Assistant	Senior Stores Assistant	Stores
37	Ms. Sherifatu Iddi	Senior Administrative Assistant	Principal Administrative Assistant	Office of the Pro-Vice-Chancellor
38	Ms. Gloria Troudy Maxbornd	Administrative Assistant	Senior Administrative Assistant	Faculty of Management Studies
39	Mr. Charles Nii Amu Dodoo	Principal Administrative Assistant	Chief Administrative Assistant	Human Resource Directorate
40	Mr. Ernest Agbemenya	Media Assistant	Senior Media Assistant	Media & Website Unit
41	Ms. Antoinette Awuradjoa Kudiabor	Senior Enrolled Nurse	Staff Nurse	Medical Services Directorate
42	Ms. Helina Appiah	Senior Administrative Assistant	Principal Administrative Assistant	Public Affairs Directorate
43	Ms. Abigail Arthur	Senior Administrative Assistant	Principal Administrative Assistant	Finance Directorate
44	Mr. Roger Kenyenso	Procurement Assistant	Senior Procurement Assistant	Procurement Unit
45	Mr. Samuel Kissi	Works Superintendent	Senior Works Superintendent	Physical Development
46	Mr. Paul Seidu Abakah	Works Superintendent	Senior Works Superintendent	Physical Development
47	Ms. Mizpah Etoram Tay	Senior Administrative Assistant	Principal Administrative Assistant	Public Affairs Directorate
48	Ms. Bridget Osei	Senior Administrative Assistant	Principal Administrative Assistant	Finance Directorate

49	Mr. Mandela Sowah	IT Technician	Senior IT Technician	ISTD
50	Mr. Wilfred Edem Adiku	IT Technician	Senior IT Technician	ISTD
51	Mr. Robert Obodai Torgbor	IT Technician	Senior IT Technician	ISTD
52	Mr. Anthony Buawolor Tetteh	Senior Administrative Assistant	Principal Administrative Assistant	CPMLET

Junior Staff

1	Mr. Abdulganiyu Baba Adasoh	Chief Driver	Assistant Transport Officer	Transport Unit
2	Ms. Patience Dery	Security Guard Grade I	Senior Guard	Security Services Directorate
3	Ms. Nana Abua Otchere	Senior Enrolled Nurse	Nursing Officer	Security Services Directorate
4	Mr. Moses Barnor	Assistant Head Porter	Head Porter	Business Development Centre
5	Mr. Seth Asare	Driver Grade I	Senior Driver	Transport Unit
6	Mr. Charles Boakye Duah	Chief Driver	Assistant Transport Officer	Transport Unit
7	Mr. Richard Abraham Aryeetey	Driver Grade I	Senior Driver	Transport Unit

Deceased Staff

Table 10: List of Deceased Staff

SN	NAME	RANK
1	Mr. Joseph Apalugu	Senior Administrative Assistant
2	Mr. Ruben Aggrey Larbi	Driver II

Staff Strength

No.	Staff	Current	Required	Variance
1	Medical Officers	5	6	1
2	Physician Assistants	1	2	1
3	Nurses	11	15	3
4	Administrator	3	3	0
6	Laboratory Technicians	5	7	2
7	Pharmacist	2	2	0
8	Pharmacy Assistant	4	4	0
9	Medical Record Officer	4	4	0
10	Accounts Clerks	1	3	2
11	Orderlies Officer	3	3	0
Total		39	49	7

OPD Attendance and Consultations, 2022 (Old Registrants)

Month	Sex	Staff	Dependent	Contract	NSP	Students	Retired	Private	Totals
Jan	M	120	27	1	2	131	0	12	293
	F	89	63	6	1	253	2	17	431
Feb	M	108	56	1	6	90	1	20	282
	F	98	88	1	1	200	0	16	404
Mar	M	124	36	3	0	86	7	11	267
	F	111	65	2	0	394	5	19	596
Apr	M	117	37	3	1	138	2	4	302
	F	72	70	4	1	356	0	8	511
May	M	144	61	1	3	260	0	14	483
	F	117	108	4	1	544	2	11	787
Jun	M	158	75	2	1	261	2	14	513
	F	134	126	5	2	426	2	28	723

Jul	M	110	27	2	2	21	0	2	164
	F	75	80	4	2	9	0	4	174
Aug	M	99	46	2	1	108	6	18	280
	F	84	71	0	0	175	10	17	357
Sep	M	166	44	4	0	148	1	6	369
	F	120	86	2	1	311	1	12	533
Oct	M	74	38	3	1	131	2	3	252
	F	77	59	2	0	327	3	14	482
Total		2,197	1,263	52	26	4369	46	250	8,203

Attendance and Consultations, 2022 (New OPD Registrants)

Month	Sex	Staff	Dependent	Contract	NSP	Students	Retired	Private	Totals
Jan	M	0	2	0	2	47	0	4	55
	F	0	1	1	0	71	0	7	80
Feb	M	0	3	0	0	31	0	6	40
	F	0	4	0	0	88	0	6	98
Mar	M	2	36	3	0	2	0	4	47
	F	0	2	2	0	152	0	7	163
Apr	M	2	1	0	1	91	0	9	104
	F	1	2	0	0	150	0	12	165
May	M	0	3	1	0	211	0	7	222
	F	1	3	0	1	327	0	6	338
Jun	M	3	3	0	0	209	0	17	232
	F	3	3	0	1	214	1	7	229
Jul	M	0	1	0	2	21	0	2	26
	F	1	1	0	2	9	0	4	17
Aug	M	0	2	2	1	54	0	6	65
	F	0	4	0	0	77	0	10	91
Sep	M	1	3	0	0	118	0	7	129
	F	1	1	0	0	123	0	3	128
Oct	M	2	3	0	0	98	0	4	107
	F	1	1	0	0	154	0	9	165
Total		18	79	9	10	2,247	1	137	2501

There were 2501 new OPD attendants, majority being students (89.8%)

Admissions and procedures

No.	Service	Number
1	Admissions	158
2	Referrals	91
3	Wound dressing	141
4	Parenteral care (Intravenous/Intramuscular)	995
5	Nebulization	6
6	Suturing	4

Number of Prescriptions Served by Pharmacy

MONTH	STAFF	DEPENDANT	STUDENT	PRIVATE	TOTAL
January	154	60	273	12	499
February	159	123	171	17	470
March	191	103	456	14	764
April	195	112	559	19	885
May	198	145	946	21	1310
June	281	808	184	30	1303
July	150	69	72	18	309
August	157	194	99	21	471
September	266	506	116	17	905
October	253	80	530	21	884
T total	2004	2200	3406	190	7800

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Medical refund paid to staff

Month	Amount (GHC)
January	17,553.04
February	23,825.5
March	16,362.8
April	30,001.47
May	28,692.62
June	25,114.22
July	25,595.17
August	16,437.05
September	33,758.3
Supplementary	6,009.14
T total	223,349.3

Income generated

MONTH	AMOUNT (GHC)
January	1,965.79
February	2,918.10
March	2,159.14
April	2,513.99
May	3,371.40
June	4,321.00
July	2,983.00
August	3,868.80
September	3,349.50
October	4,066.64
T total	31,517.36

Admissions

PhD in Marketing and PhD in Accounting Programme in the 2022/23 Academic year.

