



OUR TRANSFORMATIONAL LEADERS

UPSA has flourished through six decades of visionary and transformational leaders who have propelled the institution to new heights. From its founding by Nana Opoku Ampomah, whose single vision birthed and laid a solid foundation for the Institute of Professional Studies (now the University of Professional Studies, Accra), to the transformational leaders who followed. These leaders have continually built upon this legacy by enhancing academic excellence, modernizing infrastructure, and forging global partnerships positioning UPSA as a leading institution, producing graduates impacting society.



Nana Opoku Ampomah

Founder, IPS 1965 - 1977



HRM Drolor Bosso Adamtey I

Chancellor, UPSA 2014-2022



Mrs. Theresa Andah

Director, IPS 1977-1979



Rev. Fr. J. J Martey

Director, IPS 2001-2003 Rector, IPS 2003-2008



Dr, K. K. Sarpong

Chancellor, UPSA 2022 to date



Mr. J. B. Boamah

Director, IPS 1980-1993



Prof. Joshua Alabi

Rector, IPS 2009-2012

Vice- Chancellor, UPSA 2012-2016





Mr. Emmanuel Akorful

Director, IPS 1993-2001



Prof. Abednego F. O. Amaertey

Pro-Vice-Chancellor, UPSA 2016

Vice- Chancellor, UPSA 2017 -2024







59 Years of Molding Minds for Excellence



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22,324

Total Student Population



Total Staff Population

725

48

Academic Programmes





Total Hostel Capacity 4,474

UPSA recognised in the prestigious Times Higher Education World University Rankings





Free tuition in Professional Programmes for all students

SERVICE BEYOND DUTY Impacted the Local Community



Our VC won Four Awards including One of the 100 Most Influential People in Ghana

Faculty members won Awards





Five New Academic Programmes

As at December 2024

www.upsa.edu.gh



MESSAGE FROM THE VICE-CHANCELLOR

Resilience, Growth, and Transformation: UPSA in 2024

The year 2024 was marked by significant geopolitical tensions, economic challenges, and environmental security concerns, all of which had profound implications for global economies and education systems. The ongoing conflicts in Eastern Europe and parts of the Middle East disrupted supply chains, exacerbating global inflationary pressures. Environmental disasters further underscored the urgent need for sustainable practices, while economic uncertainties, driven by fluctuating oil prices and monetary policies, impacted funding for education worldwide. Despite these challenges, the University of Professional Studies, Accra (UPSA) remained steadfast in its commitment to academic excellence, innovation, and transformation.

Ghana's economic environment in 2024 presented both challenges and opportunities. While inflationary pressures

persisted, efforts toward economic stabilization, including fiscal discipline and increased investment in key sectors, showed promise. The education sector, like many others, faced funding constraints, yet UPSA continued to thrive through strategic partnerships, innovative Programmes, and prudent financial management.

Amidst these global and national challenges, UPSA experienced remarkable growth and transformation. In 2024, we introduced three new academic programmes tailored to the evolving needs of the job market, namely the Master of Arts in Media and Digital Communication Management, the Master of Science in Leadership and Organizational Development, and the Bachelor of Arts in Communication Studies. Our student population grew significantly, reaching an impressive 22,324, a testament to our strong academic reputation and appeal.

The University also strengthened its global and local partnerships, finalizing agreements with institutions such as the Tomas Bata University in the Czech Republic and the University at Buffalo in New York. These collaborations will enhance faculty and student exchange Programmes, research opportunities, and capacity-building initiatives.

In 2024, UPSA welcomed new faculty and administrative leaders, whose expertise and dedication will further advance the University's strategic objectives. As part of our leadership transition, we celebrated the tenure of the outgoing Vice-Chancellor, whose term concluded with impactful initiatives that have laid a solid foundation for future growth.

A key highlight of the year was the prestigious Annual Leadership Lecture, delivered by The Rt. Hon. Lord Paul Boateng of the United Kingdom's House of Lords. His address on "Fulfilling the Promise: The Challenge of Leadership—Moving from Rhetoric to Delivery," resonated deeply with our community, inspiring new perspectives on leadership and governance.

Our students continued to distinguish themselves in various national and international competitions. Notably, Nihad Titiaka Oases Ibrahim, a final-year law student, won the 2024 Ghana's Most Beautiful competition, and three of our students secured the top positions in the MTN Pulse Business Challenge. These achievements reinforce our commitment to nurturing well-rounded individuals who excel beyond the classroom.

The successes of 2024 would not have been possible without the unwavering dedication of our faculty, staff, and students. Your resilience, innovation, and commitment to excellence continue to define UPSA as a leader in professional education. I extend my deepest gratitude to each member of our University community for your contributions.

As we look ahead to 2025, we remain committed to driving academic excellence, expanding our global footprint, and fostering an environment of innovation and inclusivity. Together, we will continue to shape the future of higher education in Ghana and beyond.

Thank you, and let us move forward with renewed vigor and ambition.

Professor Abednego F.O. Amartey

Vice-Chancellor University of Professional Studies, Accra



BRIEF PROFILE

OF UPSA

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

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

INTRODUCTION



VISION, MISSION & SHARED VALUES

At the heart of UPSA's strategy are its core values and strategic imperatives, which aim to foster academic excellence, innovation, and leadership. UPSA's vision and mission guide its transformative approach to education while preparing students to thrive in a rapidly changing global landscape.

OUR 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.



OUR 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.

OUR SHARED VALUES

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



THE UNIVERSITY'S STRATEGIC PILLARS





PEOPLE



PROCESS



PLANET













OUR PEOPLE

Our people are our greatest asset, and through their commitment, we continue to shape future leaders who are equipped to make a meaningful impact on society. From dedicated faculty and staff to motivated students, each individual contributes to the University's vibrant community and shared mission.



MEMBERS OF THE GOVERNING COUNCIL

The Governing Council ensures effective governance by providing strategic oversight and making key policy decisions. Comprising experienced leaders, the Council fosters accountability, transparency, and long-term sustainability, guiding the University toward growth, excellence, and innovation.



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 F. Antoh Government Nominee Representative of CHASS



Mr. Paul Amoasi Baidoo



Mr. Kwabena Agyekum Representative of CIMG



Mr. Mark Badu-Aboagye



Mr. Francis Dadzie



Mr. John Dadzie-Mensah Representative of GNCC Representative of Alumni Representative of GTEC



Dr. Mohammed Sadat Representative of UTAG



Mr. Samuel Seshie Gordor Representative of Convocation



Mr. Israel K. Nyatuame Representative of TEWU



Mr. Amoah Sarfo Kwarteng Representative of SRC



Mr. Michael Amadi Representative of GRASAG



Prof. John K. Mensah Mawutor Pro-Vice-Chancellor



Dr. Koryoe Anim-Wright Registrar (Jan. -Apr.) (Secretary)



Mrs. Lorraine Gyan Registrar (Apr. Dec.) (Secretary)



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







































HUMAN RESOURCE DIRECTORATE

David Adzovie

Director, Human Resource Directorate

Introduction

The Human Resource Directorate was set up in December 2016 in line with the University's strategic direction. It is responsible for cultivating a workplace that enables employees to stay active and productive. The Directorate performs many functions, including ensuring that the Human Resource strategy aligns with the strategic plan of the University.

The Directorate of Human
Resource oversees the entire
employment journey of faculty
and staff, focusing on four core
functions: Recruitment, Promotion
and Separation, Compensation
and Rewards Administration,
Performance Education and Training,
and Management of HR Information
Systems.

Staff Strength

The Human Resource Directorate has a staff strength of ten (10) members with the following composition:

Senior Members - 6

Senior Staff - 4

Staff Statistics

Under the year in review, the total number of staff of the University was seven hundred and fifty (750).

Gender	Senior Members		Senior	Junior	Total
	Teaching	Non-Teaching	Staff	Staff	
Male	261	86	103	30	480
Female	104	72	74	20	270
Total	365	158	177	50	750

Recruitment

The Directorate coordinated the recruitment, promotion and separation of faculty and staff within the various categories. The University recruited 38 new members to augment its staff strength with the breakdown as follows:

Position	Number
Lecturers	4
Assistant lecturers	22
Senior members (non-teaching)	3
Senior staff	14
Total	43

Table 1: Newly Recruited Staff

Adjunct Lecturers

Faculty/School/Department	Number
Law	8
Communication Studies	9
Information Technology	1
Graduate Studies	34
Doctoral Programme	6
Adjunct Professor	2
Total	60

Recruitment of Contract Staff

Department	Position	Number
Medical services	Labourers	2
	Nursing Assistant	1

Department	Position	Number
BDC	Conservancy Lab	5
	Labourers	2
	Plumbers	2
	Electrician	2
Total		14

Promotion

Under the year in review, a total of forty-seven (47) staff of the University were promoted from one rank to the other.

	Previous rank	Current Rank	Number
Academic Staff	Senior lecturer	Associate Professor	3
	Lecturer	Senior Lecturer	9
	Assistant Lecturer	Lecturer	12
Senior member (Administrative)	Senior Assistant Registrar	Deputy Registrar	2
	Assistant Registrar	Senior Assistant Registrar	2
Senior member (Administrative)	Junior Assistant Registrar	Assistant Registrar	4
	Assistant Pharmacist	Pharmacist	1
	Assistant Internal Auditor	Auditor	1
	Principal Administrative Assistant	Junior Assistant Registrar	10
	Chief Works Superintendent	Junior Assistant Registrar	1
	Security Officer	Junior Assistant Registrar	1
Total			46

Training Schedule

The Directorate put together a comprehensive training schedule to cover the training needs of staff of the University.

Roll out of the Performance Management System

As part of the deployment of the Human Resource Information System, the Directorate introduced a new module for managing the performance of staff.

Testing of the Performance Management System

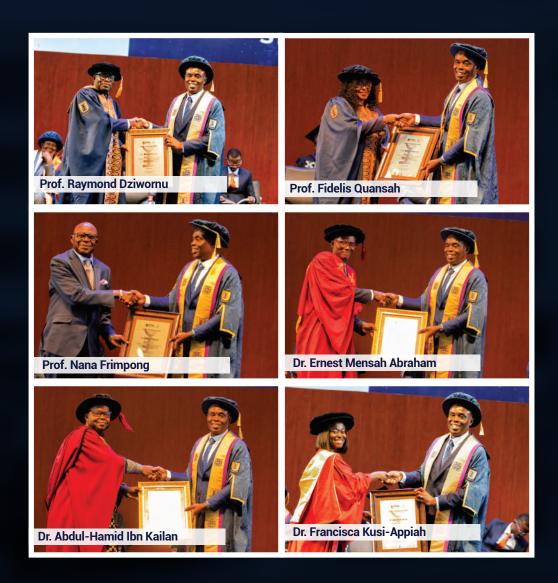
In order to derive more benefits from the system, data is keyed into the system for the generation of various forms of staff reports. The system is continuously updated and revised for full deployment.

Monthly Payroll Validation

As part of the requirements of the Controller and Accountants General's Department, every institution is to validate the payroll of its staff. The validation exercise ensures that the issues of unearned salaries are eschewed. In order to ensure compliance, all Deans, Directors and HODs of Faculty, Centres and Directorates are made to validate their various staff who report to them and submit the final report to the Human Resource Directorate on monthly basis.

STAFF RECOGNITION

In the year under review, staff were preesented with citations of honour during the 16th Congregation ceremony.





WOMEN IN LEADERSHIP



Mrs. Lorraine Gyan Registrar



Prof. Abigail Opoku MensahDirector, Research and
Consultancy Centre



Prof. Fidelis QuansahDean, Faculty of
Management Studies



Dr. Ummu MarkweiHead of Department,
Business Administration



Mrs. Aba Lokko Director, Public Affairs Directorate



Dr. Erika Osae Deputy Director, Institute of Work, Employment and Society



Dr. Adwoa S. AmankwahHead of Department,
Communication Studies



Ms. Ivy Heward-Mills Director, Centre for International Education & Collaboration



ACADEMIC AFFAIRS DIRECTORATE

Mr. Anthony Afeadie Director, Academic Affairs

Introduction

This report highlights key activities of the Academic Affairs Directorate during the 2023/2024 Academic Year

The Academic Affairs Directorate carried out several key functions during the year under review, including admissions, student registration, orientation for new students, support for teaching, examinations, graduation, and student services. It also maintained operations as in previous years.

Staff Strength

The Directorate's staffing situation for the year under review was 12

Student Affairs

Student Enrolment

At the end of the review period, the total student enrollment was 22,324, including 430 professional students. Table 3 details the breakdown by programme categories, and Figure 1 provides a graphical representation.

Admissions for the 2023/2024 Academic Year

During the year in question, twelve thousand three hundred and eighty-seven (12,387) qualified applicants were admitted to various programs out of fifteen thousand eight hundred and seventy-two (15,872) applications received, representing about 78% acceptance.

Matriculation/New Student Numbers

The matriculation ceremony to formally admit new students for the 2023/2024 academic year was conducted in two sessions. During the ceremony, the new students took an oath of matriculation, while the signing of the matriculation register was completed through an online affirmation. There was also a symbolic signing of the register. In total, eight thousand six hundred and ninety-six (8,696) students matriculated.

Mature Access Course

During the year under review, the Directorate conducted the mature students' access course and related examinations. Out of one hundred (100) applicants, ninety-one (91) passed the exams, attended interviews, and were all successfully admitted to Level 100 of various bachelor's degree programmes at the University.

Students' Recruitment Drive

The Directorate initiated recruitment drives to participate in the 17th Ghana Higher Education Fair held in seven regional capitals. The UPSA outreach team presented to Form three (3) students from over 135 Senior High Schools, engaging with over 15,000 attendees. In the Greater Accra and Eastern Regions, the team visited several schools, including Aburi Girls, Presbyterian Boys, and Achimota SHS, to discuss academic programmes and career prospects. The admissions team also reached out to final-year Diploma students at UPSA interested in undergraduate top-up courses.

Additionally, the Directorate collaborated with the Public Affairs Directorate and the Media Unit on various social media promotional activities to support these efforts.

Amnesty for Completed Students yet to Graduate

In the 2023/2024 academic year, the Directorate completed the approved the second batch registration and examination for amnesty students whose studentships expired. A total of one hundred and five (105) students were registered to resit various undergraduate and diploma courses in the first and second semesters.

FOCUS FOR 2025

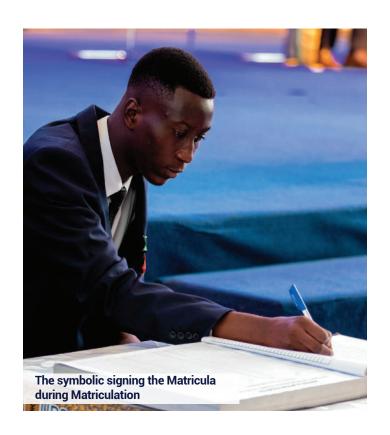
Increasing Enrolment

The Academic Affairs Directorate will continue to aggressively pursue its enrolment drive by embarking on a series of outreach

programmes

- Technology Integration with Service Delivery
 The Directorate will deploy modern technology to enhance the delivery of services.
- Automation of Registration Procedure for Freshmen
 The Academic Affairs Directorate will work to automate the registration of freshmen to limit or reduce human interaction. This will involve the upload of documents such as certified true copies of certificates/result slips, declaration slips, birth certificates, etc.

The Academic Affairs Directorate will work with the UPSA



Medical Directorate and the Information Services and Technology Directorate (ISTD) to automate the scheduling of fresh students to undergo the compulsory medical examination/screening. The new process will involve fresh students booking online to undergo their medical examination over a given period.

Upgrading Admission Application Portal

The Academic Affairs Directorate will work with ISTD to upgrade the admission application portal to make it more user-friendly. The process of uploading documents will be seamless as this is one of the biggest challenges applicants face in the admission application process.

Staff Training

Staff of the Directorate will be trained periodically on customer service skills and the latest policies and systems to ensure that they can assist students effectively and efficiently.

Upgrading Yearly Statistics to GTEC Standards

The Academic Affairs Directorate will upgrade the statistics for application, admission, registration, and graduation in USIS to conform to the format prescribed for Public universities by the Ghana Tertiary Education Commission (GTEC).

Alignment of Focus for 2025 to Strategic Plan

Strategic Focus	Strategic Objective No.	Strategic Initiative	Commencement Target	Completion Targets
People	5	Aggressive enrolment drive to further improve upon the quality and number of students intake.	Ongoing	Ongoing (annually)
Planet	6	Develop and implement policies to enable the marginalized and disadvantaged in Ghanaian society (e.g., girl child, orphans, persons with disability etc.) to access and complete tertiary education at UPSA	Q4 2024	Q2 2025
People	1	Develop a policy for non-competitive admission reserved for students from less endowed communities	Q4 2024	Q2 2025
Processes	6	Automation of deferment and resumption requests and other academic services such as verification of certificates, attestation, letter of introduction, and English proficiency letters etc.	Ongoing	Ongoing
Processes	6	Full deployment of on-line course registration for Level 100 entrants	First Quarter	Ongoing (annually)
Processes	6	Creation of Electronic Files for Students	Fourth quarter of 2023	Ongoing
Impact	2	Grade Entry and Grade Correction Policy	First quarter of 2025	Third quarter of 2025
Processes	6	Complete deployment of online course registration for Level 100 entrants	Fourth quarter of 2024	Continuous process
Processes	6	Deployment of an online booking for medical examination by newly entering students	Second quarter of 2025	Third quarter of 2025
People	1	Policy on Fee-paying option for LLB Level 100 entrants	First quarter of 2025	Third quarter of 2025

GRADUATION

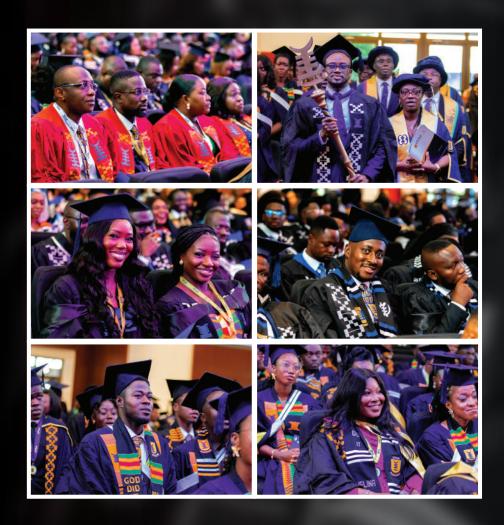
CEREMONY

UPSA celebrated a successful graduation, honouring students from various fields, including Accounting and Finance, Management, Business, Law, Information Technology, and Communication Studies. This milestone reflects the University's commitment to quality education and preparing graduates for success in their professional careers.