Year	Number of applicants for MARKETING	Number admitted	Percentage admitted out of applications	Number of persons registered on programme
2022/23	24	19	79%	14

Year	Number of applicants for ACCOUNTING	Number admitted	Percentage admitted out of total applications	Number of persons registered on programme
2022/23	67	17	25%	15

LIST OF PUBLICATIONS OF PHD STUDENTS

ITEM	Author Name(s) and Cohort Year	Publication Title and Year of publication	Journal/Conference Paper/Book Chapter etc	Electronic Link and other access details
1	Michael Verner Menyah, Jincal Zhaung, Charles Dwumfour Osei, Rejoice Akrashie (2024), Enoch Darkwah	Determinants of Entrepreneurial Orientation: A Study of Rural Entrepreneurs in Jiangsu Province, China (2020)	EPRA International Journal of Multidisciplinary Research (IJMR)	DOI: https://doi.org/10.36713/epra5408
2	Genevieve Sedalo (2024), Timothy Zilevu, Nathan Austin, Koryoe Anim Wright	Dependency, Destination Branding, Brand Advocacy and National Culture: A Theoretical Exploration.	Conference Paper	https://theaabd.org/2022-conference/OFFICIAL_2022_AABD_Conference_Program.pdf
3	Austin N, Boateng H, Kosiba J.K, Sedalo G (2024).	Exploring Corporate Social Responsibility (CSR) Initiatives of SMEs during the Covid-19 Pandemic	Journal of Business & Professional Studies	Vol 14 Issue 1

4	Amoako, G., Omari, P . (2022), Kumi, D.K., Agbemabiase, G.C. & Asamoah, G.	Artificial Intelligence and Better Entrepreneurial Decision-Making: The Influence of Customer Preference, Industry Benchmark, and Employee Involvement in an Emerging Market (2021)	Journal of Risk and Financial Management 14: 604.	
5	Omari, R. & Omari, P . (2022)	The nutrition, safety and health implications of food hawking in traffic (2019)	UNSCN NUTRITION 44	
6	Omari, P . (2022)& Mensah, K.	Perceptions of satisfaction among international students of the University of Ghana. In Quartey, P ., Agyei-Mensah, S., Codjoe, S.N.A. & Bamba, A.B.A. (Eds) Multidisciplinary Perspectives on Transformation in Africa (pp. 200-227) (2018)	Sub-Saharan Publishers, Legon-Accra, Ghana	
7	Lovelace Esinu Agordoh (2024)	Emotional Customer Experience and Revisit Intention for Spa T treatment: A conceptual Analysis (2022)	International Journal for Innovative Research in Multidisciplinary Field	DOIs: 10.2015/IJIRMF/202204031 WWW.IJIRMF.COM
8	Lovelace Esinu Agordoh (2024)	Customer Loyalty Through Retailer Brand Equity: Perspectives from Male Alcoholic Beverage Consumers (2022)	International Journal of Scientific Research and Management	DOI: 10.18535/ijorm/v10i5.m02 www.ijorm.in ISSN (e): 2321 - 3418
9	Majeed, M. (2023), Azumah, S. B., Asare, C (2023).	Drivers of Green Brand Equity and Green Purchase Intention in Emerging Markets (2022).	Palgrave Macmillan/Springer	Drivers of Green Brand Equity and Green Purchase Intention in Emerging Markets SpringerLink. <u>https://doi.org/10.1007/978-3-030-82572-0_7</u>
10	Majeed, M. (2023)	Green Marketing Communication and Consumer Response in Emerging (2022).	Palgrave Macmillan/Springer	Green Marketing Communication and Consumer Response in Emerging Markets SpringerLink. <u>https://doi.org/10.1007/978-3-030-82572-0_3</u>

11	Majeed, M.(2023), Ekremet, K (2023)., & Godwin, S (2023)	Firm Focus, Market Orientation and Firm Performance within the Health Insurance Industry, (2022)	Asia-Pacific Management Accounting Journal	FIRM FOCUS, MARKET ORIENTATION AND FIRM PERFORMANCE WITHIN THE HEALTH INSURANCE INDUSTRY (uitm.edu.my). https://www.doi.org/10.24191/APMAJ.V17i1-01
12	Mohammed Majeed (2023), Charles Asare (2023), Alhassan Fatawu & Aidatu Abubakari	An analysis of the effects of customer satisfaction and engagement on social media on repurchase intention in the hospitality industry, 2022	Cogent Business & Management	https://doi.org/10.1080/23311975.2022.2028331
13	Charles Asare (2023), Mohammed Majeed (2023) , and Nana Arko Cole (2023)	Omnichannel Integration Quality, Perceived Value, and Brand Loyalty in the Consumer Electronics Market: The Mediating Effect of Consumer Personality, 2022	Lecture Notes in Networks and Systems 392, Springer	https://doi.org/10.1007/978-981-19-0619-0_4
14	Mohammed Majeed (2023), Seidu Alhassan, and Nana Arko-Cole (2023)	Role, Characteristics and Critical Success Factors of Big Data (BD): Implications for Marketing in Africa	Springer Nature	https://doi.org/10.1007/978-3-030-93499-6_10
15	Adnan Odartey Lamptey (2022), Won Jae Lee	Between Stigma and Status: The Experiences of Generation Z Ghanaian Female Taekwondo Practitioners	Research in Dance and Physical Activities https://doi.org/10.26584/RDPA.2022.08.6.2.1 2022. Vol. 6, No. 2, 1-18	https://www.kci.go.kr/kciportal/ci/sereArticleSearch/ciSereArtiView.kci?sereArticleSearchBean.artild=ART002875854

ADMISSIONS

Admitted Applicants to various programs

Programme	Male	Female	Total
MBA Accounting and Finance	241	185	426
MBA Auditing	7	9	16
MBA Corporate Governance	31	59	90
MBA Marketing	22	17	39
MBA Total Quality Management	28	34	62
MBA Internal Auditing	4	3	7
MBA Petroleum Accounting and Finance	15	8	23
MPhil in Leadership	9	4	13
MSc. Leadership	2	1	3
MPhil in Finance	11	5	16
MBA Impact Entrepreneurship and Innovation	14	16	30
MA Brands and Communications	78	99	177
MA Peace, Security & Intelligence Science	107	34	144
MSC Insurance Risk Management	9	16	25
MSC Procurement Management	33	26	59
MSC Pensions Management	7	1	8
MPhil Accounting	17	7	24
MPhil Leadership Top up	1	1	2
MPhil Accounting Top -up	11	3	14
MBA Accounting (Distance)	26	0	26
MBA Auditing (Distance)	1	0	1
MBA Marketing (Distance)	1	0	1
MBA Corporate Communication	14	42	56
Total	689	570	1259

USIS: December 2021

Table 5: Registered Students for various programmes for year one

PROGRAMMES	EVENING		WEEKEND		Total
	Male	Female	Male	Female	
MBA Accounting & Finance	49	41	148	122	360
MBA Accounting & Finance(DL)	0	0	18	0	18
MBA Petroleum Accounting & Finance	0	0	10	4	14
MBA Auditing	1	4	2	3	10
MBA Auditing (DL)	0	0	0	0	0
MBA Internal Auditing	0	1	3	1	5
MA Peace, Security & Intel.	0	0	44	16	62
MBA Corporate Governance	7	13	11	31	62
MBA Corporate Governance (DL)	0	0	2	0	2
MA Brands & Communication Management	25	30	32	41	128
MBA Impact Entrepreneurship & Innovation	0	0	11	7	18
MBA Total Quality Management	9	7	16	20	52
MBA Marketing	6	4	8	8	26
MBA Marketing (DL)	0	0	1	0	1
MPHIL Finance (Morning)	6	2	0	0	8
MPHIL Leadership	7	3	0	0	10
MSc Leadership	0	1	0	0	1
MSc Insurance Risk Management	0	0	7	10	17
MSc Procurement Management	7	6	13	8	34
MSc Pension Management	0	0	4	0	4
MBA Corporate Communications	2	5	5	26	38
MPhil Accounting (Morning)	3	5	0	0	8
MPhil Accounting (Top -up)	9	3	0	0	12
MPhil Leadership (Top-up)	1	1	0	0	2
Total	132	126	335	297	890

USIS: October, 2022

Total Students' Population

LEVEL	600				700				GRAND TOTAL
	SESSIONS	MOR.	EVN.	WKD.	SUB	MOR.	EVN.	WKD.	
				TOTAL				TOTAL	
MBA Acct. & Fin		90	271	361		88	259	347	708
MBA Acct. & Fin (DL)		0	22	22		15	0	18	40
MBA Auditing		5	6	11		8	18	26	37
MBA Auditing (DL)		0	1	1		4	0	4	5
MBA Int. Auditing		1	4	5		2	1	3	8
MBA Corp. Govern.		20	42	62		8	46	54	116
MBA Corp. Govern. (DL)		0	2	2		3	0	3	5
MBA Marketing		10	16	26		12	17	29	55
MBA Marketing (DL)		0	1	1		2	0	2	3
MBA TQM		16	37	53		15	29	44	97
MBA Pet. Acc. & Fin.		0	14	14		0	18	18	32
MBA Imp. Ent. & Inn.		0	18	18		0	16	16	34
MPhil in Leadership		10	0	10		10	0	10	20
MPhil in Finance	8	0	0	8	9			9	17
MSc. in Leadership		1	0	1		0	0	0	1
MSc. Insur. Risk Mgt.	17	0	0	17		0	0	0	17
MSc. Procurement Management		0	36	36		0	0	0	36
MA Brands & C Mgt.		55	73	128		0	0	0	128
MA Peace Sec. & IM		0	64	64		0	0	0	64
MPhil Accounting Top -UP		12	0	12		0	0	0	12
MPhil Accounting Top -UP		8	0	8		0	0	0	8
MPhil Leadership Top Up		2	0	2		0	0	0	2
MBA Corporate Communication			38	38		0	0	0	38
GRAND TOTAL	25	230	645	900				583	1483

USIS: October, 2022

Table 8 : 2022 Graduation Statistics

S/N	NAME OF PROGRAMME	EXPECTED STUDENT TO GRADUATE	GRADUATED STUDENTS	COMPLETED BUT YET TO GRADUATE STUDENTS
1	MBA Accounting and Finance	393	382	11
2	MBA Accounting and Finance(Distance)	22	20	2
3	MBA Impact Entrepreneurship and Innovation	24	19	5
4	MPhil Leadership	16	11	5
5	MSc Leadership	1	1	0
6	MBA Auditing	28	26	2
7	MBA Internal Auditing	15	12	3
8	MBA Corporate Governance	65	61	4
9	MBA Corporate Governance (Distance)	6	5	1
10	MBA Marketing	53	43	10
11	MBA Marketing (Distance)	2	2	0
12	MPhil Finance	20	17	3
13	MBA Total Quality Management	56	53	3
14	MBA Petroleum Accounting and Finance	22	22	0
15	MA Peace, Security and Intelligence	121	97	24
16	MA Brands and Communication Management	106	106	0
17	MA Brands and Communication Management (Sandwich)	28	27	1
18	MSc Insurance Risk Management	20	20	0
19	MSc Procurement	60	49	11
	Total	1058	973	85

Staff Strength of SOGS

RANK	SENIOR MEMBERS		NON-TEACHING		TOTAL
	Full-time	Adjunct	Senior Members	Non-Senior Members	
Professor	4	1			5
Assoc. Prof.	5				5
Senior Lecturer	8	4			12
Lecturer	21	22			43
Asst. Lecturer	6	-			6
Deputy Registrar	-	-	1		1
Snr. Assist. Registrar	-	-	1		1
Assist. Registrar	-	-	1		1
Senior Staff				1	1

Junior Staff (Service Personnel)				8	8
Graduate Assistant				4	4
Total	44	27	4	13	85

Source: UPSA Human Resource Directorate, 2022

Table 13: Best Graduating Post-Graduate Students

NO	PRIZE	NAME OF WINNER	FCGPA/SCORE
1.	Overall Best Graduating Student - 2year programme	AMOAH KWABENA THEOPHILUS 10270961	3.85
2.	Overall Best Graduating Student -One year programme	ACHEAMPONG REBECCA 10282203	3.92
3.	Best Graduating Student in M.Phil. Leadership	DWENBENG PAUL (10274656)	3.65
4.	Best Graduating Student in M.Phil. Finance	AMOAH KWABENA THEOPHILUS 10270961	3.85
5.	Best Graduating Student in MSc. Leadership	AGYARE RICHMOND KWAME 10105727	3.38
6.	Best Graduating Student in MBA Auditing	BONNEY ADJOA ADELAIDE (10105073)	3.5
7.	Best Graduating Student in MBA Accounting and Finance	AFORVE AFETI JEMIMA 10273147	3.80
8.	Best Graduating (MALE)Student in MBA Corporate Governance	AHORSU NEWTON AHAMAH ISAAC 10271221	3.73
	Best Graduating (FEMALE)Student in MBA Corporate Governance	MAAWEREMUO MARY-ROSE 10272637	3.69
9.	Best Graduating Student in MBA Marketing	ABUBAKAR KHADIJAH 10272630	3.52
10.	Best Graduating Student in Research (MPhil Thesis)	TETTEH BUAWOLOR ANTHONY 10273984 (MPHIL FINANCE)	SCORE: 85
11.	Best Graduating Graduate Student in Taxation and Fiscal Policy Course	ABUBAKAR SUWAIBA 10272850	SCORE: 90
12.	Best Graduating Student in Corporate Reporting Strategy Course	AWUDETSEY CHRISTABEL 10271667	SCORE: 85
13.	Best Graduating Graduate Student in Management Accounting Course	ADJETEY NII ADJEI BERNARD 10272858	SCORE: 90.5
14.	Best Graduating Student in MBA Petroleum Accounting & Finance	ASARE BRIFA STEPHEN 10272674	3.64

15.	Best Graduating Student in MBA Internal Auditing	PEWU SEDINAM 10274233	3.58
16.	Best Graduating Student in MBA Total Quality Management	KAKRABA BENJAMIN 10272641	3.75
17.	Best Graduating Student in MBA Impact Entrepreneurship and Innovation	DUMFEH RICHARD 10270931	3.75
18.	Over-All Best Graduating M/A Student	ACHEAMPONG REBECCA 10282203	3.92
19.	Best Graduating Student in MSc Procurement Management	ADAMAH NAA SHIKA GIFTY 10282387	3.60
20.	Best Graduating Student in MSc Insurance Risk Management	SIKA FRANCISCA 10283384	3.78

Senior Members Teaching and Non-Teaching

Teaching Staff (Full Time)

S/N	NAME OF STAFF	RANK/POSITION	HIGHEST QUALIFICATION/YEAR OBTAINED AND PLACE
1	Prof. Abednego Feehi Okoe Amartey	Professor/VC	PhD Business Administration / 2015, Central University of Nicaragua Doctor of Business Administration / 2012, Swiss Management Centre University MPhil. Marketing / 2012, University of Ghana MBA Marketing / 2003, University of Ghana Chartered Institute of Marketing (CIM, UK)
2	Prof. Charles Banor	Associate Professor/ProVC	PhD (Finance) MBA (Finance) Australia MBA (Prof. Acct) Australia. BSc (Admin) Ghana. CPA- Australia(ASCPA)
3	Prof. John Kwaku M. Mawutor	Assoc. Prof/ Dean	PhD, DBA, (Finance, Switzerland) MBA (Finance, Ghana), ICA
4	Prof. Austin Nathan	Professor/ Dean. Doctoral Programmes	PhD in Tourism Marketing, The Scottish Hotel School / (1998), Strathclyde University. MSc in Tourism Marketing (1988)
5	Prof. Nana Kwame Frimpong	Professor	Doctor of Philosophy in Marketing