Graduated Students Statistics

Five thousand, Six hundred and eight (5,608) students in total, fulfilled the graduation requirements and were thus granted the certificates and degrees.

Category	Number Graduated
Doctor of Philosophy	0
Masters	1,128
Postgraduate Diploma	45
Bachelors	3,781
Diploma	654
Total	5,608





OFFICE OF THE DEAN OF STUDENTS

Dr. Philomena DadzieDean of Students

Introduction

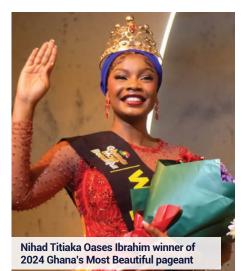
The Dean of Students' office serves as a central hub for student affairs, focusing on their personal, academic, and professional growth through a wide range of services, programmes, and initiatives.

Staff Strength

Three staff including the Dean, the Vice-Dean of students and an Administrative Assistant

Key Activities in 2024

- Initiated a best-dressed policy for students; qualified students are given prizes for dressing professionally as specified in the student handbook, to motivate students to behave professionally in class.
- Organized the annual Student Leadership Training Programme.
- Inaugurated four new groups to give students extracurricular experience and supported existing student associations and clubs.
- In April 2024, elections for the Students' Representative Council (SRC) were successfully conducted.
- The Graduate Students' Association of Ghana GRASAG-UPSA election was held in May 2024 and the handing over in June 2024.
- Student entrepreneurship was promoted by departmental associations.
- Breast screening was organised by the women's commissioner of all the associations in the month of October.
- Free eye screening for students by the External Affairs of SRC.
- The Face of UPSA was organized by the SRC Women's Commissioner.





Achievements

Nihad Titiaka Oases Ibrahim, a final year law student won the 2024 Ghana's Most Beautiful pageant organized by TV3 Media Station.

Three students excelled in the MTN Pulse Business Challenge which was held in November 2024, and won the three top positions with various prizes.

- Benson Sena Dumoga 1st Prize Award,
- Vanessa A. Banini 1st Runner-Up,
- Melvin Appiah 2nd Runner-Up

Prospect for 2025

Following the University's strategic objectives, the Dean of Students' office intends to:

- Finalize a written proposal to identified organizations and alumni for funding in alignment with the Strategic Focus: People to 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 to increase scholarships to brilliant but financially challenged students.
- Strategic Focus: Impact Objective 3: Produce quality graduates who contribute to to impacting their communities by holding regular seminars on professional ethics and good conduct.
- Motivate students to dress well, especially with the collective efforts of lecturers.

ALUMNI SPOTLIGHT

Prioritising health and well-being in the fast-paced world

PROFILE OF

HON. CASSIEL ATO BAAH FORSON (PH.D)

Hon. Cassiel Ato Baah Forson (Ph.D) is a lawmaker in the Parliament of Ghana. He is an Economist, a Chartered Accountant and a Tax Practitioner with over 20 years' experience in the public and private sectors

His professional expertise covers macroeconomics, fiscal policy, tax policy and administration, finance and business management.

Dr. Forson is an Oxford-trained tax professional and a Fellow of the Chartered Institute of Taxation, Ghana.

He attended the University of Professional Studies, Accra from the year 2000 to 2002.

He also holds a Bachelor of Science degree in Accounting from London South Bank University and is a member of the Institute of Chartered Accountants, Ghana (ICAG).

He obtained a Ph.D in Finance and a Master of Science degree in Economics from the Kwame Nkrumah University of Science and Technology (KNUST), Ghana.

Dr. Forson has represented the people of Ajumako Enyan Essiam Constituency in the Central Region as their Member of Parliament since 2009.

In January 2023, Dr. Forson assumed office as the Minority Leader in Parliament and later became the Majority Leader and Leader of Government Business in the 9th Parliament, a role he held until January 23, 2025.

Prior to this, he was the Ranking Member of the Finance Committee of Parliament for six years. From 2009 to 2013, he was a member of the Finance Committee of Parliament and also served as the Vice-Chairman of the Committee on Foreign Affairs from 2009 to 2011.

Dr. Forson served as the Deputy Minister for Finance of the Republic of Ghana from April 2013 to January 2017. As a Deputy Minister for Finance, Dr. Forson also served as a Member of the Board of Directors of the Bank of Ghana and Ghana Cocoa Board (COCOBOD), a member of Ghana's Economic Management Team and Ghana's Alternate Governor to the International Monetary Fund (IMF).

Dr. Forson was instrumental in negotiating the Ghana-IMF Extended Credit Facility (ECF) Programme in 2015. He also championed the introduction of Ghana's model Public Financial Management Act 2016 (Act 921).



PROFILE OF

ATO SARPONG

Ato Sarpong is an experienced Chartered Accountant. He is an astute and accomplished business leader with close to thirty years in diverse managerial functions, having excelled in leadership roles in the telecommunications, broadcasting, insurance and services sectors.

Prior to his appointment as Managing Director of the Agricultural Development Bank, Ato Sarpong served as Executive Director of Matured Leadership Consult. Ato Sarpong in recent years served as Executive Director for Invesco Limited, African Life Assurance Limited and a host of other companies. He was a board member of the Jospong Group of Companies and also served as the board Chairman of JA Plant Pool among others. His most recent public service role was Deputy Minister for Communications of Ghana (2014 -2017).

Ato Sarpong was a founding staff and Senior Auditor at Ernst & Young Ghana (formerly Fiadjoe & Associates). In his senior leadership positions within the telecommunications sector, he played a major role in shaping the direction of internet service provision in Ghana and West Africa. He was the Chief Operating Officer at K-Net Limited between 2009 and 2011. Prior to that, he was the Regional Managing Director of Africa Online,

responsible for the group's strategy and expansion initiatives in West Africa between 2008 and 2009. He was a two-term President of the Ghana Internet Service Providers' Association (GISPA) during the most turbulent times of the Internet revolution in Ghana.

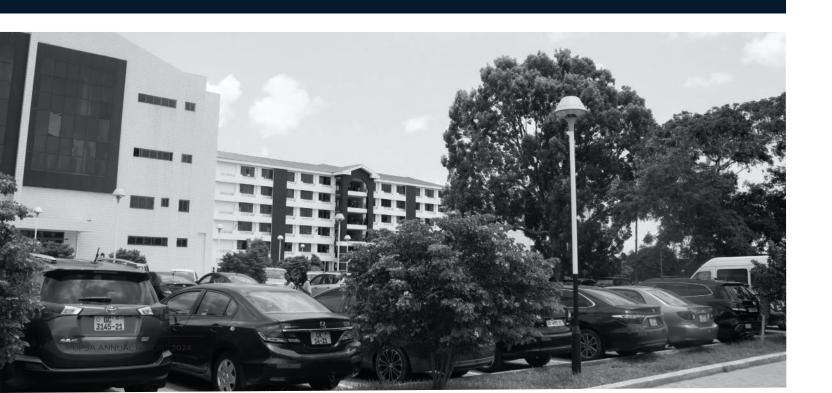
In his private consultancy, Ato has been instrumental in shaping several businesses, including TV3 [where he served as a Business Consultant and Director of Commercial and Operations]. He also worked as a Business Consultant to the Multimedia Group Limited between 2012 and 2014

He is the Author of three books and holds a Global Executive Masters in Business Administration from the China Europe International Business School (CEIBS). In addition he is a member of the Institute of Chartered Accountants, Ghana (ICAG) and an alumnus of the University of Professional Studies, Accra (UPSA), where he studied for his Professional Accountancy certifications. He holds an Executive Certificate in Leadership from Manchester Business School and is an alumnus of the Manchester Business School Leadership Development Programme.





The investment in state-of-the-art infrastructure enhanced teaching and learning





Introduction

This report details the various activities conducted by the Physical Development Directorate during the year 2024.

In the year under review, major construction projects carried out and in progress included:

- The Academic Wing Complex (Lecture Halls and General Stores)
- Police Station, Footbridge, Drains, and Access Road near UPSA
- Multipurpose Twin Tower Building
- Multipurpose Lecture Hall Facility and Management Accommodation Facility

PHYSICAL DEVELOPMENT DIRECTORATE

Mr. Edward Odjidja

Director, Physical Development Directorate

- Eight-storey Executive Hostel Facility
- Refurbishment of Existing Gate House
- Police Station External Works
- Six-storey Administration Tower Block

Minor renovations included painting, maintenance, sanitation, landscaping, and utility upgrades on the University campus.

Staff Strength

The Directorate has twenty-three (23) staff members.

Construction Works

THE ACADEMIC WING COMPLEX (Rev. Fr J.J.M. Martey Building)-

CONTINUATION AND COMPLETION OF LECTURE HALLS AND GENERAL STORES

The project represented the final phase of the Academic Wing Complex which is nearly complete

OTHER WORKS AT REV. FR. J.J.M. MARTEY BUILDING

The project formed the last phase of the Academic Wing Complex. This wing has been practically completed, and outstanding works include furnishing, and smoke detector connections. Major works at the Quadrangle of J.J.M Martey Building have been completed.



CONSTRUCTION OF POLICE STATION, FOOTBRIDGE, DRAINS, AND ACCESS ROAD NEAR UPSA

The UPSA Model Police Station was been completed, and yet to be handed over to the Ghana Police Service.

A pedestrian walkway was constructed over an earth drain behind the Amon Kotei Hostel, along with drains, to ensure a safe, well-lit path from the main campus.

MULTIPURPOSE TWIN TOWER FACILITY

The project consists of two blocks (10 levels each) linked by connecting bridges on five levels

The works are about 94% done, to be completed by January 2025, despite the original target of October 2024.

MULTIPURPOSE LECTURE HALL FACILITY AND MANAGEMENT ACCOMMODATION FACILITY

The University is constructing a Multipurpose Lecture Hall on the northern

end of itscampus, near the Astroturf facility. The facility will have four levels and will accommodate halls, offices, changing rooms for cleaners, storage areas, and washroom facilities. Works are progressing steadily.

The University has acquired a parcel of land at Mpeasem, which is being developed into an official residence for the Vice-Chancellor and an executive guest house facility. Work is currently in progress.

MANAGEMENT ACCOMMODATION FACILITY AT MPEASEM

Main Facility

The structural framework is completed, plastered and roofed. Internal finishes are ongoing.

EXECUTIVE STUDENTS HOSTEL FACILITY

The University is undertaking the construction of an executive students' hostel facility at the site acquired by the University behind the auditorium. The

facility will have eight levels and provide executive accommodation for students. The contract was signed and work commenced on April 2, 2024. The project will run for 18 months with completion scheduled for October 1, 2025.

REFURBISHMENT OF EXISTING GATE HOUSE

The project commenced on September 10, 2024, and is scheduled for completion in four calendar months with expected completion in January 2025.

CONSTRUCTION OF SIX-STOREY ADMINISTRATION TOWER BLOCK

The project was initiated to create additional administrative space. The contract was signed in September 2024, with a planned start in October. However, it has been delayed due to the demolition of a worker's camp on the site. The project will take 24 months to complete.

POWER/MAINTENANCE

During the year, various maintenance and some installation works were carried out on power supply.

Alternate Power Supply

The 'Ghana Goes Solar' programme, initiated by the Ministry of Energy, conducted feasibility studies for solar systems in selected campus buildings. The programme selected UPSA as one of the universities where the solar project will be implemented.

The Ministry is currently working on the procurement of the implementation consultant. Once this is completed, it will commence the full implementation. The timeline is the first quarter of 2025 for the commencement of implementation of the project.

Alignment of 2024 Focus to the Strategic Plan

The following activities were the main focal points considered and achieved for 2024 amongst others:

- Ensuring reliable electricity and water supply regular maintenance and necessary replacements of electrical and water supply equipment and accessories are carried out to ensure reliable water and electricity supply. (Codeld. 1063 & 1065 – Planet 2&3)
- Coordination of work on ongoing projects and maintenance on various aspects of existing blocks on campus, have been carried out throughout the year to ensure their state of preservation.
- The development of facilities to support nursing mothers and their caretakers.
- The facility which is currently being incorporated in the Multipurpose Lecture building. (Codeld. 1069 – Planet 6)
- Minimize our environmental impact Sorting of solid waste for plastic waste (bottles) for recycling currently takes place consistently on a small scale and will continue in the near

future. (Codeld. 1073 - Planet 8)

- Installation of solar systems to generate power to improve electricity supply and energy conservation:
- The KOK Auditorium has a solar system (20kw) that supports emergency lights, security lights, cameras and audio-visual operating systems. (Codeld. 1072 – Planet 7)
- Currently, 96% of all indoor lights are Light Emitting Diode (LED) type; the new Twin Tower block has a solar farm (60KW) being installed to supplement the energy needs of the building. (Codeld. 1073 – Planet 8)
- Most of the streetlights are LED, with a few solar powered lights. The quadrangle has solar powered lights installed though these have to be rehabilitated. (CodeId. 1071 – Planet 7)





Outlook For 2025

The Directorate in the coming year would:

- Continue to ensure the maintenance of a serene physical environment on campus to provide the necessary support to academic activities
- Continue the coordination of works on ongoing projects to ensure compliance and timely delivery and to complete processes to enable new projects for the year to take off.
- Undertake prudent environmental and sanitation management: continue sorting of plastic waste.
- Continuously monitor the implementation of maintenance schedules to ensure the state of preservation of buildings, plant and equipment and ensure reliable electricity and water supply and conservation.

- Facilities' Maintenance Schedules to be extended and implemented on upcoming projects to be completed.
- Pillaring to University lands to be initiated in 2025 to protect them.
- Continue ongoing implementation of the disability friendly features on infrastructure projects.
- Ensure facilities to support nursing mothers and their caretakers would be completed and commissioned in 2025.
- Continue with the implementation of solar systems on University facilities through the Ghana goes Green Campus Solar Project.
- Promote the use of natural sunlight and other renewable sources of energy by ensuring that all designs on all new projects have adequate daylighting and cross ventilation within the buildings

LIBRARYSERVICES

Mr. Elijah Mensah Librarian

Introduction

The Library staff continued to provide the highest level of service during what proved to be quite a demanding year. The Library had a successful year as we continue to provide efficient library services. The Joshua Alabi Library Complex which is an essential part of the fabric of university life, served the entire student population, faculty and others stakeholders during the year under review.

The Library has the following sections / units Lending Library, Bindery, Cataloguing, Reference Library, Discuss Area, Discussing Hall, UN Corner, Security Section, Professional Corner, Law Library, Syndicate Rooms, Learning Common, Research Common, Lecturers Corner, Graduate Library, Executive Learning Centre, Offices for Staff and Professors.

Staff Strength

Three (3) new staff were employed and an Assistant Registrar was also transferred to the Library bringing the staff strength to twenty-six (26).

Highlights for 2024

The library undertook multiple projects to enhance the security of the systems, improve functionality, and guarantee continuing access to our vast collections

This included:

- Upgrading our electronic resource record management system, and deploying the add-ins to improve efficiency.
- Safeguarding and updating library integrations with other electronic platforms.
- Upgrading the Research and Learning Commons, Institutional Repository (IR) which contains past research outputs and publications.

In addition to these projects, the library also updated Collection Management Procedures to ensure that our content reflects the University's research, teaching and learning needs.

An evaluation tool was developed to provide a consistent method to review subscriptions up for renewal, and to streamline material purchases. The tool also undertook process improvement for requested content which is unable to be purchased right away.

Significant progress was made towards the library's goals of providing equitable access to information, and transforming the engagement with students. Staff worked collaboratively to holistically review library service offerings in support of the goal of transforming our engagement model to foster independent scholarship.

The library offers an online content service and relevant online resources which can be accessed by students, faculty and staff. The usage has increased in recent times from 18,846 in October 2023, to 20,523 as of October 31 2024, and helped to substantially reduce textbook costs for students.

Myloft Integration

There was a smooth transition from Remote X to My Loft - A single application that allows one to access, organize, share and read offline all of our e-content, anytime, anywhere. It is the ecosystem for all our digital content, providing seamless and reliable access to our library subscribed electronic resources and web articles.

To facilitate the ease and familiarization of this new platform, a User Training Session, was organised for users and Administrators in September. Training of administrators was also done on Tuesday, 24th September, 2024.

All RemoteXs users were successfully migrated to MyLOFT platform. The Library is currently waiting to augment MYLOFT with the lists of newly admitted students. However, the 67 new PhD students have been added

Informative Sites

Library Virtual Site

Soft copies of PhD thesis and some eBooks were uploaded onto

the new library's virtual site which is accessible at https://library.upsavirtual.site/

Workshop

The Pearson Group, in collaboration with the Consortium of Academic and Research Libraries in Ghana (CARLIGH) organised a three-day training workshop for library personnel at the Balme Library at the University of Ghana, Legon.

Another workshop was organized by ProQuest in consultation with CARLIGH for Library Heads on ebooks. ProQuest is offering over 500,000 ebooks on various subjects to potential subscribers. The trial versions to access these electronic resources last for a month.

GTEC Visitations

The Tertiary Education Commission (GTEC) and the General Legal Council (GLC) visited the Library to assess the resources for both physical and online for the Law programmes offered at the University and were largely satisfied with their observations. GTEC Experts also subjected the Library to the five-year Cyclical Institutional Review exercise. At the end of this exercise, their report indicated that, the Library is well-maintained.