6.	Prof. Goski Alabi (Mrs.)	Professor	Doctor of Philosophy in Business Administration / 2015, Central University of Nicaragua. Doctorate in Business Administration (Higher Institution Leadership) / 2011, Swiss Management Centre. MPhil Food Science / 2000, University of Ghana
7.	Prof. Albert Puni	Prof./ (Dean, Distance Learning)	PhD Business Administration, Central University of Nicaragua, 2015 Doctor of Business Administration, Swiss Management Centre University, 2014 MSc. Corporate Governance, South Bank University London, 2004 ICSA, UK
8	Dr. Nii Ayitey Akoto, R.	Lecturer/ Coordinator	PhD. Petroleum and Natural Gas Engineering/2020, BIU, Madrid MSc. Petroleum Engineering/2013, AUST , Abuja.
9	Prof. Fidelis Quansah	Assoc. Prof/Dean	PhD in Management/ 2017, Accra Institute of Technology, Accra MBA Marketing/ 2006, University of Ghana
10	Dr. Albert Martins	Director/ Snr. Lecturer	PhD (International Marketing) / 2012 London Metropolitan University (UK). Diploma in Marketing & Social Research. 2007 Market Research Society (UK). MSc Marketing. 2005 University of Glamorgan (UK). MBA (Marketing). 2000. University of Ghana, Legon (Ghana). Postgraduate Diploma (Marketing). 1997. Chartered Institute of Marketing (CIM) UK. Certificate in Sales Management / 1995, Chartered Institute of Marketing (UK)
11	Dr. Ibn Kailan Abdul-Hamid	Snr. Lecturer / Coordinator	PhD (Marketing), UG MPhil. (Business Administration-Marketing option), UG CIMG, CIM-UK
12.	Prof. Emmanuel Selase Asamoah	Assoc. Prof. /Dean	PhD Economics and Management, Tomas Bata University, Czech Republic, 2012 MSc. in Economics and Management, University of Economics, Prague, Czech Republic, 2009
13.	Dr. Andrews Adugudaa Akolaa	Snr. Lecturer	Doctorate in Business Administration (Marketing) / 2016, Swiss Management Centre EMBA- UGBS. 2004 -2006 Postgraduate Diploma (Marketing) / 1996, Chartered Institute of Marketing (CIM) UK.

14	Prof. Ibrahim Mohammed	Assoc. Professor of Research	PhD (Hotel and Tourism Hospitality and Economics)
15	Prof. Raymond Dziwornu	Assoc. Professor/Dean	PhD in Agric. Economics (2012)
16	Dr. Peter Ackah	Lecturer	PhD in Finance, University of Nicaragua (On-going) MBA Finance (March 2009) UCC, B.Ed (Accounting) (July 2001) UCC, Dip. Bus. Edu. (Accounting) 1994, UCEW, K'si. ACCA (Final)
17.	Mr. James Ami-Narh	Senior Lecturer/Director	Doctor of Info. Tech (On-going). MBA in MIS, UG, 2002
18	Prof. Joseph K. Tuffour	Assoc. Professor	PhD Economics
19	Dr. Samuel Antwi	Senior lecturer/Vice Dean	PhD (Finance Option (2014), Jjiangsu University MBA(Accounting), ACCA
20	Dr. Gladys A. A. Nabieu	Senior lecturer	MPhil (Finance) BBA(Banking & Finance)
21	Mr. Richard Quashigah	Lecturer	LLM, BL
22	Dr. Isaac Ofoeda	Lecturer	PhD Finance (On-going) (2016-2020) UGBS, Mphil in Finance (July 2011) UG, Chartered Accountant (ICAG) (2011)
23	Mr. Abdulai Munkaila	Lecturer	MPhil Leadership, UPSA
24	Dr. James Ntiamoah Doku	Snr. Lecturer	PhD in Finance (2014). Univ. of Ghana
25	Ms. Mavis Kwainoe	Lecturer	LLM, LLB
26	Dr Andrews Ayiku	Lecturer	PhD, DBA, SMC- Switzerland MBA Marketing, GIMPA Post Graduate Diploma in Management, University of Leister, UK
27	Mr. Yaro Kasambata	Lecturer	MSc. Defence and International Politics, Ghana Armed Forces Command and Staff College. Post Graduate Diploma in Business Administration, University of Wales, UK.
11	Dr. Ibn Kailan Abdul-Hamid	Snr. Lecturer / Coordinator	PhD (Marketing), UG MPhil. (Business Administration-Marketing option), UG CIMG, CIM-UK

12.	Prof. Emmanuel Selase Asamoah	Assoc. Prof. /Dean	PhD Economics and Management, Tomas Bata University, Czech Republic, 2012 MSc. in Economics and Management, University of Economics, Prague, Czech Republic, 2009
13.	Dr. Andrews Adugudaa Akolaa	Snr. Lecturer	Doctorate in Business Administration (Marketing) / 2016, Swiss Management Centre EMBA- UGBS. 2004 -2006 Postgraduate Diploma (Marketing) / 1996, Chartered Institute of Marketing (CIM) UK.
14	Prof. Ibrahim Mohammed	Assoc. Professor of Research	PhD (Hotel and Tourism Hospitality and Economics)
15	Prof. Raymond Dziwornu	Assoc. Professor/Dean	PhD in Agric. Economics (2012)
16	Dr. Peter Ackah	Lecturer	PhD in Finance, University of Nicaragua (On-going) MBA Finance (March 2009) UCC, B.Ed (Accounting) (July 2001) UCC, Dip. Bus. Edu. (Accounting) 1994, UCEW, K'si. ACCA (Final)
17.	Mr. James Ami-Narh	Senior Lecturer/Director	Doctor of Info. Tech (On-going). MBA in MIS, UG, 2002
18	Prof. Joseph K. Tuffour	Assoc. Professor	PhD Economics
19	Dr. Samuel Antwi	Senior lecturer/Vice Dean	PhD (Finance Option (2014), Jiangsu University MBA (Accounting), ACCA
20	Dr. Gladys A. A. Nabieu	Senior lecturer	MPhil (Finance) BBA (Banking & Finance)
21	Mr. Richard Quashigah	Lecturer	LLM, BL
22	Dr. Isaac Ofoeda	Lecturer	PhD Finance (On-going) (2016-2020) UGBS, Mphil in Finance (July 2011) UG, Chartered Accountant (ICAG) (2011)
23	Mr. Abdulai Munkaila	Lecturer	Mphil Leadership, UPSA
24	Dr. James Ntiamoah Doku	Snr. Lecturer	PhD in Finance (2014). Univ. of Ghana
25	Ms. Mavis Kwainoe	Lecturer	LLM, LLB
26	Dr Andrews Ayiku	Lecturer	PhD, DBA, SMC- Switzerland MBA Marketing, GIMPA Post Graduate Diploma in Management, University of Leister, UK
27	Mr. Yaro Kasambata	Lecturer	MSc. Defence and International Politics, Ghana Armed Forces Command and Staff College. Post Graduate Diploma in Business Administration, University of Wales, UK.