Assessors from GTEC also visited to assess the Library's resources for the new and other existing programmes for accreditations.

Strategic Plan Initiatives

The Library subscribes to electronic resources through CARLIGH that supports teaching, resources and learning on campus. The database components of these electronic resources are increased annually, with the publishers increasing our resources collections beyond our annual targets.

Three training programmes were organised by MyLoft, ProQuest and BUKU in consultations with UPSA Library management for users on effective utilizations of electronic resources.

Outlook For 2005

- 1. Over the years, the global academic library has evolved from a quiet collection-centric environment into a user-centric desired space. The outlook for the year 2025 will be to increase Library shift from, "Physical Collections to Virtual Connections," by transforming the once static library collections space into a multi-use digital space for all users.
- 2. To educate and provide information on the Library resources to students and staff.
- 3. To widen access to our buildings, facilities and resources to support the needs of diverse users.

Conclusion

The Library would like to thank the UPSA Management for its timely support and co-operation. In additio, staff who worked hard to ensure the smooth running of the Library are highly commended.





Introduction

This annual report highlights some of the work that ISTD undertook to support our faculty, staff, and students in their teaching, learning, research, and service missions.

The over-arching goal of the ISTD is to provide Information Services & Technology to facilitate teaching, learning and research .by:

- Enriching the research, teaching and learning environment at the University
- 2. Providing an enabling technology infrastructure for ubiquitous and convenient access to computing

INFORMATION SERVICES AND TECHNOLOGY

DIRECTORATE

Mr. James Ami-Narh
Director, Information Services & Technology Directorate

resources, facilitating teaching, learning & research, as well as institutional administration

- 3. Extending the effectiveness of our distributed environment by facilitating collaboration among and between departments and ISTD;
- 4. Providing enabling technologies that support delegation of authority with appropriate controls.
- 5. Fostering a diverse workforce and an inclusive culture that leverages many perspectives in the creation and delivery of technology solutions and services for our campus community.
- 6. Relentlessly protecting the University's information, while respecting the privacy of the members of UPSA community.

Staff Strength

Staff strength is seventeen(17).

Divisions

The Directorate comprises four divisions, namely:

- Infrastructure
- Enterprise Systems (ES),
- Policy, Strategy and Support (PSS)
- Governance

Review of Operations and Activities

Strategic Objectives and Activities of 2024

Focus	Strategic Objectives	Activities	Status
PEOPLE	Objective 1: Attract and admit eligible students from all backgrounds	Upgrading and optimizing the admissions management system. OSN Generation, WAEC Verification, MAPS, IPS System	Achieved
	Objective 2: Offer excellent teaching and learning experience for all our students	Improve technology infrastructure and support to enhance the teaching and learning experience via an audio visual unit	Not Achieved
	Objective 3: Attract, recruit and retain the highest calibre of staff	Enhance Human Resources Management System	Partially Achieved / Ongoing
PROCESSES	Objective 4: Streamline administrative functions, responsibilities and processes for efficiency and productivity	Promote innovation and digital transformation. Microsoft 365 software, Smart Workplace, UFIS	Achieved / in progress
	Objective 6: Automate major processes and deploy IT to go paperless as much as possible	Improve and support Learning Technologies. Eg. MS teams, Zoom, email	Achieved / in progress
	Objective 7: Leverage ICT resources, and the University's Learning Management System (LMS) to enhance effectiveness of teaching and learning		Achieved
PLANET	Objective 2: Improve access to office space, Internet, supply of electricity and water	Internet Bandwidth Upgrade Eg. Eduroam	Not Achieved
	Objective 4: Improve the safety and security of our environment	Multi-homing of Internet Service Provision	Not Achieved
		Install CCTV cameras in all buildings and at vantage points	
	Objective 5: Continue to invest in ICT to support teaching, learning, and research	Procure state-of-the art ICT infrastructure to support quality academic work. Eg Smart screens	Not Achieved Deferred to 2025+
			Deletted to 2020†

Focus	Strategic Objectives	Activities	Status
IMPACT	Objective 7: To be regionally and globally recognised for research excellence	Continue to provide systems and platforms to support the work of Faculty and RCC	Partially Achieved, Ongoing
RELEVANCE	Objective 1: Develop a framework to ensure relevance	Adopting user-centric design principles in the development of software, applications, and IT services. Collaboration with Media Unit	Partially Achieved
	Objective 6: Actively promote the University's Distance education in Ghana and the sub-region.	Assess and upgrade IT infrastructure to support distance learning	Not Achieved
SUSTAINABILITY	Objective 3: Ensure prudent discipline in expenditures to effectively manage funds	Conduct regular risk assessments to identify potential vulnerabilities and threats, for example CSA Training by Cybertec	Achieved
		Promote fiscal responsibility and optimize the use of funds in the purchase IT Resources. Aggregate purchase requests.	Not Achieved
	Objective 6: Ensure effective risk and asset management	Conduct regular risk assessments to identify potential vulnerabilities and threats. Eg. CSA Training by Cybertec	Partially Achieved
		Improve security policies and procedures	Partially Achieved
CONTINUOUS IMPROVEMENT	Objective 7: Embrace change and transformation	Stay agile, innovative, and responsive to evolving technological trends, for example Email system, New USIS, Integration of various applications	Partially Achieved, Ongoing
		Deploy Identity Federation Management with GARNET	Partially Achieved, Ongoing

2025 Outlook

For the coming year (s) ISTD has outlined the following as key activities/projects to undertake/complete:

Focus	Strategic Objectives	Activities
PEOPLE	Objective 1: Attract and admit eligible students from all backgrounds	Upgrading and optimizing the admissions management system. OSN Generation without errors and duplication, WAEC Verification, MAPS, Phase 2 IPS System
	Objective 2: Offer excellent teaching and learning experience for all our students	Improve technology infrastructure and support to enhance the teaching and learning experience via an AV unit
	Objective 3: Attract, recruit and retain the highest calibre of staff	Enhance Human Resource Management System
PROCESSES	Objective 4: Streamline administrative functions, responsibilities and processes for efficiency and productivity	Promote innovation and digital transformation. Microsoft 365 software, Smart Workplace, Phase 2 of New USIS.
	Objective 6: Automate major processes and deploy IT to go paperless as much as possible	
	Objective 7: Leverage ICT resources, and the University's Learning Management System (LMS) to enhance effectiveness of teaching and learning	Improve and support Learning Technologies. Eg. MS teams, Zoom, email
PLANET	Objective 2: Improve access to office space, Internet	Internet Bandwidth Upgrade Eg. Eduroam (1G) Multi-homing of Internet Service Provision (GARNet + X)
	Objective 4: Improve the safety and security of our environment	Collaborate with Security Directorate for the Installation of CCTV cameras in all buildings and at vantage points
	Objective 5: Continue to invest in ICT to support teaching, learning, and research	Procure state-of-the art ICT infrastructure to support quality academic work. Eg Smart screens
IMPACT	Objective 7: To be regionally and globally recognised for research excellence	Continue to provide systems and platforms to support the work of Faculty and RCC
RELEVANCE	Objective 1: Develop a framework to ensure relevance	Prioritize user experience by adopting user-centric design principles in the development of software, applications, and IT services. Eg. USIS, IPS system
SUSTAINABILITY	Objective 3: Ensure prudent discipline in expenditures to effectively manage funds	Continue in-house development of software applications. USIS, MAPS,
		Promote fiscal responsibility and optimize the use of funds in the purchase of IT Resources. Aggregate purchase requests.
	Objective 6: Ensure effective risk and asset management	Conduct regular risk assessments to identify potential vulnerabilities and threats.
		Improve security policies and procedures
CONTINUOUS IMPROVEMENT	Objective 5: Increase the visibility of the University.	Collaborate with the Website Unit to increase visibility.
		Deploy Identity Federation Management with GARNET



EVENTS

UPSA hosted a variety of engaging events throughout the year, aimed at enriching student experiences and fostering a sense of community.











This year's lecture was held onTuesday, 18 June 2024, at the Kofi Ohene Konadu Auditorium, UPSA campus, at 10 am. Speaking at the UPSA Annual Leadership Lecture, Lord Boateng highlighted the profound impact that selfless, service-oriented leadership can have on a nation and its people.

The renowned diplomat and politician who spoke on the theme 'Fulfilling the Promise – The Challenge of Leadership: Moving from Rhetoric to Delivery,' stressed that there is no substitute in leadership for high performance, adding that "it is the common and indispensable basis of delivery."

Lord Boateng elaborated on the qualities that define servant

leaders, including high performance, innovation, enterprise, respect, and service.

The 2024 UPSA annual leadership lecture brought together a wide audience from academia, industry, politics, traditional authority, civil society, students, and members of the general public.

Notable among the high-profile personalities were First Lady Rebecca Akufo-Addo; Dr Kofi Kodua Sarpong, the Chancellor of UPSA; Dr Kofi Ohene-Konadu, Chairman of the UPSA Governing Council; and Sir Sam Jonah, Chancellor of the University of Cape Coast.

QS AFRICA FORUM 2024

Over 3,500 higher education leaders, researchers, innovators, industry leaders and students from across the globe converged at the University of Professional Studies, Accra (UPSA) for the 2024 QS Africa Forum.

The two-day global conference, which was opened on Monday, September 9, 2024, was on the theme, "Empowering Africa's Youth: Integrating Entrepreneurship, Future Skills, and Al/Technology in Education for a Sustainable Future. It ignited meaningful dialogues, forged strategic partnerships, and inspired bold initiatives geared towards transforming education in Africa and unlocking the continent's vast potential.

The conference delved into how higher education could adapt and thrive in an era of rapid change, as well as offered solutions and opportunities related to artificial intelligence, the economy, and the future of work.











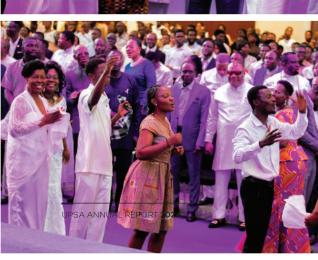


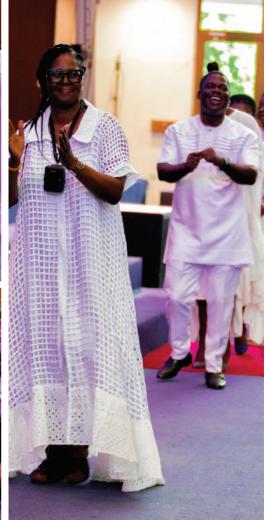
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END OF YEAR BLACK-TIE DINNER

The End of Year Dinner was a memorable event, which brought together faculty, staff, students, and stakeholders to celebrate the achievements of the year.

It offered an opportunity to reflect on milestones, foster relationships, and recognize outstanding contributions within the university community.













END OF YEAR GOSPEL CELEBRATION













END OF YEAR HEALTH WALK

The UPSA campus came alive as hundreds gathered for the Vice-Chancellor's Health Walk.

The 8.6-kilometre walk began from the scenic Ayi Mensah town in Accra and ended at the lush trails of Peduase, on the Akwapim Mountains.

It brought together students, staff, faculty members, well-wishers, senior management, deans, directors, and heads of departments.





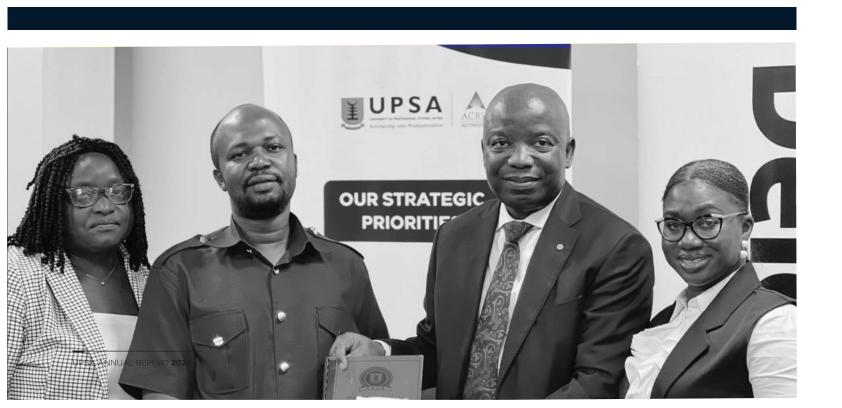






STAKEHOLDERS & PARTNERSHIPS

UPSA maintained strong partnerships with industry leaders, and institutions, enhancing academic programmes, providing internship opportunities, and supporting research initiatives.



COLLABORATIONS

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.

Catholic University Of Milan



Catholic University of Makeni (Sierra Leone)

Buffalo University, New York



Covenant University, Nigeria

Carleton University, Canada



University of the Virgin Islands

Volda University College, Norway



Tomas Bata University, Zlín

Ganpat University, Mehsana



Ghana Christian University College

ACADEMIC PROGRAMMES

DOCTORAL PROGRAMMES

- Doctor of Philosophy in Accounting
- · Doctor of Philosophy in Finance
- · Doctor of Philosophy in Interdisciplinary Studies

- Doctor of Philosophy in International Security & Intelligence
- · Doctor of Philosophy in Information Systems
- · Doctor of Philosophy in Marketing

MASTER OF PHILOSOPHY PROGRAMMES

- Master of Philosophy in Accounting
- Master of Philosophy in Finance
- · Master of Philosophy in Information Systems
- Master of Philosophy in Leadership
- Master of Philosophy in Media and Digital Communication Management
- Master of Business Administration in Accounting and Finance
- Master of Business Administration in Auditing
- Master of Business Administration in Corporate Communication

- Master of Business Administration in Corporate Governance
- Master of Business Administration in Impact Entrepreneurship & Innovation
- Master of Business Administration in Internal Auditing
- Master of Business Administration in Marketing
- Master of Business Administration in Petroleum Accounting and Finance
- Master of Business Administration in Total Quality Management

MASTER OF SCIENCE PROGRAMMES

- Master of Science in Leadership
- Master of Science in Information Systems
- Master of Science in Insurance Risk Management
- Master of Science in Pensions Management
- Master of Science in Procurement Management

MASTER OF ARTS PROGRAMMES

- · Master of Arts in Brands and Communication Management
- Master of Arts in Digital and Strategic Marketing Management

- Master of Arts in Media and Digital Communication Management
- Master of Arts in Peace, Security and Intelligence Science

BACHELOR'S DEGREE PROGRAMMES

- · Bachelor of Arts in Communication Studies
- · Bachelor of Arts in Public Relations Management
- Bachelor of Business Administration
- Bachelor of Laws (LLB)
- · Bachelor of Science in Accounting
- Bachelor of Science in Accounting and Finance
- Bachelor of Science in Actuarial Science

- · Bachelor of Science in Banking and Finance
- Bachelor of Science in Business Economics
- Bachelor of Science in Information Technology
- Bachelor of Science in Logistics and Transport Management
- Bachelor of Science in Marketing
- Bachelor of Science in Real Estate Management and Finance

DIPLOMA PROGRAMMES

- Diploma in Accounting
- · Diploma in Marketing
- Diploma in Management

- Diploma in Public Relations
- Diploma in Information Technology Management

POSTGRADUATE DIPLOMA PROGRAMMES

Postgraduate Diploma in Leadership and Organizational Development



FACULTIES, SCHOOLS & INSTITUTES

UPSA comprises schools, faculties, and institutes, including the School of Graduate Studies, School of Law, Faculties of Accounting and Finance, Information Technology and Communication Studies, and Management Studies all dedicated to providing quality education and fostering academic excellence to prepare students for success in their fields.



Prof. Raymond K. Dziwornu Dean , Office of Doctoral Programmes

OFFICE OF

DOCTORAL

PROGRAMMES

Introduction

The Office of Doctoral Programmes (ODP) was established in 2018 to administer all PhD programmes in the University and has done this over the past six years. Our vision is to become a globally recognised and competitive doctoral studies provider in business and social disciplines that responds to the practical developmental needs of the country and world. Presently. the ODP manages six (6) PhD programmes in the fields of Marketing, Accounting, International Security and Intelligence, and Interdisciplinary Studies, with three concentrations. Finance. and Information Systems. The doctoral programmes offer students comprehensive theoretical and practical knowledge in their chosen fields of study and develop their abilities to conduct analytical and empirical research. Students in our programmes benefit from substantive coursework instruction, and quality research supervision by both International and local faculties, as well as rigorous assessment and monitoring of their academic progress.

Staff Strength

The Office of Doctoral Programmes is headed by a Director and supported by two (2) Assistant Registrars and two (2) National Service Personnel.

The ODP works closely with the various Faculties and Departments to appoint teaching staff, both local and international, to teach on the PhD programmes in

the University. There are currently fifty-two (52) experienced faculty members who teach and supervise students on our PhD programmes.

Students Statistics

The increase in PhD programmes, together with the rise in demand for our PhD programmes continues to grow steadily, leading to an increase in students' enrollment. The total number of PhD students at the end of the year stands at Two hundred and thirty (230); made up of 74% males and 26% females. In the 2024/2025 academic year alone, a total number of ninety-six (96) students were admitted to the six (6) PhD programmes with an average acceptance rate of 85 percent.

HIGHLIGHTS OF KEY ACHIEVEMENTS

Admission of PhD Students for 2024-2025 Academic Year

Pursuant to Management's approval for the enrolment of PhD students for the 2024/2025 academic year, the ODP together with the Academic Affairs and Public Affairs Directorates began admission processes from January 01, 2024. The first and second round of applications for admission unto the PhD programmes were opened in early March and mid-August respectively. At the end of the application period in September, ODP received a total number of One Hundred and Seventy-Nine (179) applications. As part of the application process, the ODP held a virtual information session for prospective students to provide them with information on admission requirements, mode of delivery, fees and benefits of enrolling on our PhD programmes. This was to guide them make decision to enroll. Over 100 people participated in the session.