28	Mrs. Ivy Eklemet	Lecturer	MBA in Accounting and Finance, UPSA (2016)
29	Dr. John McCarthy	Lecturer	Doctorate in Finance, SMC University, Switzerland (Feb. 2016)
30	Mr. George Quartey	Lecturer	Doctorate in Finance, SMC, (On-going), Chartered Accountant (ICA, GH), MSc. Business Administration (Finance) April 2011, GIMPA, ICAG
31	Dr. Michael Mickson	Snr. Lecturer	PhD in Business Administration, 2018, Cass European Institute of Management Studies, Luxembourg MPhil in Educational Administration, University of Cape Coast, 2007
32	Dr. Redeemer Krah	Snr. Lecturer	PhD Accounting and Control Netherlands Open Univ., (On-going) MPhil Business Administration (Accounting) (Nov 2008) UG, Bsc Administration (Accounting) (May 2002) UG, Chartered Accountant (ICA, GH) (Feb 2009)
33.	Dr. Michael Boadi Nyamekye	Snr. Lecturer	Doctor of Philosophy in Marketing (2015), University of Ghana, Legon MBA in Marketing, (2001), University of Ghana, Legon.
34.	Dr. Ernest Mensah Abraham	Snr. Lecturer	PhD in Development Studies, University of Greenwich, UK, 2011 MPhil in Environmental Science, University of Ghana, June, 2004
35.	Dr. Isaac Boadi	Snr. Lecturer	PhD in Finance, Heerlem University, Nederland, MSc. In Finance, Gothenburg University, Sweden. MSc. Finance, Skovden University, Sweden.
36.	Dr. Mark Boadu	Lecturer	PhD in Corporate Governance, 2013, Plymouth University, UK. Master of Public Administration, University of Ghana, 2005
37.	Dr. Adam Salifu	Lecturer/ Research Fellow	PhD in Social Science, 2015, MPhil in Development Studies, 2007, BA Information Studies, 2005
38.	Mr. Anagba Kingsley Kofi	Lecturer	MPhil in Operations Management, University of Ghana, 2015
39.	Dr. Rejoice Esi Asante	Lecturer	PhD in Business Administration, Open University of Malaysia MPhil in Social Psychology, University of Ghana, 2009, PgD. In Marketing CIMG 2007 Prof. Diploma in Marketing. CIMG 2006

40.	Mr. Daniel Addae Adjepong	Lecturer	MSc Engineering Business Management /2008, Coventry University, United Kingdom
41.	Mr. Benjamin Baroson Angenu	Lecturer	PhD (Candidate) UPSA, MPhil in Leadership, UPSA
42.	Mr. Ebenezer Arthur Duncan	Lecturer	MPhil in Global Leadership / 2013, UPSA.
43.	Mrs. Akorfa Wuttor	Lecturer	DBA (Candidate) in Quality Systems Management / 2020, The National Graduate School of Quality Management, USA MBA in Total Quality Management / 2013, UPSA.

Source: Human Resource Directorate, 2022

TEACHING STAFF (ADJUNCT)

No.	Name	Qualification	Rank
1	Dr. Sampson Amofo	MSc. Finance MBA (MGT), PhD in Finance	Snr. Lecturer
2	Dr. Samuel Lartey	PhD in Finance	Senior Lecturer
3	Mr. Nathaniel Addy	MSc. Marketing	Lecturer
4	Dr. Henry Boateng	PhD Knowledge Management	Senior Lecturer
5	Mr. Augustine Addo	MBA, ICA	Lecturer
6	Mr. Collins Agyemang Sarpong	MBA Finance	Lecturer
7	Ms. Olivia Mensah	EMBA Procurement	Lecturer
8	Mr. Rakibu Zuzie	MBA Petroleum Accounting, CIT, ICA Ghana	Lecturer
9	Mr Issah Mohammed	ACCA (2008), PGDip Financial Strategy, Oxford University ,UK, MSc Financial Management, University of West of England, UK	Lecturer
10	Mr Yaw Amoah Mpare	MSc. Finance and Investment, University of Exeter Business School, UK, 2008 Fellow, Association of Chartered Certified Accountants, (FCCA), 2003	Lecturer
11	Mr Attah Acheampong	Masters, Energy & Environmental Economics & Management, Eni Corporate University, Italy, 2007 MSc. Oil and Gas Accounting, Robert Gordon University, Aberdeen, 2013 ICAG, 2015	Lecturer

11	Mrs Neola Gbireh	Professional Law Course(Ghana School of Law), MSc Risk Management, Chartered Insurance Institute, UK, Bachelor of Law (LLB)	Lecturer
12	Mrs Matilda Asante-Asiedu	MA Arts in Journalism Studies, Cardiff University – Wales. September 2005	Lecturer
13	Mr. Ernest Amartey Voodee	Msc Acturail Science, Chartered Statistician & Fellow, Institute & Faculty of Actuaries (U.K.)	Lecturer
14	Mr. Yehoda Nii Kotey	Master of Laws Oil and Gas Law	Lecturer
15	Mr. Kwaku Appietu-Ankrah	DBA Candidate, MA Risk Management	Lecturer
16	Dr. Nene Adams Kortey Asafotei		Lecturer
17	Mr. Stephen Yeboah	MBA Finance	Lecturer
18	Maj. Gen (Dr) Emmanuel Kotia	PhD in Political Science	Lecturer
19	Dr. Fiifi Edu-Afful	PhD in Peace and Conflict Studies	Lecturer
20	Dr. Bright Oduro-Kwarteng		Lecturer

Source: Human Resource Directorate, 2022

ADMINISTRATIVE STAFF

1	Mrs Lorraine Gyan	MBA HRM (UGBS), CIM (UK)	Deputy Registrar
2	Samuel Mensah	MBA Finance (KNUST), ChPA, CQRM	Snr. Assistant Registrar/Ag. School Administrator
3	Mrs Florence Bediako	MBA Public Administration (UGBS), Bachelor of Management (UCC),	Assistant Registrar
4	Ms. Eunice Korveh	BA Psychology and English (UG)	Snr. Admin. Assistant
5	Ziyad Musah	BA Tourism and Culture (KNUST)	Snr. Admin. Assistant

GRADUATE ASSISTANTS

1	Eunice Pobee	BBA, UPSA	Graduate Assistants
2	Michael Amadi	BBA, UPSA	Graduate Assistants
3	Prince Wade Nartey	BBA, UPSA	Graduate Assistants
4	Patience Asantewaa	BBA, UPSA	Graduate Assistants

NATIONAL SERVICE

1	Jethro Tetteh Kwei	BSc Banking & Finance	Service Personnel
2	Aquila T wum Mensah	BBA	Service Personnel
3	Doku Nii Amarah Abraham	BBA	Service Personnel
4	Nana Ama Nyarko Quayson	Degree in Public Relations	Service Personnel
5	John MwimiasaaNounyah	BSc Banking & Finance	Service Personnel
6	Awura Abena Obeng - Wireko	Diploma in Public Relations	Service Personnel
7	Patricia Korlekie Sogbodjor	Bsc Accounting	Service Personnel
8	Mustapha Sadik Suweibatu	BSc Accounting	Service Personnel

ADMISSIONS

The Faculty admitted a total of two thousand, seven hundred and sixty eight students (2,768). See the table below for the breakdown.

Programme	M	F	Total
Bachelor of Business Administration	776	1001	1777
BSc. Marketing	198	239	437
BSc Real Estate Management and Finance	50	40	90
Diploma in Management	126	196	322
Diploma in Marketing	67	75	142
TOTAL	1217	1551	2768

STUDENTS POPULATION STATISTICS

The table below shows the student population statistics from 2020/2021 academic year to 2022/2023
Comparison of Students Population by Programme and Gender , 2020 -2022

PROGRAM	2022/2023			2021/2022			2020/2021		
	M	F	Total	M	F	Total	M	F	Total
Bachelor of Business Administration	1909	1981	3890	2280	2306	4586	2184	2115	4299
BSc. Marketing	378	494	872	406	502	908	399	466	865
BSc. Real Estate Management and Finance	111	50	161	111	45	156	82	32	114
Diploma in Management	147	226	373	262	343	605	171	197	368
Diploma in Marketing	90	112	202	151	155	306	98	86	184
TOTAL	2635	2863	5498	3210	3351	6561	2934	2896	5830

Source: USIS

2022 GRADUATION STATISTICS

The University held its 14th Congregation on Faculty bases in the Kofi Ohene-Konadu Auditorium from August 30, 2022 to September 6, 2022. The Faculty of Management Studies held its graduation session on Thursday September 6, 2022. A total of one thousand, two hundred and eighty-six (1,286) students graduated from the Faculty: nine hundred and twenty-eight (928) degree and three hundred and fifty-eight five (358) diploma students. Of this number, 44% were males while 56% were females.

Class Distribution of 2022 graduation of students in the Faculty

Summary of 2022 BBA Graduating Class Classified by Gender

	MALE	FEMALE	TOTAL
1st Class	5	5	10
2nd Class Upper	71	102	173
2nd Class lower	147	177	324
3rd Class	94	110	204
Pass	16	6	22
Total	333	400	733

Source: USIS 2022

Summary of 2022 BSc. Marketing Graduating Class Classified by Gender

	MALE	FEMALE	TOTAL
1st Class	1	5	5
2nd Class Upper	16	16	32
2nd Class lower	25	44	69
3rd Class	23	35	58
Pass	7	5	12
Total	72	105	176

Source USIS, 2022

Graduation Awards, 2022

Award Category	ID Number	Name	CGPA
Best Graduating Student of the Faculty of Management Studies	10092540	Hagan Abigail Nyamekye	3.72
Best Graduating Student in Bachelor of Business Administration	10092540	Hagan Abigail Nyamekye	3.72
Best Graduating Student in BSc. Marketing	10274802	Addison Thelma	3.69
Best Graduating Student BSc. Real Estate Management and Finance	10101610	Agyapong Ophelia	3.53

Best Graduating Student in Diploma in Management	10275782	Amglo Linda	3.28
Best Graduating Diploma in Diploma in Marketing	10281042	Alimah Samuel	3.39

List of Lecturers who presented Research Work during the Departmental Seminar

DATE	RESEARCH TOPIC	PRESENTER	DEPARTMENT
20-10-2022	The Impact of COVID-19 on workers and its implication on Socio-Economic Inequalities in Ghana:	Rexford Akrong and Peter Kwasi Kodjie	Marketing
20-10-2022	Assessing drivers of Negative Customer Engagement in the Ganian Ride Sharing	Winston Asiedu Inkumsah, Benjamin Angenu, Barbara N.A Tetteh and Ibn Kailan Abdul - hamid	Marketing
26-10-2022	"Retaining the Repatriate by Organization in Developing Countries: Understanding the decision making-point of the expatriate"	Dr. Linus Kekeli Kudo	Business Administration
26-10-2022	" Flexible work arrangement and Employees. Commitment. A Study of Female Employees of the University of Professional Studies, Accra	Nana Owusua Aboagye-Darko	Business Administration
01-11-2022	Publication in Top Tier Journals: Overcoming the Barriers.	Prof. Kofi Osei-Frimpong	Faculty

All the seminars were held via zoom

Source: Faculty of Management Studies, 2022

FACULTY OF ACCOUNTING AND FINANCE

Admission of students into various programmes in the faculty

BSc. Accounting								
Level	Regular		Evening		Weekend		Total	
	M	F	M	F	M	F	M	F
100	280	239	8	11	21	19	309	269
200	0	1	29	13	8	13	37	27
300	0	0	25	35	17	9	42	44
Total	280	240	62	59	46	41	728	

BSc. Banking and Finance

Level	Regular		Evening		Weekend		Total	
	M	F	M	F	M	F	M	F
100	107	93	6	6	10	9	123	108
200	0	0	1	1	2	0	3	1
300	0	0	2	0	0	1	2	1
Total	107	93	9	7	12	10	238	

BSc Actuarial Science

Level	Regular		Evening		Weekend		Total	
	M	F	M	F	M	F	M	F
100	37	33	0	0	0	0	37	33
200	0	0	0	0	0	0	0	0
Total	37	33	0	0	0	0	70	

BSc. Accounting and Finance

Level	Regular		Evening		Weekend		Total	
	M	F	M	F	M	F	M	F
100	265	167	6	8	28	21	299	196
200	0	0	11	8	7	5	18	13
300	0	0	23	12	17	4	40	16
Total	265	167	40	28	52	30	582	

BSc. Business Economics

Level	Regular		Evening		Weekend		Total	
	M	F	M	F	M	F	M	F
100	56	36	0	0	1	0	57	36
200	1	0	0	0	0	0	1	0
300	0	0	0	0	0	0	0	0
Total	57	36	0	0	1	0	94	

Diploma in Accounting

Level	Regular		Evening		Weekend		Total	
	M	F	M	F	M	F	M	F
100	57	72	2	3	53	24	112	99
Total	57	72	2	3	53	24	211	

Distribution of BSc Accounting Graduates' Performance by Gender

BSc. Accounting

	MALE	FEMALE	TOTAL
1 st Class	5	3	8
2 nd Class Upper	78	65	143
2 nd Class lower	101	72	173
3 rd Class	89	82	171
Pass	28	15	43
Total	299	237	536

Source: Faculty of Accounting and Finance, 2022

BSc. Accounting and Finance

	MALE	FEMALE	TOTAL
1 st Class	3	2	5
2 nd Class Upper	40	35	75
2 nd Class lower	40	36	76
3 rd Class	24	21	45
Pass	2	1	3
Total	109	95	204

BSc. Banking and Finance

	MALE	FEMALE	TOTAL
1st Class	0	0	0
2nd Class Upper	21	21	42
2nd Class lower	37	31	68
3rd Class	18	19	37
Pass	10	7	17
Total	86	78	164

Source: Faculty of Accounting and Finance, 2022

BSc. Actuarial Science

	MALE	FEMALE	TOTAL
1st Class	2	1	3
2nd Class Upper	7	6	13
2nd Class lower	1	3	4
3rd Class	3	3	6
Pass	0	0	0
Total	13	13	26

Source: Faculty of Accounting and Finance, 2022

BSc. Business Economics

	MALE	FEMALE	TOTAL
1st Class	0	1	1
2nd Class Upper	3	2	5
2nd Class lower	5	2	7
3rd Class	2	1	3
Pass	0	1	1
Total	10	7	17

Source: Faculty of Accounting and Finance, 2022

Diploma in Accounting

	MALE	FEMALE	TOTAL
Distinction	1	0	1
Credit	52	50	102
Pass	45	36	81
Total	98	86	184

Source: Faculty of Accounting and Finance, 2022

Distribution of Academic and Non-Academic Staff of the Faculty

Staff/ Rank	Accounting		Banking and Finance		Total
	Male	Female	Male	Female	
Associate Professor	1	0	4	0	5
Senior Lecturer	3	0	6	2	11
Lecturer	27	8	39	10	84
Assistant Lecturer	4	0	6	2	12
Research Fellows	0	0	4	1	5
Adjunct Lecturer	6	0	8	1	15
Contract Staff	3	0	0	0	3

Non-Academic Staff

Departmental Officer	0	1	0	1	2
Faculty Officer		1			1
Total	44	9	68	17	138

Source: FAF (2022)

Distribution of Doctorate and Non-Doctorate Degree holders in the Faculty

Lecturer/ Rank	Accounting		Banking and Finance		Total
	Male	Female	Male	Female	
PhD/Doctorate	10	1	25	6	42
No PhD/Doctorate	25	7	34	9	75
Total	35	8	59	15	117

Source: FAF (2022)

Staff Strength of the School

Gender	Senior Members		Total
	Teaching	Non-Teaching	
Male	30	0	30
Female	18	3	20
Total	48	3	51

Table 2: Ranks of Academic Staff

Professor	Associate Professor	Senior Lecturer	Lecturer	Assistant Lecturer	Adjunct Lecturer	Total
0	1	1	27	4	15	48

Qualification of Academic Staff

PhD	Masters	PhD in progress
3	48	11

Table 4: Promotions within the Year 2022

No	Name	Rank	Effective Date
1	Mrs. Joyce Rogers	Assistant Registrar	1 st August, 2022