Proposal Defence

During the period under review, the office organised a thesis proposal defence for year three candidates whose academic records permitted them to progress to the proposal defence stage. Four out of the six candidates scheduled participated in the defence.

Thesis Defence

The ODP in collaboration with the Research and Consultancy Center and the Department of Marketing organized a thesis oral defense for twenty-one (21) PhD in Marketing candidates who were due for thesis defense during the reporting period. Nine Candidates defended in February, while 12 defended in August. Prior to this, pre-defense seminars namely, Work-In Progress Presentation and Mock VIVA were held for all the candidates to allow for review of their thesis and prepare them for the actual VIVA. Eighteen

Candidates passed the defense and two were given one year to revise and represent for consideration.

Graduation

Nineteen (19) PhD Marketing Candidates who were cleared by the Internal examiners after the post VIVA corrections, as well as cleared by the Board of Examiners meeting, graduated at the fourth and fifth session of the 16th Graduation Ceremony held on November 1, 2024 and 18th December, 2024 respectively.

Organised Seminars and Workshops

As part of its capacity building efforts, ODP organised workshops and seminars for its students and faculty during the reporting period. These include:

- Seminar for Faculty on Effective PhD Supervision was held during the reporting period. The facilitator was Prof Nana Owusu Frimpong with over 60 faculty participating.
- 2. Seminar for year three PhD Candidates on, 'Managing the PhD Dissertation Process to meet the deliverables and the Dissertation Guidance Deliverables. This was facilitated by Prof Raymond Dziwornu and Prof. Kofi Osei Frimpong.
- 3. Work-in-Progress Seminar presentation was organized for all final year candidates
- 4. Pre-Proposal Defense Presentation was organised for all year three PhD Accounting and Marketing students. The aim was to prepare the candidates for their final proposal defense scheduled for February 2025, and to also develop their presentation skills.
- 5. Online subject specific seminar presentations were done by students as part of their course work.

New Academic Programmes

During the period under review, the ODP in collaboration with the respective faculties and departments secured GTEC's approval to run new programmes, with others under final consideration. They are: PhD in; Finance, Information Systems, Public Policy and Leadership.

GTEC proposal approved and Management is at GTEC proposal pending approval.

Doctoral Symposium

In collaboration with the Research and Consultancy Centre, PhD students participated in a symposium in the 2024 edition of the International Conference on Business Management and Entrepreneurial Development (ICBMED), held in April 2024. Some of the students presented papers at the Conference.

Research Publication & Contribution

In partial fulfillment of the requirement for the award of degree of Doctor of Philosophy in Marketing, all the nineteen students submitted their final thesis to the University. In addition, a number of PhD students/ candidates published twenty-four (24) articles in reputable journals, including presentations at conferences during the reporting period.

Programme Opportunities

- a. Opportunities exist for the ODP to connect with foreign Universities and Institutions to attract foreign students.
- b. The UPSA brand provides the opportunity to develop relevant and demand-driven programmes to meet national and global needs. In this regard, the ODP will work closely with the various faculties and departments to design new PhD programmes to meet increasing demand.
- c. Our students are determined and eager to develop their research skills to undertake analytical and empirical research and to publish in top-notch journals. This is an opportunity that the ODP will leverage on to undertake regular seminars to build the capacity of our students in this regard.
- d. Opportunity to collaborate with Doctoral Schools of other universities to organise seminars, workshops and offer our students the opportunity to link up and collaborate with other PhD students.
- e. Our students are eager to develop their data analysis and academic writing skills to be competitive. The ODP will organise hands-on practical sessions on data analysis/statistical software for them

Outlook for 2025

The ODP is committed to delivering quality, competitive and globally recognised doctoral programmes to meet national and global needs. The 2025 outlook for our PhD programmes is bright with many opportunities. The ODP will continue to promote high academic standards, ensure effective thesis supervision, collaborate with the Centre for International Education and Collaboration (CIEC) for international linkages, promote faculty-PhD student research collaboration and embark on capacity building programmes. These initiatives are expected to enhance the image of our doctoral programmes and make them the most preferred choice. The ODP expresses its appreciation to Management for the continuous support for the PhD programmes, as well as faculty members for their contributions.



Prof. Samuel Antwi

Dean, School of Graduate Studies

Staff Strength

The staff strength of the School of Graduate Studies (SOGS) during the period under review stood at one hundred and six (106), with the breakdown provided as follows:

Introduction

In response to the growing demand for skilled professionals in leadership and financial management across the public and private sectors in Ghana, West Africa, and beyond, the University of Professional Studies, Accra (UPSA) expanded its scope in 2009. This expansion led to the establishment of the School of Research and Graduate Studies (SORAGS).

Table: Staff Strength of SOGS

RANK	SENIOR	MEMBERS	NON- T	EACHING	TOTAL
	MALE	FEMALE	MALE	FEMALE	
Professor	1	-	-	-	1
Assoc. Prof.	7	1	-	-	8
Senior Lecturer	11	1	-	-	12
Lecturer	23	4	-	-	27
Asst. Lecturer	0	-	-	-	0
Deputy Registrar	_	-	-	-	0
Snr. Assist. Registrar	-	-	1	1	2
Assist. Registrar	_	-	2		2
Senior Staff	-	-	2	4	6
Junior Staff (Service Personnel)	-	-	6	2	8
Graduate Assistant	_	-	-	3	3
Total	42	6	11	10	69

Students Population

The registration process for the first semester of the 2024/2025 academic year began on September 5, 2024. A total of one thousand, six hundred and ninety-two (1,692) students have registered. This includes one thousand and fifty-six (1,056) first-year students and six hundred and thirty-six (636) second-year students.

Activities for the First Semester of the 2024/2025 Academic Year

Arrangements for Teaching and Learning

The University's management, in consultation with key stakeholders, approved the use of virtual learning through the Learning Management System (LMS), also known as the UPSA Virtual platform. Since the outbreak of COVID-19, teaching and learning for the semester have been a blend of both virtual and in-person sessions. However, the end-of-semester examinations were strictly in person.

2024 Practitioners' Forum

As part of the requirements for the MPhil/MBA degrees, the Practitioners' Forum — now a regular event on the University's calendar — was organised for final-year students during the second semester of the 2023/2024 academic year. The forum aimed to enhance students' understanding of proven, implementable strategies for reorganizing organisations to promote

business growth and sustainability during global crises. Additionally, students were expected to leave the forum with a deeper insight into organisational management, as well as the ability to internalise and demonstrate fundamental business etiquette. The theme was, "Transformative Innovation for Corporate Excellence in Uncertain Times." The keynote speaker was Mrs Jacqueline Benyi, Managing Director of Enterprise Life Company, and Mrs. Dzigdordi Kwaku-Dosoo, CEO of DCG Consulting Group, led a session on various business etiquette practices on the second day.

Partnerships

Enterprise Group of Companies

A total of one hundred and thirteen (113) personnel from Enterprise Life Assurance Ltd, Ghana, participated in a training programme titled "Enterprise Back to School Experience" at the University of Professional Studies, Accra (UPSA). This collaboration between UPSA and Enterprise Life aimed to enhance the leadership capabilities of the participants. The training covered a range of topics, including Business Leadership, Data Analytics, Artificial Intelligence, and Global Insights into Life Insurance.

In addition, UPSA and Enterprise Life signed a Memorandum of Understanding (MoU) to expand the scope and framework of their partnership.







PUMA Energy Ghana Ltd.

During the year under review, the Graduate School received a request from PUMA Energy Ghana to submit a proposal for conducting a National Market Research project for the company.

The proposal has been submitted, and negotiations are underway to initiate the project.

Strategic Priorities and Outlook for 2025

The projections for 2025 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, 2025	Ongoing	Dean	2	Meetings with the lecturers will be held to discuss evaluation feedback from students to enhance teaching and learning
Bonding relationship among students, staff and alumni that promote collaborative learning through mentorship and coaching	First Quarter, 2025	Fourth Quarter 2025	Dean working with Head, Alumni Office	3	Hold series of Practitioners' Forum

RELEVANCE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Engage with the public and policymakers to shape our teaching and research.	First Quarter, 2025	Fourth Quarter, 2025	Dean and Director of Research and Consultancy	3	Organise public lectures or guest lectureship opportunities to share insights.

IMPACT

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Promote academic excellence. In teaching using the highest standards and best practices.	First Quarter, 2025	Fourth Quarter, 2025	Dean and Director of Research and Consultancy	2	Hold training/workshops to enhance lecturers' teaching practice and skills.
Create an institution of active and reflective teaching and continuous learning.	First Quarter,2025	Fourth Quarter 2025	Dean	3	Strengthen student assessment mechanisms and feedback

SUSTAINABILITY

Strategic Initiatives	Commencement Targets	Completion Targets		Objective Number	Remarks
Diversify the University's source of income	First Quarter, 2025	Ongoing	Dean	1	Raise funds or submit proposals for grants for research and projects.

CONTINUOUS IMPROVEMENT

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Continue to promote scholarship with professionalism as the hallmark of the University.	First Quarter, 2025	Fourth Quarter,2025	Dean/ Coordinators	2	Regular cleaning of broadsheets to increase school average throughput of 80%
Develop and implement a Monitoring and Evaluation Plan for the University's Strategic Plan.	Second Quarter, 2024	Ongoing	Dean	5	Constitute a working team for focus to ensure the successful implementation of each initiative.







Introduction

The Faculty of Management Studies is committed to delivering a transformative teaching and learning experience that equips students with relevant knowledge, skills, and ethical values to excel in the world of business. We promote academic excellence, drive impactful research, and nurture leadership and innovation, thereby producing graduates who are not only professionally competent but also socially responsible. We strive to build a community of lifelong learners and leaders who contribute meaningfully to society.

FACULTY OF MANAGEMENT STUDIES

Prof. Fidelis QuansahDean, Faculty of Management Studies

Staff Strength

The faculty is managed by a four-member team headed by the Dean, and supported by three (3) administrative officers who provide the day-to-day administrative support services in the faculty and departments.

The staff strength of the Faculty as of December, 2024 stood at one hundred and twenty-five (125): consisting of one hundred and twenty (120) full-time Academic Staff, and five (5) Administrative Staff. About ninety-three percent (93%) of the teaching staff are of the rank of Lecturer or higher.

Table 1 shows the distribution of academic staff in the faculty.

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

Staff/Rank	Business	Administration	Marketi	ng	Total
	Male	Female	Male	Female	
Full Professor	1	0	2	1	4
Associate Professor	1	2	4	1	8
Senior Lecturer	7	3	5	0	15
Lecturer	39	16	20	10	85
Assistant Lecturer	5	2	0	1	8
Adjunct Lecturers	0	0	0	0	0
Departmental Officer	1			1	2
Faculty Officer	1	1			
Administrative Assistants	2	2			
Total	54	23	31	14	125

Source: Faculty of Management Studies, 2024

Programme Portfolios

There are two departments in the faculty, namely: Departments of Business Administration, and of Marketing, with a total of twenty (20) programmes: two (2) Diploma programmes, four (4) Undergraduate, One (1) Postgraduate Diploma, ten (10) Masters, and three (3) Doctorate programmes.

Programmes of the Business Administration Department:

The Department of Business Administration runs a Diploma in Management programme, three (3) undergraduate programmes, one (1) postgraduate Diploma programme, five (5) masters programmes and two (2) doctorate programmes.

New Programmes

During the year under review, the Faculty went through all the accreditation processes and obtained accreditation from GTEC to run an MPhil and a PhD in Management.

Two additional programmes, MPhil in Marketing and MBA in Hospitality Management have been assessed.

Faculty Activities

Collaborations

AFRICA YOUTH IN REAL ESTATE: CAREER IN REAL ESTATE AND ENTREPRENEURSHIP

The Faculty of Management Studies, in collaboration with E-Wells Realty and Consultancy, hosted the UPSA Entrepreneurship Fair 2024. This event took place on May 2-3, 2024, at the Kofi Ohene Konadu Auditorium, UPSA, under the theme, "Choosing a Career in Real Estate and Entrepreneurship."

Business Conversation

The Department of Business Administration held a business conversation on, "The Future of Work in an AI World" on Thursday, July 11, 2024. In an era where AI is rapidly reshaping the workforce, speakers addressed what to expect and how

individuals can position themselves to remain relevant. They emphasized that AI will significantly impact the job market through automation, necessitating that individuals become proficient in AI while mastering soft skills that AI cannot replicate.

Research Activities

During the period under review, the Faculty organized a research seminar for its members

Leadership Seminar

A leadership seminar on July 11, 2024, brought together UPSA students and Saginaw Valley State University representatives. The seminar highlighted leadership's role in development, stressing communication, teamwork, and mentorship.

Breast Cancer and Mental Health Awareness Programme

In October , the ABAS's Women's Commission hosted an awareness programme. Medical experts educated students on breast cancer and mental health, emphasizing regular health check-ups and ensuring mental well-being.

Youth Empowerment Activity Hub (YEAH):

In November, the Department of Business Administration, alongside YEAH and Habelle's Foundation, provided professional skills development training to about 150 students. The programme covered entrepreneurship skills, CV writing, interview techniques, and financial literacy, with Marriott Hotel as a partner for potential opportunities.

Report on Enterprise and Innovation Center

The UPSA Enterprise and Innovation Center, a thriving hub for entrepreneurial skills development, graduated its third cohort and onboarded Cohort 4, including National Service personnel. Training programmes covered business planning, financial literacy, and digital marketing, with sessions led by in-house instructors and guest speakers from Hult Prize and KNUST, focusing on social entrepreneurship and technology integration. Participants expressed satisfaction, noting the balance of

theoretical and practical insights.

Through various activities, collaborations, and training sessions, the Faculty of Management Studies and the UPSA Enterprise and Innovation Center continue to support students' academic and professional growth, equipping them with relevant skills and entrepreneurial insights.

Strategic Priorities and Outlook for 2025

The Faculty of Management Studies will align its plan of strategic priorities and focus for 2025 in the following areas as found in the table below;

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Institute a mentorship or academic blind dating programme for early career academics	All year	Ongoing	Academic Deans	7	Junior Academics will be identified and assigned
Eliminate all barriers that limit equal opportunity and inclusiveness	Q2 2024	Ongoing	All Heads of Units and Unions	6	Shared responsibility will be ensured
Identify areas where the University can make a significant impact and develop action plans for execution	Q2 2025 Q2 2025	Faculty Deans and Directors of	1	Develop relevant programmes/ research	
			Centres		Constitute Stakeholder Engagement Desk to coordinate faculty's stakeholder engagement
Strengthen engagement with	All-year-round	Ongoing	Faculty Deans and	2	Stakeholder Engagement Desk
the business community and the general Public on knowledge			Directors		Training for SMEs
sharing and advancement.					Business Conversation/ Climate Dialogue Series
					Meet the Distinguished Entrepreneur Series
					Achievers Platform

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Seek partnerships and collaborations that will enhance the image and reputation of the University through joint	All year-round	Ongoing	Academic Deans	3	Strengthen existing collaboration with institutions (Catholic University, UIU etc.)
academic programmes.					Institute of Directors
					CIMG
Seek partnerships and collaborations that will enhance the image and reputation of	All year-round	Ongoing	Academic Deans and Directors of Centres	3	Collaboration with Saint Claret University of Koblenz-Germany and others
the University through research projects.					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 mechanics and SMEs in the auto spare parts sector and 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 lecturership opportunities for practitioners to share insights	Q3 20245	Ongoing	Academic Deans	5	Guest lectures will be organized to strengthen it
Organise public lectures on topical issues	Q2 2025	Ongoing	Academic Deans and Directors of Centres	5	Institute at least one every academic year

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Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Institute staff industry attachment programme for young faculty as a community service during the long vacation.	Q2 2025	Q2 2022	Academic Deans	9	Put a feasible plan in place and implement it. Attract local businesses, government agencies, industries that align with interests of faculty members
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	8	Ongoing
UPSA Enterprise and Innovation Centre (UEIC) to become the hub of entrepreneurship development	All year-round	Ongoing		8	Ongoing. Will continue to churn out more businesses
Promote self-learning and group studies among students	All year-round	Ongoing	Faculty	2	Encourage students to 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 and ethical dimensions into the University's courses	All year-round	Ongoing	Academic Deans	3	Educate all lecturers to incorporate the ethics component in their deliveries.
Constitute teams or working groups for research publications	Q1 2025	Ongoing	Academic Deans and Directors of Centres	5	Ongoing but will continue to work in teams
Mobilise funds to establish research Chairs	Q3 2025	Ongoing	Faculty Deans	6	Will intensify efforts to get it done
Recruit the right persons for the research chairs	Before Q4 2025	Q4 Ongoing	Faculty Deans	6	Yet to commence
Build a research agenda around existing strengths/ expertise and nurture capacity for emerging areas	Q2 2025	Ongoing	Academic Deans and Directors	8	Ongoing. Engage researchers and experts in emerging areas. Publish and disseminate findings. Continue to mentor students
Constitute teams for interdisciplinary and multidisciplinary research based on interests	Q1 2025	Ongoing	Academic Deans	8	Ongoing but will be strengthened. Will hold interdisciplinary workshops and seminars. Utilize academic networking platforms to connect to researchers

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Sustain the Departmental Research Seminars	Every semester	Ongoing	Faculty/ Departmental Research Officers	4	Ongoing. Schedule lecturers for seminar presentations
The centres and faculties should aggressively seek grants for research	All year-round	Ongoing	Directors of Centres and Deans of Faculties	1	Ongoing. Cultivate a relationship with funding agencies. Facilitate grant proposal workshops and also explore a range of funding sources.
Develop marketable short courses for training	All year-round	Ongoing,	Directors, BDC and all Centres,	1	Faculty will collaborate with the Business Development Centre (Ongoing)
Seek consultancy services	All year-round	Ongoing	Directors, BDC and all Centres, Deans of Faculties	1	Ongoing
					Network with academic community. Use online platforms
Enforce ethical standards among staff and students	All year-round	Ongoing	All heads of units	3	Ongoing, but will enforce the ethical standards

Conclusion

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







Strategic Objectives and Goals

• Enhance teaching and learning experiences.

of 2024

- Strengthen faculty mentorship programmes.
- Promote industry collaboration through guest lectures and industry-designed academic programmes.
- Establish the FAF Investment Club and introduce policy brief series.
- Organise faculty-wide workshops and grant writing training.
- Expand professional certification opportunities for students.
- Implement digital tracking for student attendance via QR codes.