Source: Human Resource Directorate

Table 5: Registration Statistics for First Semester 2021/ 2022

	FOUR-YEAR LLB		THREE-YEAR LLB		SUB-TOTAL	
	M	F	M	F	M	F
LEVEL 100	35	75	N/A	N/A	35	75
LEVEL 200	42	112	62	52	104	164
LEVEL 300	38	109	60	52	98	161
LEVEL 400	35	106	83	67	115	173
TOTAL NUMBER OF REGISTERED STUDENTS : 927						

Source: USIS

Table 7: Graduation Statistics from the Class of 2022

	1ST CLASS	2ND UPPER	2ND LOWER	3RD CLASS	PASS	TOTAL
3-YEAR PROGRAMME	0	2	29	47	6	84
4-YEAR PROGRAMME	1	5	24	18	8	56
TOTAL NUMBER OF GRADUATING STUDENTS						140

Source: USIS

Table 9: Quarterly Banking Roundtable Topics

	DATE	TOPIC DISCUSSED	SPEAKERS
QBR VII	16 th June , 2022	Monetary Policy , Central Bank Leadership and the Stability of the Cedi	Mr. Peter Quartey, Mr. Jacob Brobbey, Mr. Philip Abradu-Otoo and Mr. Robert Dzato.
QBR IX	1 st December, 2022	Ponzi Schemes and the Crisis of Banking Confidence	Mr. Paul Mba Yelzaalem, Ms. Anuonyam Asamoah and Mr. Kenneth Kwamina Thompson.

Table 10: Topics for the Research Dialogue Series

NAME	TOPIC	DATE
Ms. Christine Ofosu-Ampadu	Quarantining the Abuser with the Victim : Domestic Abuse in the Covid-19 Era in Ghana	24 th February, 2022
Prof. E. Kofi Abotsi	Common Errors made in Publication and Avoiding them.	23 rd March, 2022
Ms. Gertrude Amorkor Amah	Corporate Culture : The Missing Element in Ghanaian Corporate Governance	16 th May, 2022
Mr. Kofi Adinkrah Jnr	Why Ghana Police Cannot Police : A Theoretical Perspective on the Problem of Law and law Enforcement	26 th September, 2022

Table 11: Africa Trade Roundtable Discussion Topics

NAME	TOPIC	SPEAKERS	DATE
ATR IV	The AfCFTA, the environment and Sustainable Value Chains	Mr. Jamil Ampomah and Dr. Yao Graham	24 th March, 2022
ATR V	Trade Financing and Pan -African Settlement	Mr. Eric Monchu Intong, Hon. Herbert Krapa and Ms. Audrey Naa Dei Kotey	29 th July, 2022.
ATR VI	Infrastructure, Supply Chain Systems and the AfCFTA	Ms. Bernadette –Nchimunya Muzeta Malliwe, Dr. Daniel McKorley, Mr. Johnson Mwawasi and Mr. Kwame Asante	24 th October, 2022.

Admission Statistics for the Department of Information Technology Studies, 2020 - 2022

Programme	2021/2022							2020/2021							2019/2020						
	Regular		Evening		Weekend		Total	Regular		Evening		Weekend		Total	Regular		Evening		Weekend		Total
	M	F	M	F	M	F		M	F	M	F	M	F		M	F	M	F	M	F	
BSc. in ITM																					
Level 100	0	0	0	0	0	0	0	691	106	26	4	49	6	882	165	21	8	3	14	3	214
Level 200	0	0	0	0	0	0	0	6	1	42	10	13	1	73	2	0	34	7	9	1	53
Level 300	0	0	53	10	18	4	85	6	0	29	10	5	3	53	3	0	23	8	1	0	35
Total	0	0	53	10	18	4	85	703	107	97	24	67	10	1,008	170	21	65	18	24	4	302
Dip. in ITM																					
Level 100	0	0	0	0	0	0	0	321	61	39	2	101	13	537	84	15	26	2	11	2	140

Source: USIS, November 2022

Admission Statistics for the Department of Communication Studies, 2020-2022

Programme	2021/2022							2020/2021							2019/2020						
	Regular		Evening		Weekend		Total	Regular		Evening		Weekend		Total	Regular		Evening		Weekend		Total
	M	F	M	F	M	F		M	F	M	F	M	F		M	F	M	F	M	F	
BA. in PRM																					
Level 100	0	0	0	0	0	0	0	319	536	6	28	25	48	962	59	94	4	12	8	17	194
Level 200	0	0	0	0	0	0	0	3	5	19	30	1	12	70	1	3	9	19	0	7	41
Level 300	0	0	32	106	7	13	158	4	1	28	94	0	5	132	0	1	27	83	0	3	117
Total	0	0	32	106	7	13	158	326	542	53	152	26	65	1,164	60	98	40	114	8	27	352
Diploma in PR																					
Level 100	0	0	0	0	0	0	0	121	320	6	20	26	51	544	29	61	1	12	2	4	109

Source: USIS, November 2022

Population of Bachelor of Science in Information Technology Management Students, 2020- 2022

2021/2022										2020/2021								2019/2020									
Level	Regular		Evening		Weekend		Gender Total		Total	Regular		Evening		Weekend		Gender Total		Total	Regular		Evening		Weekend		Gender Total		Total
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	
100	0	0	0	0	0	0	0	0	0	535	78	25	5	24	3	584	86	670	25	53	4	8	4	12	33	73	106
200	349	53	135	14	33	6	0	0	0	272	35	71	16	21	2	364	53	417	305	40	34	8	18	2	357	50	407
300	365	56	102	18	12	2	479	76	555	122	15	56	16	16	5	194	36	230	105	12	24	6	13	2	142	20	162
400	269	37	132	43	29	6	430	86	516	53	12	42	6	0	0	95	18	113	45	12	33	5	1	1	79	18	97
Grand Total									1,071	Grand Total								1,430	Grand Total								772

Source: USIS, November 2022

Population of Diploma Public in Relations, 2020 - 2022

2021/2022										2020/2021								2019/2020									
Level	Regular		Evening		Weekend		Gender		Total	Regular		Evening		Weekend		Gender Total		Total	Regular		Evening		Weekend		Gender		Total
	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F	
100	0	0	0	0	0	0	0	0	0	91	256	6	16	20	31	117	303		15	39	1	7	2	2	18	48	66
200	56	168	17	32	3	9	76	209	285	46	147	13	25	0	0	59	172		51	165	16	28	0	1	67	194	261
Grand Total									76	209	285	Grand Total					176	475		Grand Total					85	242	327

Source: USIS, November 2022

Graduation statistics for the Department of Information Technology Studies, 2020-2022

ACADEMIC YEAR	2021/2022				2020/2021			2019/2020		
PROGRAMME	CLASS	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
Bachelor of Science in IT Management	1 ST CLASS	0	0	0	1		2	1	1	2
	2 ND CLASS UPPER	26	10	6	26	6	32	18	4	22
	2 ND CLASS LOWER	60	17	77	28	9	37	25	1	26
	3 RD CLASS	32	4	36	14	0	14	18	2	20
	PASS	4	0	4	3	0	3	7	0	7
Total	153						88	Total	77	

Diploma in IT Management	DISTINCTION	3	0	3	1	3	4	2	0	2
	CREDIT	70	15	85	44	16	60	31	10	41
	PASS	84	20	104	36	8	44	49	11	60
Total	192					108	Total	103		

Source: USIS, November 2022

Graduation statistics for Department of Communication Studies, 2020 - 2022

ACADEMIC YEAR	2021/2022				2020/2021			2019/2020		
PROGRAMME	CLASS	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
Bachelor of Arts in Public Relations Management	1 ST CLASS	0	1	1	0	0	0	1	2	3
	2 ND CLASS UPPER	16	43	59	14	37	51	7	30	37
	2 ND CLASS LOWER	23	82	105	16	56	72	5	18	23
	3 RD CLASS	11	48	59	8	11	19	2	5	7
	PASS	1	0	1	0	0	0	1	0	1
Total	225				Total		142			71

Department of Information Technology Studies staff on further Studies

No.	Name	Programme	Institution	Expected year of completion
1	James Ami - Narh	PhD in Information Technology	Edith Cowen University, Australia	2023
2	Lawrence K. Aziale	PhD in Information Systems	Central University of Nicaragua	2023
3	Maud Ashong Elliot	PhD in Information Systems	University of Ghana	2023
4	Augstina Dede Agor	PhD in Computer Science	KNUST	2023
5	Selasie Aformaley Brown	PhD in Computer Science	University of Energy & Natural Resources	2023
6	Adnan Odartey Lamptey	PhD in Marketing	University of Professional Studies	2023
7	Lina Emefa Modzifa	PhD in Educational Tech.	University of Strathclyde UK	2021
9	Eleanor Afful	PhD in Information Systems	University of Ghana	2023
10	David Aboagye Darko	PhD in Information Systems	University of South Africa	2023

Department of Communication Studies staff on further studies

NO.	NAME	PROGRAMME	UNIVERSITY	EXPECTED YEAR OF COMPLETION
2	Ernest Nkrumah Addo	PhD in English	UNISA, South Africa	2023
4	Ivy Jones-Mensah	PhD in Language, Linguistics and Literature	University of South Africa	2023
5	Gifty Edna Anani	PhD in English Language	University of Venda, South Africa, Limpopo Province	2023
6	Rebecca Baah-Ofori	PhD in Development Communication	University of Ghana	2023
7	Ida Assem Sodoke	PhD in Linguistics	University of Ghana	2023
8	Diana Sebbie	PhD in Communication Studies	University of Ghana	2023
9	Caroline Akpene Yegblemenawo	PhD in French as a Foreign Language	University of Cape Coast	2023
10	Stevens Justice Avenyo	PhD in French as a Foreign Language	University of Cape Coast	2023
11	Andreas Awute	PhD in French as a Foreign Language	University of Cape Coast	2023
12	Abena Kyeraa Duah	PhD in Communication Studies	University of Ghana	2023
13	Tawfik Mohammed Adamu	PhD in Communication Studies	University of Ghana	2024

Publications of members of the Faculty of IT and Communication Studies

Author	Publication
Dr. Emmanuel Owusu-Oware	Nurudeen, M., Abdul-Samad, S., Owusu-Oware, E., Yaw Koi-Akrofi , G.& Ayaba T. H. (2022). Measuring the effect of social media on student academic performance using a social media influence factor model. Education and Information Technologies, https://doi.org/10.1007/s10639-022-11196-0
	Emmanuel Owusu-Oware, John Effah, 2022 . Biometric system for protecting information and improving service delivery: The case of a developing country's social security and pension organisation - https://journals.sagepub.com/doi/10.1177/02666669221085709
Dr. Mohammed Nurudeen	Nurudeen, M., Abdul-Samad, S., Owusu-Oware, E., Yaw Koi-Akrofi , G.& Ayaba T. H. (2022). Measuring the effect of social media on student academic performance using a social media influence factor model. Education and Information Technologies, https://doi.org/10.1007/s10639-022-11196-0
Dr. Godfred Yaw Koi-Akrofi	Nurudeen, M., Abdul-Samad, S., Owusu-Oware, E., Yaw Koi-Akrofi , G.& Ayaba T. H. (2022). Measuring the effect of social media on student academic performance using a social media influence factor model. Education and Information Technologies, https://doi.org/10.1007/s10639-022-11196-0
Dr. Hannah Ayaba Tanye	Nurudeen, M., Abdul-Samad, S., Owusu-Oware, E., Yaw Koi-Akrofi , G.& Ayaba T. H. (2022). Measuring the effect of social media on student academic performance using a social media influence factor model. Education and Information Technologies, https://doi.org/10.1007/s10639-022-11196-0
Adnan Odartey Lamptey	B Adnan Odartey Lamptey (2022), Won Jae Lee etween Stigma and Status: The Experiences of Generation Z Ghanaian Female Taekwondo Practitioners Research in Dance and Physical Activities https://doi.org/10.26584/RDPA.2022.08.6.2.1 2022. Vol. 6, No. 2, 1-18 https://www.kci.go.kr/kciportal/ci/sereArticleSearch/ciSereArtiView.kci?sereArticleSearchBean.artid=ART002875854
Attuquayefio, S. N.	Attuquayefio, S. N. (2022). Information and communication technology adoption in higher education. International Journal of Virtual and Personal Learning Environments (IJVPLE), 12(1), 1-21.
Attuquayefio, S. N.	Attuquayefio, S. N. (2022). Students' responses to learning management systems in a blended learning context. International Journal of Online Pedagogy and Course Design (IJOPCD), 12 (1) 1-17

Matey, A. H.	Matey, A. H., Danquah, P., & Koi-Akrofi, G. Y. (2022). Predicting cyber-attack using cyber situational awareness : The case of independent power producers. <i>International Journal of Advanced Computer Science and Applications</i> , 13 (1), 700-709
Matey, A. H.	Matey, A. H., Danquah, P., Koi-Akrofi, G. Y., & Asampana, I., (2021). Critical infrastructure cybersecurity challenges: IoT in perspective . (INSA) <i>International Journal of Network Security & Its Applications</i> , 13 (4) https://doi.org/10.5121/ijnsa.2021.13404
Asampana, I	Asampana, I., Akanferi, A. A., Matey, A. H., & Tanye, H. A. (2022). Adoption of mobile commerce services among artisans in developing countries. <i>Interdisciplinary Journal of Information, Knowledge, and Management</i> , 17, 101-123. https://doi.org/10.28945/4921
Azameti, A. A. K.	Azameti, A. A. K., Koi-Akrofi, G., Agbodo, N., & Amegadzie, J. K. (2022). A model-driven optical clinic management systems: Systematic software engineering approach. <i>EAI Endorsed Transactions on Pervasive Health and Technology</i> . https://eudl.eu/doi/10.4108/eai.16-3-2022.173610
Owusu-Oware, E.	Owusu-Oware, E., & Effah, J. (2022). Biometric system for protecting information and improving service delivery: The case of a developing country's social security and pension organisation. <i>Information Development</i> . https://doi.org/https://doi.org/10.1177/02666669221085709
Aazagreyir, P.	Aazagreyir, P., Appiahene, P., Appiah, O., Boateng, S., Brown-Acquaye, W. L., & Koi-Akrofi, G. Y. (2022). An integrated fuzzy multi-criteria decision-making method for service selection: a systematic literature review and meta-analysis. <i>Journal of Theoretical and Applied Information Technology</i> , Vol.100. No 15. Little Lion Scientific.

Graduation awards of students, 2022

NO	PRIZE	IDENTITY NUMBER	NAME	FCGPA/ SCORE
1.	Overall Best Graduating Diploma Student	10271930	ZAKARIA, Abdul Basit	3.65
2.	Best Graduating Student in Faculty of IT and Communication Studies	10274054	GAFIFIE, Annette Gretel	3.62
3.	Best Graduating Student in Department of Communication Studies	10274054	GAFIFIE, Annette Gretel	3.62
4.	Best Graduating Student in Department of Information Technology Studies	10094627	TAY, Wisdom Kofi	3.56
5.	Best Graduating Student in Computer Programming	10095546	THEOPHILUS, Caesar	3.5 / 97
6.	Best Graduating Student in Public Speaking and Presentation	10273286	KOOMSON, Kensema Abena	3.58 / 91%
7.	Best Graduating Student in Diploma in Information Technology Management	10271930	ZAKARIA, Abdul Basit	3.65
8.	Best Graduating Student in Diploma in Public Relations Management	10271939	EQUAGOO, Blaisewin Kwame	3.55

Source: 14th Congregation Brochure & USIS, 2022.