FACULTY OF ACCOUNTING AND FINANCE

Prof. Isaac BoadiDean , Faculty of Accounting and Finance

Staff Strength

Staff Strength of the Faculty of Accounting and Finance (FAF) was one hundred and twenty-two (122)

Academic Programmes

The Faculty offers 17 academic programmes across three departments:

- Accounting Department: Diploma, undergraduate, graduate, and PhD programmes.
- Banking and Finance Department: Undergraduate and Graduate programmes aligned with the Chartered Institute of Bankers.
- Economics and Actuarial Science Department: Undergraduate, Graduate, and PhD programmes.

Students Population Statistics

The total student population based on available registration figures is three thousand, seven hundred and forty-six (3,746).

Approval for New Academic Programme

The Faculty has developed the under-listed following programmes. These programmes are still under consideration at the Faculty level.

- 1. MSc Financial Analytics
- 2. MSc Investment Banking and Finance
- 3 MSc. Sustainable Finance.
- 4. Diploma in Investment Banking
- 5. MSc Energy Economics and Finance
- 6. MSc Applied Statistics
- 7. MPhil in Economics and Statistics
- 8. MPhil in Applied Statistics and analytics
- 9 MSc in Actuarial Science
- 10. BSc in Economics and Statistics
- 11. MSc. Economic and Statistics

Collaboration

The Faculty held a meeting with representatives from 6 institutions to discuss issues that will strengthen collaboration between the institutions.

- 1. Institute of Chartered Accountants Ghana (ICAG)
- 2. Chartered Institute of Bankers (CIB).
- 3. West Africa Monetary Institute (WAMI)
- 4. Financial Intelligence Centre (FIC) Bank of Ghana
- 5. Deloitte Ghana
- 6. Klynveld Peat Marwick Goerdeler (KPMG)

Professional Workshops with ACCA

In the period under review, the Faculty collaborated with ACCA to organize some workshops on topics such as corporate reporting for students. The collaboration enabled professionals from the ACCA to visit our lecture halls to hold these workshops for our students.

Workshop on Sustainability Accounting Standards

The Faculty in collaboration with Deloitte Ghana organized a three-day workshop on sustainability accounting for students from April 24-26, 2024. The workshop took the students through the International Financial Reporting Standards (IFRS) S1 & S2 Sustainability Standards.

Guest Lecture (UWI) (NY)

The Faculty in collaboration with the University of West Indies under its Guest Lecture Series organized a lecture under the theme, Climate Justice: Forging a Caribean and African Alliance on June 27, 2024, at the LBC Auditorium. The lecture was presented by Prof. Rajendra Ramlogan.

Political Financing Dialogue Series Panel discussion

The Political Financing Dialogue Series Panel discussion successfully kicked off on March 16th with a theme centered on, "Unveiling Transparency: A Dialogue on Political Financing in Ghana." bringing together a diverse range of perspectives to foster a deeper understanding of the dynamics surrounding political financing in Ghana.

Anti-Money Laundering and combating the Financing of Terrorism Training

The Anti-Money Laundering training successfully in March. The training centered on various aspects of money laundering and terrorism financing. The key stages, red flags to look out for, and the legal and regulatory frameworks governing Anti-Money Laundering (AML) and combating the financing of terrorism efforts were given serious deliberation and attention.

2024 Sustainability Impact Summit

The 2024 Sustainability Impact Summit (SIS), hosted by the Faculty of Accounting and Finance in collaboration with the Global Reporting Initiative (GRI), was held in October on the theme, "Navigating ESG Landscape: Focus on Impact Materiality," brought together global and local experts to discuss the importance of Environmental, Social, and Governance (ESG) practices and sustainability reporting.

International Accounting Day with KPMG

The Faculty of Accounting and Finance in partnership with KPMG, organized a successful celebration of International Accounting Day on November 14, 2024. The event took place at the LBC Auditorium on the theme, "Ready Accountants: Adopting Sustainability and Technology."

Career Fair - CIB

The Chartered Institute of Bankers (CIB) Ghana Career Fair, was held on November 28, 2024, at the CIB Ghana Auditorium, it provided 54 UPSA Faculty and Finance students and professionals in the banking and finance sector with valuable career guidance, networking opportunities, and industry insights.

Research Activities

Research Seminars/Conferences

The Departments in the Faculty organised departmental seminars where Faculty members presented papers on various topics of national interest. In addition, the Faculty participated in research seminars organised by the Research and Consultancy Centre of the University and external bodies.

Student Activities

Academic Resources

The DASA Academic Bank and Learning Lab supported over 1,000 students by providing textbooks, lecture slides, past questions, and quided exam preparation sessions.

Workshops

- Sustainability Accounting Standards: Introduced new standards in collaboration with Deloitte Ghana.
- Financial Crime Awareness: Explored anti-money laundering practices and legal frameworks.

Skill-Based Training

- Tally ERP Training: Delivered affordable software training in partnership with Prymage Consultancy.
- Soft Skills Training: Offered

sessions on communication, teamwork, and leadership.

Financial Literacy Programme

Fin Green Financial Literacy
 Programme: Focused on
 budgeting, entrepreneurship, and
 investment strategies.

Events and Conferences

- Leadership Conference:
 Addressed CV writing, HR insights, and professional growth.
- Start Right Conference: Designed to help first-year students adapt to university life.
- Political Financing Dialogue Series: Engaged political representatives on party politics financing in Ghana.
- Youth Empowerment Activity
 Hub (YEAH): Delivered practical
 sessions on CV writing, budgeting,
 and organizational skills.

Leadership Conference

The Banking and Finance Department Association successfully organised a dynamic conference that brought together students, faculty, and industry professionals. The event began with a 10-minute introduction by the student body, setting an engaging tone, followed by the Board of Executives (BOE) outlining the



conference's objectives and expectations. The conference featured two insightful sessions: the first, led by Odamea, focused on leveraging LinkedIn for image leadership and included a lively Q&A; the second was a conversation between the BOE and students on balancing time, academia, and leadership, fostering community and collaboration.

SIKA SUKUU conference

The Banking and Finance department, in collaboration with the Centre for Financial Literacy Education, Africa, successfully organised the SIKA SUKUU conference on April 3, 2024. The theme of the Conference, "The Student and His/her Finance," aimed to equip students with essential knowledge and skills for effective personal financial management, setting them up for long-term financial stability and success.

The Fintech Programme

The Fintech Programme, held on October 25, 2024, at the University of Ghana, was attended by students of the faculty, who joined industry leaders and experts to explore key topics impacting the Fintech sector in Africa.

NEGPA Conference 2024

The NEGPA Conference 2024, organised by the Center for Financial Literacy Education (CFLE) Africa, took place on October 18, 2024, focusing on enhancing financial awareness and estate planning. The event featured expert presentations, a panel discussion, and the unveiling of the CFLE Advisory Board, exploring topics such as estate and gift planning, cybersecurity in finance, and building legacy wealth.

Outlook for 2025

The projections for 2025 are based on the strategic plan of the University. They are as follows:

- Train and certify students in Global Reporting Initiative (GRI) programmes.
- Organize a Start Right Programme to welcome first-year students to the Faculty and, by extension, the University community.
- Organize an International Conference on Sustainability and Climate Change Development.
- Host the second edition of Night with CEOs and Business Leaders to honour the achievements of Ghanaian CEOs and business leaders who have made remarkable contributions to the

- growth and success of their respective industries.
- Facilitate informed discussions among industry stakeholders to identify challenges, opportunities, and strategic priorities for sustainable development in the financial sector.
- Create a platform for meaningful discussions on economic expectations and fiscal priorities for the upcoming fiscal year.
- Collaborate with institutions such as EXIM Bank, GAG, and DBC to establish a strategic partnership aimed at producing a minimum of one annual research report.
- Establish a structured mentorship programme aimed at providing guidance and support to approximately two institutions per year.

- Organize an Annual Fun Fair and Book Reading event to foster community engagement, promote education, and enhance cultural enrichment.
- Collaborate with WAMI to ensure the highest academic standards for WAMI's research projects by leveraging the expertise of UPSA faculty members. Joint efforts will aim to prepare research outputs for publication, enhancing the visibility of WAMI's contributions to monetary studies and economic development.

Conclusion

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











Accounting by Deloitte





UPSA LAW SCHOOL

Prof. E. Kofi Abotsi Dean , UPSA Law School

Staff Strength

The total staff strength of the Law School as of November 2022 is forty seven (47) and the breakdown is as follows:

Introduction

This report highlights the activities and accomplishments of the UPSA Law from January to November 2024. 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.

Table: Ranks of Academic Staff

Professor	Associate Professor	Senior Lecturer	Lecturer	Assistant Lecturer		
0	1	1	16	19	8	45

Academic Programmes Offered by the School

The UPSA Law School offers the following programmes:

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

Strategic Goals and Objectives for 2022

- i. To stay focused on creating and sustaining a conducive learning environment that puts the student at the centre.
- ii. To enhance the UPSA Law School brand for competitiveness and global recognition.

- iii. To provide a learning environment and resources of the highest standards for academic, research and professional training that focuses on providing relevant, practical and innovative solutions.
- iv. To improve institutional effectiveness.
- v. To be globally competitive.
- vi. To encourage faculty to engage in cutting-edge research activities and publish in high-ranking journals.
- vii. To develop Faculty members to be experts and sought-after academics in various aspects of legal education in Ghana and globally.

Academic Affairs

Admissions

Three-Year Post First Degree Programme

This year the school received a total of three hundred and eighty three (383) applications.

On Saturday, June 8, 2024, three hundred and five (305) short-listed applicants sat for this year's Entrance Examinations and two hundred and five (205) out of this number were invited for selection interviews which run from Tuesday, July 9, to Thursday, July 11, 2024.

Four -Year Programme

The School is still currently receiving applications into the fouryear programme and at the time of writing this report the number of applicants stood at a thousand five hundred and seventy-four (1,574).

Graduation and Admission into the Professional School Graduation

The UPSA Law School successfully graduated its fifth batch of the four-year Programme and the sixth batch of the three-year Post First Degree programme during the first session of the 16th Congregation held on Monday, 28th October, 2024.



A total of two hundred and seven (207) students graduated; ninety-six (96) from the three-year programme and one hundred and eleven (111) from the four-year programme. The UPSA Law School recorded its second First Class graduate, and the first from the three-year programme. Out of the twenty one (21) students who graduated with a Second Class Upper division, eight (8) were from the four-year programme and thirteen (13) from the three-year programme. Thirty three (33) students of the three-year programme graduated with a Second Class Lower as compared to forty five (45) from the four-year programme . A total of eighty eight (88) students graduated with a third class and nineteen (19) with a pass.

Admission into the Professional Law Programme

This year a total of one hundred and eighty (180) former students of UPSA gained admission into the professional school with the top three highest scorers, Miss Kathy Ann Mensah, Mr. Mark Addey and Louis Naa Suwueley Hesse-Odametten coming from the UPSA Law School.

Major Activities Undertaken In 2024

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. During the year under review, we continued the process and ensured that all course outlines and teaching materials of faculty were subjected to an open system of peer review. This has ensured that synergies exist between the various syllabi taught in the School and there is also uniformity in teaching across the various subjects. It has as well as ensured that the output of faculty is of the expected optimum quality.

Efforts to start a Master of Laws Programme

During the year under review, the Law School presented documentation for accreditation for the following LLM Programmes:

- LLM in Natural Resources and Climate Change Law
- 2. LLM in Competition and Consumer Protection Law
- 3. International Commercial and Business Law

Academic Research and Publication The UPSA Law School Journal

The fourth edition of the UPSA Africa International and Comparative Law Journal was published during the year. This is an annual publication that contains rigorous and internationally peer-reviewed legal articles in International and Comparative Law. This year's submissions

include articles from local and international scholars.

The publication, which came out in November 2024, has the following on its Editorial Council:

Mr. Thomas Kojo Quansah - Editor-in-Chief

Professor Paolo Galizzi - Consulting Editor

Professor Jeanmarie Fenrich - Consulting Editor

Professor E. Kofi Abotsi - Dean, UPSA Law School

Dr. Francisca Kusi-Appiah - Coordinating Editor

Mr. Eugene Ablade Oninku - Member

Mrs. Akosua Asah- Asante - Member

Mr. Cecil Mettle-Nunoo - Member

Mrs. Lauraine Darkwah - Secretary

Miss Melitta Boateng - Student Member

Articles in this edition are as follows:

- Quashigah, Albert and Abledu, Yorm, "The Place of the Indemnity Clauses in Ghana's 1992 Constitution . An unexplained Perspective."
- Opoku Onyinah , Christine, "The Criminalisation of Witchcraft Accusations and Violence in Ghana: Addressing the Social, Economic and

Gendered Discussion of a Persistent Phenomenon."

- Dua-Ansah, Richard, "The Right to be forgotten and Data Protection in Ghana: Implications for the Practice of Digital Journalism."
- Agyei, Doreen Adoma "Producers' vs Directors: Who holds the Creative Rights? A Critical Analysis of Film Authorship in Ghana's Copyright Law."
- Odoi, Reginald Nii "Contract Design and Contractual Intent: Towards the objective Theory of Contractual Interpretation in Ghana."
- Atta-Kesson, Rowland, "Legal Effect of Corporate Deregistration: Ghana in Comparative Law Perspective."



- Kusi-Appiah, Francisca, "Assessing Energy Justice in Ghana for Sustainable Developmen."
- Admoako -Kwakye, Chris, "Assessing Ghana's Petroleum Revenue Management Act within the context of Transparency and Accountability."
- Sosu, Francis Xavier, "Towards a New Economic Order in Africa — A Critical Review of the Legal Framework for Trade in Goods and Services and Investment under the Africa Continental Free Trade Area Agreement (AfCFTA)."

Strong Online Presence

During the year in review, 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 public education content (the Point of Law series), and other symposia have enabled us to tactically market 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 programmes.

Visibility and Brand Projection

During the 2023/2024 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 and make it the Law School of choice. The growth and interest in applications to the Law School reflects in large part the success of that initiative. This is in addition to improvement in public awareness and a favourable view of the Law School and its programmmes in general among the public.

Continued Monthly Faculty Meetings

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

Quasi- Curricula Activities

Research Dialogue Series

The Research Dialogue Series is an academic activity that seeks to promote research and scholarship. It aims 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. This year a total of two (2) topics were presented and are detailed in the table below:

NAME	TOPIC	DATE
Mr. Cecil Mettle-Nunoo	Enhancing Sovereignty through third party intervention: The role of Amicus Curae briefs in safeguarding the broader interests of Ghana in International Arbitration	28th October, 2024
Mr. Richard Dua-Ansah	The Theory of Law and Technology Revisited : Implications of Legal Pedagogy	25th November, 2024

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.



Honorific Lecture and Awards Ceremony

The Honorific Lecture and Awards ceremony is an annual event organized to honour an legal luminary. The 2024 honoree was Nana Dr. S.K.B. Asante. The event was held on Thursday 25th July, 2024 at the Kofi Ohene-Konadu Auditorium.

Students Activities

UPSA Law Students' Union

i. Handing over to new Executives

The year in review saw a change of leadership in the Law School Union. Mr. Manasseh Wintemah Apurum and his team handed over to Miss Success Nmaat-Sumahem Ziba and her team.

Outlook for 2025

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;

- A greater emphasis on internationalization and global visibility.
- 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

- Encourage more and more faculty to publish in high ranking journals.
- To create new quasi- curricula activities and build on existing ones.
- To increase the intake of our graduates into the Ghana School of I aw
- A focus on consulting and social impact drives.
- Activities that will enhance student mentorship.



Strategic Objective and Goals of FITCS

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

- Effective and efficient teaching and learning;
- Development of new academic programmes;
- Increasing student enrolment;
- Facilitation of high performance of students; and
- Promoting UPSA as the University of choice for academic excellence.

FACULTY OF

INFORMATION TECHNOLOGY & COMMUNICATION STUDIES

Prof. Emmanuel Selase AsamoahDean , Faculty of Information Technology &
Communication Studies

Staff Strength

The Management of the Faculty of Information Technology and Communication Studies are namely: The Dean, Vice-Dean, and Faculty Officer. The Faculty is made up of two departments Information Technology Studies and Communication Studies

Table 1: Staff Strength

Gender Senior Members		ers	Senior	Junior Staff	Total
	Teaching (Full- Time)	Non - Teaching	Staff		
Male	64	1	0	0	65
Female	28	2	1	0	31
Total	92	3	1	0	96

Staff by rank

Department	Associate Professor	Senior Lecturer	Lecturer	Assistant Lecturer	Total
Information Technology	0	3	31	7	41
Communication Studies	1	3	43	4	51
Total	1	6	74	11	92

Activities of the FITCS

Faculty Staff Meeting

Management organised a staff meeting for the Faculty as part of its lecture series interaction with lecturers series at the MG Grand Hotel.

Department Specific Activities

Department of Communication Studies' Guest Lecture Series

The fifth Faculty Guest Lecture Series was held on October 24, 2024 at the LBC auditorium, on the theme, "Misinformation and Disinformation on Elections Communication: Recommendations to Stakeholders on Ghana's 2024 Elections."

Department of IT Studies' Technology Trends and Awareness (TTA) Webinar Series

The ninth edition of the Technology Trends and Awareness (TTA) Webinar was held on 10th of April, 2024, on the theme, "Building resilience in Ghana's Internet Infrastructure."

The tenth edition of the Technology Trends and Awareness (TTA) Webinar was on October 10, 2024 on the theme, "The Gig Economy: Freelancing and Remote Work in a Digital Era."

Research Clinic Series: To shape faculty publication skills, the Department of IT instituted a research clinic series. The second edition was held on July 9, 2024, on the theme, "Mastering the Art of Top-Tier Journal Publications: Insights from Editors."

Students' activities

 The IPR-UPSA Chapter was officially launched by Mr. Donald Gwira, Vice President of IPR Ghana on October 23, 2024, who introduced the students to the professional body.

- IEEE ICAST Workshop 2024 was held on September 12, 2024, at the Cedi Conference Center, University of Ghana, Legon, Accra, on the theme, "The Impact of Humanitarian Technology in Africa" with a focus on IEEE HTB projects.
- The 2024 Ghana DNS Forum aimed to promote knowledge exchange and collaboration around critical DNS (Domain Name System) technologies. Under the theme, "Transforming Ghana's Digital Frontier: Enhancing DNS Resilience and Capacity," the Forum exhibits a commitment to strengthening Ghana's digital ecosystem. This event provided nominated students with a unique opportunity to:
 - Gain insights into the latest DNS trends and best practices.
 - Network and build connections with key stakeholders in Ghana's digital space.
 - Engage in discussions, contributing their fresh perspectives on essential DNS issues.
 - The event was held on Wednesday, October 16, 2024, at Ghana Indian Kofi Annan Center of Excellence, Ridge, Accra, under the theme "Transforming Ghana's Digital Frontier: Enhancing DNS Resilience and Capacity."
- The Breast Cancer and Mental Health Awareness Seminar, a collaborative event hosted by the Information Technology Students' Association (ITSA), Communication Skills Students' Association (ComSSA), Banking and Finance Students' Association (BaFSA), and Economic Actuarial Science Students' Association (EASSA), took place

on October 29, 2024, at the Students' Center. Recognizing the interconnected nature of breast cancer and mental health, this seminar focused on promoting early detection, reducing stigma, empowering individuals, and strengthening support systems. The session provided students with the opportunity to engage the panelist in an insightful question and answer session

La Francophonie

On March 20, 2024, a group of seven UPSA students, led by Mr. Andreas Awute, represented the University at the Flag Raising Ceremony of La Francophonie 2024 at the Forecourt of the State House. The event aimed to raise awareness of Ghana's commitment to join the Francophone community in October 2024.

French Up Your Career

On March 22, 2024, a group of eighteen (18) UPSA students, led by lecturers, Dr. Caroline Yegblemenawo, Mr. Andreas Awute, and Mr. Stevens Avenyo, participated in the "French Up Your Career" seminar. During the panel discussion, students gained insights from various guest speakers and had the chance to connect and network with HR managers from prominent companies such as TotalEnergies, Decathlon, CFAO Ghana PLC, and Ghana Societal Bank.

French World

On April 20, 2024, a group of seventy-nine (79) UPSA students along with four French lecturers—Dr. Caroline Yegblemenawo, Mr. Andreas Awute, Mr. Stevens Avenyo, and Mrs. Narkie Oduro—joined over a thousand participants from the Francophone world in a float from the Kwame Nkrumah Circle to the Accra Metropolitan (AMA) office in Central Accra. The event aimed to raise awareness about the importance of the French language and promote its use.

Faculty Research publications

Department of Information Technology Studies

- Journal publications 38
- Conference/ Workshop Proceedings 22

Department of Communication Studies

- Journal publications 18
- Conference/Workshop Proceedings 27





Strategic Priorities and Outlook for 2025

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Status	
Institute a mentorship or "academic blind dating"	All year-round	Ongoing	The Senior faculty members have been assigned to early career/new entrants to mentor them.	Partially achieved
programme for early-career academics			Complemented with peer-to-peer mentoring.	

PROCESS

Strategic initiatives	Commencement Target	Completion Target	Status	
Develop a digital strategy, Digitize documents, Automation, deployment of LMS and assistance, training of staff in ICT	All year-round	Ongoing	Support the relevant units in the accomplishment of the digitalization agenda of the University.	Partially achieved

PLANET

Strategic initiatives	Commencement Target	Completion Target	Status	
Sensitization session for all students	All year-round	Ongoing	 Sensitization sessions are held for all students on Effective learning Time management, Where to get what? Examination rules and conduct Dress code 	Achieved

RELEVANCE

Strategic initiatives	Commencement Target	Completion Target	Status	
Identify areas where the University can make a significant impact and develop action plans for execution	All year-round	Q2 2024	Volunteerism (Interim Executive for Volunteers for IT literacy) a wing of ITSA was formed and has started work Voluntary trainings and development	Partially achieved
Strengthen engagement with	All year-round	Ongoing	Cyber Security Authority (CSA)	Achieved
the business community and	Ali yeai-rouriu	Origonity	 Institute of Public Relations (IPR) 	Acrileveu
the general public on knowledge sharing and advancement.			Advertising Association of Ghana (AAG)	
Seek partnerships and collaborations that will enhance	All year-round	Ongoing	Cyber Security Authority (CSA) and developed: MSc in Information Security Management	Achieved
the image and reputation of the University through joint academic programmes.			Advertising Association of Ghana (AAG) and developed: BA Communication Studies	
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All year-round	Ongoing	Yet to be initiated in 2025	Not achieved
Seek partnerships and	All year-round	Ongoing	Started and will continue in 2025	Not achieved
collaborations that will enhance the image and reputation of the University through consulting services.			Areas identified are AI and IS Security	
Seek partnerships and collaborations that will enhance the image and reputation of the University through community service.	All year-round	Ongoing	CSR initiatives	Achieved
Introduce guest lectureship opportunities for practitioners to	Q1 and Q4 2024	Ongoing	Guest lecture series in each half of the year for Department of Communication Studies	Achieved
share insights			Seek for partnership and sponsorship in 2025	
Organise public lectures on topical issues	Q4 2024	Ongoing	Technology Trends and Awareness Webinar Series : Monthly webinar	Achieved
•			Launched in 2022 with two sessions. In 2023 we did six other sessions. two sessions in 2024	Not achieved
			Public lecture on matters relating to media and information technology in 2024	

Strategic initiatives	Commencement Target	Completion Target	Status	
Institute staff industry attachment programme for young faculty as a community service during the long vacation.	All year-round	Ongoing	Roadmap was developed in 2024, and will be initiated in 2025	Yet to be initiated
Foster collaborations between	All-year-round	Ongoing	FITCS Alumni	Achieved
the University and Industry			 Workshops with Industry players 	
Train graduates with an	Q3 2024	Ongoing	Semester workshops by COMSSA on Entrepreneurship	Achieved
entrepreneurial mindset to create jobs			 Coding competition for Level 300 and 400 IT students (once every semester) in 2024 	

IMPACT

Strategic initiatives	Commencement Target	Completion Target	Status	
Promote self-learning and	All year-round	Ongoing	Use students association to do:	Achieved
group studies among students			Peer to peer learning and support	
			Peer to peer tutoring	
Strengthen student assessment mechanisms and feedback	All year-round	Ongoing	Continue to monitor and review IA, project work, supervision and Examination questions	Achieved
			Worked closely with class representatives to achieve quality output of lecturers in the class	
Align existing curricula with the changing needs of society	All year-round	Ongoing	Reviewing of course outlines at the beginning of each academic year	Achieved
			This was part of new programme development	
			Review curriculum during re-accreditation	
Build professional ethical dimensions into the University's	All year-round	Ongoing	Review of course outlines at the beginning of each academic year	Achieved
courses			Built into new programme development	
			Review curriculum during re-accreditation of courses	
			Guest invitation for lectures	

Strategic initiatives	Commencement Target	Completion Target	Status	
Constitute teams or working	Q1, Q2, Q3 and	Ongoing	Quarterly publication clinics in 2024	Partially
groups for research publications and interdisciplinary and	Q4 2024		Formed research teams on thematic areas	achieved
multidisciplinary research based on interests			Encourage interdisciplinary studies	
Mobilise funds to establish Research Chairs	All year-round	Ongoing	To be initiated in 2025	Yet to be initiated
Recruit the right persons for the research chairs	All year-round	Q4 2024 Ongoing	To be initiated in 2025	Yet to be initiated
Build a research agenda around existing strengths/ expertise and nurture capacity for emerging areas	All year-round	Ongoing	Formed research teams on thematic areas	Achieved
Promote research publication in ranked or recognizable journals	All year-round	Ongoing	One Lecturer One Journal Article will continue in 2024	Partially achieved
Develop a proposal for establishing Research Chairs	All year-round	Ongoing	To be initiated in 2025	Yet to be initiated
Sustain the departmental research seminars	Once each semester	Ongoing	This is done every semester	Achieved

SUSTAINABILITY

Strategic initiatives	Commencement Target	Completion Target	Status	
Develop marketable short	All year-round	Ongoing	IT and Communication related short courses in 2024.	Partially
courses for training			Information Systems Audit and Control Association (ISACA)	achieved
			certifications ready for role after the MOU is signed.	Yet to be
			Language Centre	initiated
			TOEFL®: Test of English as a Foreign Language	
			IELTS: International English Language Testing System	
Seek consultancy services	All year-round	Ongoing	Throughout 2024	Yet to be initiated

CONTINUOUS IMPROVEMENT

Strategic initiatives	Commencement Target	Completion Target	Status	
Introduce new academic programmes at the Bachelor's, Master's and Doctorate	All year-round	2024	Accredited by GTEC MSc in Information Systems MPhil in Information Systems PhD in Information Systems	Achieved
			Waiting for accreditation BSc Data Science and Analytics and MSc Information Security Management (assessed by GTEC and report worked on and submitted)	
			HEPSA-Sent to GTEC for approval Master of Business Administration in Management of Information Systems (MBA in MIS)	
			Awaiting internal review BA French Language and Communication MSc in Business Computing MPhil in Development Communication	
			To be developed in 2025 PhD in Media and Communication PhD in Development Communication	







Outlook for 2025

Continuation of Technology Trends Webinars and Faculty Guest Lecture Series

- Introduce at least one annual IT public lecture
- Consultancy services, industrial attachment, research projects and grants
- One lecturer one journal article
- Community service and CSR
- Pursue the establishment of an onsite radio station
- Develop the following programmes
 - BSc Cyber security and information assurance
 - MSc Data Science and Analytics
 - MPhil Data Science and Analytics
 - MSc Information Security Management
 - MPhil in Development Communication
 - PhD in Media and Communication
 - PhD in Development Communication
 - BA French Language and Communication
- Organize IT exhibition fair
- Systems worth assigning to our final-year students to develop under special supervision as final projects are as follows:
 - ° Create a University Journal web portal
 - ° Develop a web-based system to replace LEAS in collaboration with Quality Assurance Directorate (QAD)
 - Develop a Chabot system for reading out all graduating students names.

Conclusion

The Faculty has achieved significant milestones this year, marked by academic excellence, research breakthroughs, and strengthened industry collaborations. These successes underscore the commitment of our staff and students to the Faculty's strategic goals. While minor challenges were encountered, they provided valuable lessons that will guide future improvements. As we look ahead, the Faculty remains dedicated to innovation, inclusivity, and excellence in all its endeavours. We express our appreciation of the FITCS to the Management of UPSA for the support enjoyed in 2024, especially in recruiting new lecturers. The support of colleague Deans and Directors of FITCS is well acknowledged. We will work hard to make 2025 a better year.





WEEKEND SCHOOL

Dr. Ampem Darko AniapamDean , Weekend School

Introduction

The year in review has been an exciting one for the Weekend School, and as a result, has provided a great foundation for some goals/ objectives that the School hopes to achieve in 2025. The main goal for the school was to continue improving upon the increase in student enrolment and providing a conducive environment for effective teaching and learning. This report summarizes some of the activities undertaken by the school during the year, and the goals/objectives that we hope to achieve in the ensuing year of 2025.

Staff Strength

The Weekend School is managed by a two (2) permanent staff of the University as shown in Table 1

Table: The Staffing Position of the Weekend School

No.	Name	Rank /Position
1.	Dr. Ampem Darko Aniapam	Senior Lecturer/Dean
2.	Ms. Kafui Adjoa Ayisadu	Assistant Registrar/School Officer

Highlights of Programmes offered by Undergraduate Weekend School

At the start of the 2023/2024 academic year, the Weekend School mounted the following degree and diploma programmes:

- 10 Degree programmes
- 5 Diploma Programmes

Outlook for 2024

The Weekend School settled on the following as targets for the 2023/2024 academic year:

- Actively promote the visibility of the Weekend School to potential students.
- Coordinate with academic departments for the timely resolution of Weekend students' academic related problems.
- To ensure a serene atmosphere for teaching and learning on weekends
- Put in place mechanisms to improve upon the quality and timely delivery of service to Weekend students.
- Actively monitor attendance to lectures by both faculty and students

STATISTICS

2023/2024 Admissions

Admissions for the 2023/2024 Academic year into the Weekend School were effected for Levels 100, 200 and 300 only. A total of six hundred and forty-eight (648) students made up of 237 males and 411 females were admitted. As of the time of writing this report, the University was still waiting for WAEC to release the 2025 WASSCE Results to admit prospective applicants into Degree Level 100 and Diploma Level 100. Matured applicants are yet to be admitted. The table below gives a breakdown of Degree Top-Up students who were admitted into the various degree programmes and levels.

Trend Analysis of Admissions 2022, 2023 and 2024

There has been a significant increase in admissions over the past three years, that is, 2022, 2023 and 2024. The admissions for the past three years were 279, 335 and 408 respectively. In 2022, admission increased by 15.31% as compared to that of 2021. In 2023, there was an increment of 16.71% over the 2022 figures. In 2024, the figure reflect an increase of 21.79% over 2023 figures.

Table: Trend Analysis of Degree Admissions 2022, 2023 and 2024

Year	2022	2023	2024
Percentage	15.31% (increase)	16.71% (Increase)	21.79% (Increase)

Enrolment

The total enrolment of the Weekend School (Undergraduate) stands at one thousand, five hundred and eighty-nine (1589) students which is made up of 810 males and 779 females. This is without the Level 100 students.

Year	Total	Percentage
2022	774	9.47%(Increased)
2023	1350	74.4% (Increased)
2024	1589	15.04% (Increase)

From the Table, a comparison of the three years analysis shows that there was an increase of 15.04% in enrolment in 2024 as compared to 2023. The year 2023 saw a 74.4% increment over the 2022 figures. In the year under review, enrolment increased by 15.04% which is good for the Weekend School.

Diploma Enrolment 2023/2024

The total enrolment for Weekend School Diploma Level 200 (without Level 100) stood at 187, which is made up of 109 males and 78 females. Last year (2023) enrolment at Level 200 stood at 167. It is also hoped that the enrolment will increase when the WASSCE candidates are enrolled in January 2025.

Graduation

Degree Students

The 14th batch of students from the Weekend School graduated in October 2024. A total of 336 students from the various programmes graduated with various degrees. Six (6) students out of the total of 336 representing 1.9% graduated with a First-Class division. Seventy-four (74) students representing 22% had Second Class Upper division whilst one hundred and seventeen (117) students, representing 34.8% also graduated with Second Class Lower division. One hundred and six (106) students representing 31.5% had

Third Class division with the remaining 33 students representing 9.8% graduated with a Pass.

Highlights of Activities/ Achievements of Weekend School

Despite some of the constraints that we experienced as a School; we were able to accomplish some of our goals., namely:

- A sharp increase in the admissions and enrolment levels of the Weekend School
- ii. Actively monitored attendance of lectures by faculty members to ensure that students get maximum contact hours.
- iii. Prepared fliers to advertise the admission process on the various social media platforms to increase the number of applicants to the Weekend School
- iv. Collaborated with the other Faculties and the Academic Affairs Directorate to reduce the number of Weekend students unable to graduate due to incomplete results.
- v. Though we have scanty human resources, we were able to maintain a staff presence on Saturdays and Sundays to render quality service to Weekend students throughout the year.

Outlook for 2025

The management of the Weekend School has set the following targets for the 2024/2025 academic year:

- To coordinate with academic departments for the timely resolution of Weekend students' incomplete Results (IC) issues.
- To ensure a serene atmosphere for teaching and learning on weekends.
- Actively monitor the attendance to lectures of both faculty and students to make sure that students benefit from the full three (3) hours of lectures every week for each course.
- Collaborating with Management and other directorates to continue the enrolment drive by calling each qualified applicant and encouraging them to register and enroll.
- Put in place mechanisms to improve upon the quality and timely delivery of service to our students

Alignment of 2025 Focus to the Strategic Plan

PEOPLE

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Remarks
Actively promote the visibility of the Weekend School to potential students	Beginning of the year	All year-round	Dean of Weekend School and other members of the Weekend School secretariat	In consultation with Management and Public Affairs Directorate, fliers and other publicity materials will be circulated on all social media platforms

IMPACT

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Remarks
Promote self-learning and group studies among students	Beginning of the year	All year-round	Dean	Students will be encouraged to form study groups/teams
Strengthen student assessment mechanisms and feedback	Beginning of the year	All year-round	Dean	Put in place systems and measures to help students evaluate faculty timeously

CONTINUOUS IMPROVEMENT

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Remarks
Enforce ethical standards among staff and students	All year-round	Ongoing	All heads of Units	Ongoing, but will strengthen the implementation of ethical standards among staff and students.



Dr. Mary Naana Essiaw

Director, Institute of Work, Employment and Society

INSTITUTE OF

Introduction

The Institute of Work, Employment, and Society (IWES) focuses on research, consultancy, and advocacy related to work, employment, and societal issues. Its mission is to improve people's lives and workplace experiences and ensure that work does not harm individuals. IWES aims to enhance employee well-being, organisational practices, and economic sectors through innovative research. The Institute is committed to improving productivity by collaborating with local and international partners to achieve optimal outcomes.

Staff Strength

The total staff strength of the Institute is eight (8).

WORK, EMPLOYMENT

AND SOCIETY, (IWES)

Key Activities for 2024

Academic and Research Undertaken

Ghana Research and Industry Collaborative (GRIC) Learning Workshop

IWES secured the bid to organise a learning workshop targeting the general public, particularly researchers looking to conduct impactful research. The workshop took place on Wednesday, October 16, 2024, under the theme: "Improving Research Impact through Knowledge Translation".

The programme was hosted by Ghana Research and Industry Collaborative (GRIC) in collaboration with Impact Investing Ghana (IIGh). It was sponsored by Research and Innovation Systems for Africa (RISA) and UK International Development.

Programme Design

Re-Accreditation of Programme

The Institute worked diligently with the Department of Business Administration to complete the re-accreditation of the Postgraduate Diploma in Leadership and Organisational Development Programme. The programme has since been approved by the Ghana Tertiary Education Commission (GTEC).

New Programme Design

Consultations with different organisations were made 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 at IWES have been assisting faculty members in teaching various courses. They also supervise undergraduate students' dissertations, projects, and case studies. In addition to their academic duties, the Fellows contribute to community services by offering career guidance to students and referring them to the Counselling Centre for further support.

Consultancy Services

AngloGold Ashanti Iduapriem Mines

Certificate in Supervisory Management Programme

IWES completed training for the second batch of forty-two (42) employees of AngloGold Ashanti Iduapriem Mines in the in Supervisory Management Certificate programme. The courses were held on weekends, once every month over six (6) months, for 96 credit hours. The graduation ceremony for Batch 2 was held in May, 2024.

Post Graduate Diploma in Leadership and Organizational Development (PGDLOD)

A total of forty-five (45) students graduated with a Post Graduate Diploma in Leadership and Organisational Development (PGDLOD) programme. This second batch comprised sixteen (16) employees from AngloGold Ashanti Ghana Limited (Obuasi) and twenty-nine (29) employees from AngloGold Ashanti Iduapriem Mines (Tarkwa).

Asante Gold Chirano Limited

Certificate in Supervisory Management Programme

The training for Asante Gold Chirano staff in the Certificate in Supervisory Management programme commenced on Saturday, June 1, 2024, after the successful signing of a Memorandum of Understanding between UPSA and Asante Gold Chirano.

A total of thirty-seven (37) employees from different departments took part in the programme. The participants graduated at a colourful ceremony on December 13, 2024, at Chirano.

Master of Science in Leadership and Organizational Development (PGDLOD)

Twenty-three (23) students from Asante Gold Chirano Limited enrolled in the Master of Science in Leadership and Organisational Development (MSCLOD) programme.

The first semester courses for the 2024/2025 academic year commenced on Saturday, November 9, 2024. All courses for this cohort are being delivered and assessed online.

Policy-Driven Research

Research Grants

IWES Research Fellows have been diligently engaged in crafting proposals at various stages of development, intending to submit them to both international and local agencies and organisations. Moreover, numerous grant applications have already been sent out. The collective commitment and hard work invested in securing these grants leave us optimistic about achieving favourable outcomes.





Training for mining supervisors of AngloGold Ashanti Iduapriem Mines

Research Publications

The Institute has reached yet another noteworthy milestone in conducting and disseminating policy-driven research. Our Research Fellows have been diligently working on a diverse range of articles, a selection of which has already been published in reputable journals. Meanwhile, several other articles are presently undergoing review, with a few already at advanced stages in the publication process.

Research Ethics Committee

Following Management's approval for the establishment of the Institutional Review Board (IRB), IWES has nominated staff members to constitute the IRB and the Ethics Committee. IWES has written to seek support from Management for a training to be organised by the Council for Scientific and Industrial Research (CSIR) for these members.

Association of Retirees of UPSA (ARUPSA)

The activities of the Association have officially begun. The executives and members held their first and second meetings to discuss the constitution and other important issues.

The inaugural general meeting took place on February 8, 2024, followed by the second meeting on April 17, 2024, both at the LBC Auditorium

Outlook

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

- Enhancing the Institute's global presence 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 policy-driven research on work, employment and social issues
- Expand consultancy services to other organisations
- Solicit for collaboration and partnerships

Strategic Priorities and Focus for 2025

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Develop connections to market the University to alumni and other stakeholders through continuous professional	Q1	Ongoing	Director, IWES	1	Intensify and broaden the scope of tailor- made continuous professional development programmes
development programmes					Reach out to more professionals and professional bodies for soft-skill training
Seek partnerships and collaborations that will enhance the image and reputation of the University through consulting services.	Q1	Ongoing	Director, IWES	5	Continue to strengthen and deepen collaborations with existing partners
Nurture good and close relationships with our external stakeholders, community,	Q1	Ongoing	Director, IWES	8	Increase and sustain the University's image and reputation among stakeholders
industry, government and partners					Increase the number of collaborative activities between the University and stakeholders

RELEVANCE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Pursue partnerships and collaborations that will strengthen the University's image and reputation through policy-driven research.	All year-round	Ongoing	Directors and Deans	3	Encourage all staff to participate in the Institute's research programmes to increase the number of publications.
Seek partnerships and collaborations that will enhance the image and reputation of the University through academic programmes.	All year-round	Ongoing	Directors and Deans	3	Develop academic programmes with other departments
Enhance engagement with industry and the public to promote knowledge sharing and development.	All year-round	Ongoing	Director, IWES	2	Organise webinar series on policy research

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Organise public lectures on topical issues to commemorate International Labour Day.	Q2 & Q3	Ongoing	Director, IWES	5	Organise a public lecture to commemorate May Day and Family Day

SUSTAINABILITY

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Seek partnerships and grants for policy-driven research	All year-round	Ongoing	Director, IWES	1	Encourage all research fellows in the Institutes to write for grants
Develop marketable short courses for the general public	All year-round	Ongoing	Director, IWES	1	Ongoing

IMPACT

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Seek partnerships and grants for policy-driven research	All year-round	Ongoing	Director, IWES	1	Encourage all research fellows in the Institutes to write for grants
Promote self-learning and group studies among research	All year-round	Ongoing	Director, IWES	2	Peer-to-peer learning and support
fellows					Peer-to-peer tutoring
Constitute teams or working groups for research publications	Q3 2024	Ongoing	Director, IWES	5	Formed research teams on thematic areas
					Encourage interdisciplinary studies
Seek sponsorship to mobilise funds to establish research leads	All year round	Ongoing	Director, IWES	6	To be initiated in 2026
Build research schedule around existing expertise and nurture capacity for emerging areas.	Q1 2023	Ongoing	Director, IWES	8	Constituted research teams on thematic areas
Constitute teams for interdisciplinary and	All year round	Ongoing	Director, IWES	8	Quarterly publication
multidisciplinary research based on expertise					Formed research teams on thematic areas
					Encourage interdisciplinary studies

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Promote research publication in ranked journals.	All year-round	Ongoing	Director, IWES	5	Initiated group research projects
Develop a proposal for establishing Institutional Review Boards (IRB)	Q3 2021	Ongoing	Director, IWES	6	Management has approved and teams have been constituted but yet to be trained to take off.

CONTINUOUS IMPROVEMENT

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Introduce new academic programmes at a professional level	2024	2026	Director, IWES and Deans	2	Awaiting final compilation Professional Diploma in Occupational Health and Safety Practices Diploma Programma in Discator
					 Diploma Programme in Disaster Management.
Introduce new academic programmes at the Master's level	2024	2026	Director, IWES and Deans	2	Awaiting final compilation Master of Science (MSc) in Occupational Health and Safety
Continue to organise public lectures.	All year-round		Director, IWES		Annual public lectures
Continue to influence the University community.	All year-round		Director, IWES		Organise retirement programmes and seminars





UPSA is home to various specialized centers focused on research and development.





Introduction

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 2024.

BUSINESS DEVELOPMENT CENTRE

Mr. Gyeke DarkoDirector , Business Development Centre

Staff Strength

The staff strength of the Directorate is 89, including 40 Contract Staff and 49 Permanent staff.

Allignment of Business Portfolio with UPSA Strategic Plan

BDC's commercial ventures during the period under review were as follows:

Commercial Venture	UPSA Strategic Focus
Alumni Relations	Strategic Focus 1: People
	Strategic Initiative 1: Institute mechanisms of engaging Alumni
Rentals, UPSA Hostels	Strategic Focus 6: Sustainability
& Kofi Ohene – Konadu Auditorium	Strategic Initiative 1: Competitively promote the use and hire of all UPSA facilities within a regulatory framework
Vice Chancellor's Endowment Fund &	Strategic Focus 6: Sustainability
Water Business	Strategic Initiative 2: Develop and implement a comprehensive plan of fundraising from alumni and philanthropists

Commercial Venture	UPSA Strategic Focus
Training - Short Courses & Certificate	Strategic Focus 6: Sustainability
Courses	Strategic Initiative 3: Develop marketable short courses for training
Access Professional Programmes	Strategic Focus 7: Continuous Improvement
	Strategic Initiative 2: Continue to promote and create awareness about professional courses in UPSA

Major Achievements

Strategic Focus 1: People (Alumni Relations)

Strategic Initiative 1

Institute mechanisms of engaging alumni eg. Master Class, Guest Lecture opportunities

Alumni Clearance and Transcript Facilitation:

- Numerous students were assisted with processing their clearances and transcripts, ensuring a smooth transition from graduation to employment.
- The procedures to improve efficiency and reduce waiting times for alumni seeking documentation were streamlined.

Disseminating Job Opportunities

Job opportunities were communicated to alumni via emails and online platforms. These job listings covered various industries including Finance, Business Administration, Information Technology and Marketing. Alumni engagement increased, with numerous responses to postings and a significant number of interviews scheduled.

1.3 Formation of Year Group Executives

To enhance connection and engagement, the Alumni Relations office advanced plans to establish year group leaders for cohorts from 2008 through to 2024. To provide alumni with a stronger voice and support coordinated activities with UPSA, the following have been done:

- Engagement Kick-off: Successfully connected with alumni from 2008 to 2010, sparking interest in leadership roles.
- Representative Search: Identified likely leaders among graduates from 2010 to 2015 to support cohort-specific outreach.
- Role Framework: Drafted clear guidelines for year group executive roles, focusing on communication, events, and alumni mentorship.

Strategic Initiative 2

Continue to market the University to alumni and other stakeholders through continuous professional development programmes

Towards promoting CPD's, the alumni relation office adopted the following to attract potential participants; Messages through alumni platforms / social media, emails using alumni database, letters, phone calls, word-of-mouth and Alumni Programmes

Strategic Focus 6: Sustainability

Rentals, UPSA Hostels, and Kofi Ohene - Konadu Auditorium)

Strategic Initiative 1

Competitively promote the use and hire of all UPSA facilities within a regulatory framework

- To date the list of rental facilities at UPSA are;
 UPSA Hostels, Kofi Ohene Konadu Auditorium,
 Campus outdoor Spaces, Students Centre facilities,
 Faculty/Hostel Conference Rooms, Shops (Hostel & Campus)
- b. Rentals (Tenants Information)
 - The University has a total of thirty (30) tenants who pay rent every quarter. Seventeen (17) are on campus and thirteen (13) are at the hostels.

c. Hostels

- The Hostels (A, Dr. Opoku Prempeh, and Amon Kotei) accommodated 4,474 students (UPSA and non-UPSA students) during both semesters.
- Construction is currently underway to build an eightstory executive hostel.
- d. Kofi Ohene Konadu Auditorium
 - The Auditorium (including the conference rooms) hosted 117 paid events as of November 2024.

Strategic Initiative 2 - Vice - Chancellor's Endowment Fund & Water Business

Developed and Implemented a comprehensive fundraising plan from alumni and philanthropists

a. Vice-Chancellors Endowment Fund

From January 2024 to November 2024, the following donations were made to the VCEF account:

SUPA Sachet Water - Gh¢ 89,226.00
 SUPA Bottled Water - Gh¢ 9,810.00

The 2023/2024 SRC - Gh¢ 10,000.00.

• UPSA Credit Union - Gh¢ 5,000.00

• Junior Common Room - Gh¢ 10,000.00

• Individuals - Gh¢ 1,000.00

As of the time this report was beign compiled, the total VCEF cash in investment is Gh¢ 414,658.22 which matured on 11th November, 2024 and has been rolled over together with interest for the next 91 days.

b) SUPA Water

SUPA Sachet Water. Proceeds from the sale of SUPA sachet water from January 2024 to November 2024 was Gh¢ 89,226.00.

SUPA Bottled Water. The University in partnership with Firm Nature Limited started producing bottled water in October 2024 as an income generating source to supplement and support the Vice Chancellor's Endowment Fund (VCEF). As at the end of November 2024, proceeds realized from the sale of bottled water was Gh¢ 9,810.00

Strategic Initiative 3 – Training- Short Courses & Certificate Courses

Develop marketable short course for training

a. The following training Courses were held from January to November, 2024:

Courses	Date	Attendees	Gross Income (Gh¢)	Net Income (Gh¢)
Terrorism & Violent Extremism	22nd – 24th October, 2024	21	52,500.00	31,500.00
Brands Management	8th – 10th October, 2024	17	35,200.00	22,100.00
Leadership & Corporate Governance	18th October, 2024	12	24,000.00	21,000.00
Procurement & Supply Chain Management	18th – 21st November, 2024	13	32,500.00	16,100.00
Total			144,200.00	90,700.00

The short courses schedule for the year 2025 are currently being circulated to HR Directors of public and private organizations for advance planning.

Strategic Focus 4: Continuous Improvement

Strategic Initiative 1

Enforce ethical standards and professionalism among staff and students

a. Professional Capacity Development

BDC Staff Training

Various training programmes were organised for BDC staff to build their capacity.

b. Access Professional Programme

Continued to promote and create awareness about professional courses in UPSA

Total enrolment for the first semester for Access students was four hundred and sixty-four (464) students.

Admission & Registration 2024 Academic Year as at 30/10/2024

Programme	Fresh Students (Feb, 2023)	Fresh Students (Sept, 2023)	Total
ICAG	32	0	32
CIMG	416	50	466
ACCA	16	0	16
CIM -UK	0	0	0
Total	464	50	514

Source: Access Unit, BDC

Outlook for 2025 - Alignment of 2025 Outlook to the Strategic Plan

Projections for 2025 are based on the strategic plan of the University. They are:

SUSTAINABILITY

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remark
Promote BDC commercial activities to Faculty/ departments and to the Public , eg. BDC week	First Quarter, 2024	Third Quarter, 2024	1.Director, BDC 2.BDC Events Team	1	The rationale is to create internal and external awareness for BDC resources and services
			3.Deputy Director, Training		
Diversifying income sources for BDC by developing new services . Eg.	First Quarter, 2024	Fourth Quarter 2024	1.Director, BDC	1	As the University grows, there is a growing demand for new services
SUPA Bottled Water	2021	quarter 202 r	2.BDC Events Team		by the students , University and the community
			3.Deputy Director Training		

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Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remark
Engaging more with directorates and faculties for commercialization	First Quarter 2024	Fourth Quarter 2024	1.Director of BDC2.BDC EventsTeam3.Deputy DirectorTraining	1	BDC needs to encourage other internal stakeholders to generate IGF for the University
Growing excess income over expenditure generated by close of 3rd Quarter of 2023, by 20%	First Quarter 2024	Fourth Quarter 2024	1.Director, BDC 2.BDC Events Team 3.Deputy Director Training 4.Hostel Management 5.Rentals/ Auditorium	1	BDC should aim at generating financial resources for growth and long-term financial sustainability

IMPACT

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Expanding the scope of training programmes eg. CPDs	First Quarter 2024	Fourth Quarter 2024	Deputy. Director Training	1	The Training team will work hand in hand with alumni & Institutions to develop CPDs

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Engaging more with alumni in Ghana and abroad.	First Quarter, 2025	Fourth Quarter	Director, BDC	4	The Alumni Relations Office will engage the more alumni eg., forming
		2025	Deputy Directors		year group executives.
			VCEF		
Developing staff capacity	First Quarter, 2025	Second Quarter,	Deputy Directors	5	BDC Staff with Marketing Functions and VCEF Team will be trained
		2025	HR Department		



DOCUMENTATION & INFORMATION MANAGEMENT

CENTRE

Dr. Edwin Ayenor

Director, Documentation and Information Management Centre

Introduction

The Documentation and Information Management Centre (DIMC) is tasked with organising and overseeing all information resources in the University to facilitate the planning and decision-making processes of the University. Following the University's drive to run a paperless office environment, the DIMC commenced with the implementation of a students' electronic records management system and continued the digitisation of examination records as part of the strategic initiatives for feasible storage management and efficient accessibility and retention of records and digitised information.

Staff Strength

The staff strength was nine (9), including two national service personnel.

Highlights of Activities

During the year under review, the DIMC embarked on 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.

Digitisation and Paperless Office Projects

During the year under review, the DIMC continued to focus on strategies and initiatives to digitise various administrative processes and operate a paperless environment through the implementation of the Smart Workplace Portal.

As a result of the Smart Workplace Portal, the DIMC, was able to achieve the following:

1. The activation of Microsoft (Office) 365 accounts for members by transferring (synching) @UPSAMAIL.EDU.GH on Google accounts to @UPSA.EDU.GH Microsoft 365 Accounts.

- The utilisation of various Microsoft 365 online (cloud-based) and desktop apps for email, video conferencing (MS Teams), smart content creation, cloud storage and file synchronization, document management, workflow automation, project/task management, and so on.
- 3. The deployment of Students Electronic Records Management System (SERMS).
- 4. The creation of electronic files (eFolders) for newly admitted students for the 2024/2025 academic year.
- 5. Deployment of Apps to support enquiries, project and event planning, and requests for services.
- 6. Other completed platforms (Apps) to be deployed include;
 - a. The correspondence management system
 - b. The paperless memo system
 - c. The request and approval system
 - d. Assorted Apps for automated processes such as;
 - i. Medical Claims
 - ii. Help Desk
 - iii. Planners and Mini Project Management
 - iv. Announcement boards
 - v. Shared Calendar

Student Information Management

The DIMC continued the implementation of an in-house full-scale Students' Electronic Records Management System (SERMS), which is built on Microsoft 365 and SharePoint to cater for students' records in the holding of the DIMC. This system is being used to manage the full life-cycle of students' records (from creation to disposition) in digital format and platform.

Key Features and Functionalities of SERMS

To function as an appropriate electronic records management system, Microsoft 365 SharePoint has been customised to interpret and apply the records management policies and standards regarding records creation, storage and retrieval, usage and maintenance, retention, and disposition. Thus, SERMS is a cloud-based platform that utilises the robust document management and storage system of SharePoint.

Digitisation of Examination Scripts

During the year under review, digitisation of examination answer booklets received much attention as part of the drive to enhance students' records management.

Students Registration

The 2024 registration commenced in January 2024 to register newly admitted students to first-year bachelor's degree and diploma programmes into the 2023/2024 academic year. In September 2024, the exercise resumed registering admitted top-up students, Levels 200 and 300 fresh students into various bachelor's degree programmes of the University.

Review of Registration Procedures for Fresh Level 100 Students

During the year under review, the Directors of Academic Affairs, ISTD, and DIMC drafted and submitted a technical proposal with the revised online registration procedures for fresh students, to Management for consideration.

Educational and Instructional Technology Support

Selected staff members of the DIMC were trained and tasked to provide end-user support to mainly fresh students on the use of UPSA-Virtual LMS and related digital technologies for teaching and learning.

Provision of Data for Rankings and Awards

The DIMC prepared and submitted data for the ranking scheme by Times Higher Education (THE). UPSA 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 the sub-Saharan University Rankings of the Times Higher Education, summing the University's participation in rankings as follows:

- The Impact Rankings
- The World University Rankings
- The sub-Saharan University Rankings

In reviewing our participation and analytics of data submitted for THE rankings, it has been observed that the University's current performance has significant room for improvement.

As a result, the following has been outlined as recommendations to improve our outlook of the various THE rankings that UPSA submits data for ranking:

- 1. A strategy to achieve 1000 citations or indexed materials in the Scopus database
- 2. Directly targeting our community engagements and services to address specific issues of SDGs

- 3. Publications of UPSA's contributions to the SGDs in our annual report. To successfully implement the Smart Workplace portal and Microsoft 365 Apps, and to enhance overall information management, the DIMC secured management's approval for the following initiatives:
- Smart Workplace Training for Administrators: Focused on Microsoft 365 environment, digital filing, cloud storage management, and electronic records handling.
- "Training of Trainers" (TOT) Programme: Selected individuals from various University divisions were trained to support Smart Workplace adoption.
- Blended Online Teaching & Learning Training: Faculty members received training on digital tools and Smart Workplace functionalities to enhance online education delivery.

These initiatives aimed to ensure seamless adoption, effective utilization, and improved efficiency in digital workplace operations.

Focus Alignment with Strategic Plan

For the year 2025, DIMC will align its plan of activities to the current strategic plan in the following areas:

Plan of Actions and Timelines for 2025

Strategic Initiative	Goal & Objective Complet ion Targets	Responsibility	Actions	Timelines
Strengthen the governance structure and administrative processes for institutional effectiveness and efficiency	SG2-OB4 Q3 2022	Vice- Chancellor, Registrar, Directors,	Develop a Digital Policy Catalogue with a summary description of each policy.	March
Resource the DIMC and ISTD to digitise and automate processes	SG2-0B6	Vice- Chancellor	Propose strategies for the acquisition and implementation of digital resources.	February
	Ongoing			
Develop a digital strategy and digitisation policy to provide a basis for digital fluency and the	SG2-OB6	Director, DIMC	Deploy Correspondence Management System	March
paperless agenda respectively.	Q3 2022			
			Commence the implementation of Paperless Memo	April

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Strategic Initiative	Goal & Objective Complet ion Targets	Responsibility	Actions	Timelines
Digitize documents in line with the University's digitisation policy	SG2-OB6	Director, DIMC	Continue ongoing Digitalisation project	January- February
	Ongoing		Commence the Digitalision of HR Records (PF)	June
Deploy the LMS to aid blended teaching and learning	SG2-OB7	Directors, DIMC & ISTD	Upgrade LMS to include current plug-ins including tools to monitor the ethical use of Al.	February- March
	Origoring	Ongoing AI. Propose a revised structure for EIT Tech- Support Team	January	
Continuous training of staff in ICT and the effective use of UPSA LMS	SG2-0B7	Directors, DIMC & ISTD	Train new EIT Tech-support Team	February- April
	Ongoing		Tailored Training of various staff on Smart- Workplace	Each Quarter
			Develop Online Training course for inter- mediate users of UPSA-Virtual	May
Improve access to office space, Internet connectivity, and continuous supply of electricity	SG3-OB3	Vice- Chancellor	Conduct two document/records surveys aim at decongesting offices with paper-based	May and October
and water.	Ongoing		documents.	

Conclusions

The DIMC members worked collaboratively with the Director to carry out various operations and activities throughout the year. Despite the challenges faced, the team managed to execute the critical tasks and initiatives outlined for the year.

The DIMC hope that Management will carefully consider the recommendations outlined in this report. If these recommendations are implemented, the DIMC can shift its focus toward more strategic operations, enhancing its ability to provide essential data and insights that support informed decision-making and effective strategic planning for the University.

Recommendation

To improve the functions and operations of the DIMC in the coming year, the following recommendations are submitted for Management's consideration:

- 1. Official migration of Google Mail (@upsamail.edu.gh) to Office 365 Mail (@upsa.edu.gh). Thus, only @upsa.edu.gh mail address on Office 365 will be used for official communication among staff and external stakeholders commencing from 1st January 2025.
- 2. Consider the implementation of Bring Your Own Device (BYOD) policy through a scheme or partnership with a service provider to ensure individuals or a certain category of staff use their end devices for official work. This is cost-efficient as compared to the procurement of end devices for staff as a requirement for the paperless office environment.
- Allow the DIMC through an approval process to accept interns or qualified volunteers to be engaged as clerical data entry and digitisation assistants to fast-track the digitisation processes.



CENTRE FOR INTERNATIONAL EDUCATION & COLLABORATION (CIEC)

Ivy Heward Mills

Director, Centre for International Education & Collaboration

Introduction

This report outlines the significant activities and achievements of the Centre for International Education and Collaboration (CIEC) during the year under review. It highlights collaborations, events, and strategic initiatives aimed at enhancing internationalisation and partnerships.

Staff Strength

The Centre is managed by a Director and two permanent staff; an Assistant Registrar and a Principal Administrative Assistant, with auxiliary support from the university community.

Overview

The Centre for International Education & Collaboration serves as the International Affairs Directorate at the University of Professional Studies, Accra. The Centre is mandated to provide leadership and direction for the University in its internationalisation and collaboration initiatives. It initiates, facilitates, and coordinates programmes that advance learning and scholarship, while providing global perspectives for faculty, staff and students through inter alia, joint research projects, mobility, academic exchange and knowledge transfer, joint grant applications, and joint supervision of postgraduate projects.

Highlights of Activities

New Collaborations Established

The Centre executed Memoranda of Understanding with various institutions, including Tomas Bata University and the University at Buffalo, with additional agreements in progress with several other universities and organisations.

Implementation of Existing MoUs

The Centre concentrated on implementing existing agreements, notably collaborating with Ganpat University for international conferences and the University of Makeni for the internationalisation of UPSA's postgraduate and doctoral programmes.

Engagement with Diplomatic Missions

The Centre participated in the European Union Study-in-Europe Fair, engaged with the Czech Republic's ambassador and participated in Czech National Day Celebration to fortify institutional ties

Engagement with Industry and Professional Bodies

The Centre engaged the institute of Public Relations, Ghana, Chartered Institute of Logistics and Transport, Ghana, Chartered Institutes of Export and International Trade, UK, Institute of Organisational Health and Safety, UK, Commonwealth Enterprise and Investment Council, Association of Commonwealth Universities to explore new areas of collaboration

Collaboration with International Funding Agencies

The Centre submitted applications for various programmes, including the Horizon Marie Sklodowska-Currie Action project, and engaged with the World Trade Organisation, German IZ. and DAAD for collaborative initiatives.

Events Organised

The Centre played a crucial role in planning significant events such as the QS Africa Forum 2024, the UPSA Annual Leadership Lecture, The State and Future of Tertiary Education Conference and the UPSA Culture Day event; securing notable international personalities as speakers.

International Student Engagement

The Centre organised cultural events and city tours for international students, facilitating their integration and cultural exchange.

Policy Development

The Centre developed an Internationalisation Policy and Collaboration Policy, aligning with the University's strategic goals.

Key Achievements

- The Centre held two (2) familiarisation meetings; firstly, with the University's existing international students and student leadership to introduce, meet, and engage the new team at the Centre, and subsequently with the fresh International Students to introducethem to the Centre, its mission and activities, and the support services available to them
- Memoranda of Understanding have been signed between the UPSA and the following universities: University at Buffalo, Tomas Bata University in the Czech Republic, ETranzact Ghana, and GaDangme Council.
- Successfully facilitated a partnership between the Faculties of Management Studies of Ganpat University and UPSA for the 16th International Virtual Conference GCeMP2k24 - Future of Work.
- Successfully collaborated with the World Trade
 Organisation (WTO) on a Special Lecture for the
 UPSA Law School on the topic "Leveraging Trade to
 Achieve Sustainable Development in Africa's Food and
 Agriculture Sector.
- Conceptualised the establishment of the West Africa
 Trade, Innovation and Policy Institute (WA-TIPI) at UPSA
 which was activated by FAF Innovate under the Faculty
 of Accounting and Finance with guidance from the WTO.
- Successfully reinstated UPSA's membership in the Association of Commonwealth Universities (ACU).
 Additionally, the Director of CIEC was appointed as an ACU Ambassador within the year under review.
- Successfully secured Erasmus+ KA171 programme with a project duration from 01/08/2024 to 31/07/2027 (36 months) and eight (8) staff mobilities (incoming and outgoing) with development of the scientific institution of the Ekonomikas Un Kulturas

- Successfully secured 2024/2025
 Erasmus + Mobility with grant for five student mobilities (3 at BA level and 2 MA level) and four staff mobilities (incoming and outgoing) with Volda University.
- In line with the University's strategic plan, the Centre developed Two (2)
 Policies: an Internationalisation Policy and a Collaboration Policy.
- The Centre developed the concept for "Collaboration Conversations," a flagship event for UPSA, with a mission to address global challenges through collaboration to further strengthen UPSA's position as a thought leader, enhance its academic reputation, foster engagement among students, faculty, and partners, and enhance its digital presence.
- Facilitated thirty-four incoming and outgoing mobilities in 2024.
- Successfully organized the 2024
 Culture Day celebration themed,
 "Bridging Cultures, Shaping Futures."
- Successfully organized the 2024 educational and recreational tour for the U niversity's international itudents
- The Centre organised a welcome cocktail for international students with the aim to provide a platform for management to interact and gain insight into student experience.
- Developed a risk register for Internal



auditing purposes.

- Facilitated the Vice-Chancellor's visit to the House of Lords in the United Kingdom and introduction to The Right Hon. the Lord Boateng.
- Successfully facilitated the participation of several key resource persons and speakers including, the Rt Hon the Lord Boateng, Member of the House of Lords, Her Excellency Shirley Ayorkor Botchwey, Secretary General elect of the Commonwealth, the Dean of the Diplomatic Corps and the Country Director of the Commonwealth Enterprise and Investment Council at UPSA's events.
- Successfully facilitated the visit of the Director-General of the Chartered Institute of Export and International

Trade, UK to UPSA

- Successfully facilitated a visit of the CEO of the Commonwealth Enterprise and Investment Council to UPSA
- Successfully organised a Grantsmanship Workshop for Faculty members.

Faculty /School Student Outcomes and Activities

International Students

The University has a total of 21 international students population from 10 countries.

International Mobilities

The Centre facilitated thirty-nine (39) mobilities during the year under review.



COUNTRY	GENDER		OUTGOING	INCOMING	TOTAL
	MALE	FEMALE			
NORWAY	2	4	5	1	6
UNITED KINGDOM	11	7	18	0	18
USA	3	4	7	7	14
SWITZERLAND	1	-	-	1	1

Strategic Priorities and Focus for 2025

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Develop connections to promote UPSA programmes to international students	Q1 2025	Ongoing	Director, CIEC	1	Build relationships with foreign missions in Ghana and Ghanaian missions abroad through the Ministry of Foreign Affairs to promote teaching and learning opportunities at UPSA.
Develop a broad-brush strategy for stakeholder engagement	Q1 2025	Ongoing	Director, CIEC	8	Strategy Document to be developed and submitted for Management's consideration and approval.

RELEVANCE

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 2025	Ongoing	Faculty Deans and Directors of Centres	1	Obtain approval and implement Collaboration Conversations. Maiden edition to be held in 2025
Strengthen engagement with the business community and the general public on knowledge sharing and advancement	All year-round	Ongoing	Faculty Deans and Directors	2	Engage business leaders and general public in in-person and virtual lecture series, collaborate with professional bodies and associations to organise public lectures, conferences and seminars.
Broker international partnerships and collaborations to advance the University's relevance to the global community	All year-round	Ongoing	Director, CIEC	2	Seek new partnerships and collaborations to elevate the University's visibility and global relevance. Facilitate thought leadership events to enhance the University's global relevance.
Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic programmes, consulting services, research and community service	All year-round	Ongoing	Academic Deans, Directors	3	Secure partnerships with with leading universities and organisations for fellowships, mobilities and joint programmes and capacity building opportunities for faculty.
Take up research to influence policy	All year-round	Ongoing	Faculty Deans and Directors of Centres	4	Initiate research on internationalisation of higher education in Ghana to influence policy on course alignment and credit transfer for mobility students.
Organise public lectures on topical issues	Q2 2025	Ongoing	Director, CIEC & Academic Deans	4	Engage resource persons and keynote speakers for flagship lectures and conferences, and obtain approval to commence Collaboration Conversations series

IMPACT

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Constitute teams or working groups for research publications	Q3 2025	Ongoing	Academic Deans and Directors of Centres	5	Facilitate international collaborations on journal and book publications.

SUSTAINABILITY

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
The Centres and Faculties should aggressively seek grants for research	All year-round	Ongoing	Director of Centres and Deans of Faculties	1	Pursue grants for joint research projects and initiate grant applications from international funding agencies and organisaitons.
Develop marketable short courses for training	All year-round	Ongoing	Director, BDC and all Centres, Deans of Faculties	1	Develop short course on International Protocol, Cross Cultural Etiquette and Soft Diplomacy.

CONTINUOUS IMPROVEMENT

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Develop short course on International Protocol, Cross Cultural Etiquette and Soft Diplomacy.	All year-round	Ongoing	Directors, Academic Affairs and CIEC	5	Participate in at least three (3) educational fairs and organise outreach programmes in international schools
Promote student and faculty mobility with international university partners	All year-round	Ongoing	Director, CIEC	5	Increase faculty, staff and student mobility opportunities







RESEARCH AND CONSULTANCY CENTRE (RCC)

Prof. Abigail Opoku MensahDirector, Research and Consultancy Centre

Introduction

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:

- i. Institutional Research and Decision Support Unit
- ii. Research Projects Unit
- iii. Consultancy Unit
- iv. Academic Publications Unit
- v. Research Compliance Unit
- vi. Marketing Unit

Staff Strength

Ther total staff of RCC was eleven (11). The breakdown of the current staff position is as follows:

S/N	Position	Number	Gender
1	Director	1	Female
2	Deputy director	1	Male
3	Senior Research Fellow	1	Male
4	Research Fellows	7	4 Males
			3 Females
5	Senior Assistant Registrar	1	Female

Strategic Focus Areas and Objectives

During the year under review, the Research and Consultancy Centre shouldered several activities with specific focus on the following seven areas:

1. Compilation of Research Report: The Centre put together a comprehensive research report for the University which captured research activities by faculty members from 2019 to 2024.

- Research Grant Proposal: The RCC developed and responded to opportunities for research and grants applications in wide range of areas of interest and expertise, and where necessary collaborated and partnered with other sister institutions in this regard.
- **3.** Capacity-building: The RCC provided research-based support to Schools, Faculties, Departments, Centres and students in the University.
- **4. Training and Consultancy Services:** The RCC explored professional and technical consultancy services to meet the needs of our clients, individuals, businesses, communities and state
- Institutional Research Support: Provided technical researchrelated support and strengthened the institutional research processes.
- **6. Revision of Policies**: The Centre successfully reviewed five policies that had expired.
- 7. **Visibility:** Promoted and projected the visibility of the Research and Consultancy Centre and the University at large through dissemination of research and other scholarly activities

Highlights of Activities of the Centre & Achievements

Development of Research Report

The Centre successfully compiled a research report covering the period, 2019 to 2024. The report focused on all research related activities undertaken by faculty members including innovative research projects and academic awards etc.

Research Training and Collaborations

The RCC identified and developed several training proposals for prospective institutions and organisations.

1. Consultancy Service on the Impact of IDIA Training:
The RCC applied for a consultancy service to assess the impact of IDIA's training portfolio on participants' innovation

- ecosystems, exploring how the programmes influence growth and sustainability.
- 2. GB Foods Leadership Development Programme: The Centre successfully proposed a nine-month leadership development programme for GB Foods. The proposal is currently under consideration.

Research Projects

Electricity Tariff Structure and Consumer Survey

The RCC completed a research project for the Public Utilities Regulatory Commission (PURC), examining the impact of the electricity tariff structure on consumers' willingness and ability to pay. The final report submitted to the PURC for further action.

Journal of Business and Professional Studies (JBPS)

The final copies of Volume 15 have been published. All contributing authors have received a copy of their articles. Again, to enhance the visibility of the Journal Articles, JBPS has teamed up with the University Media Unit to post the published articles on the University website.

Conferences

The Centre organized the 9th edition of the International Conference on Business Management and Entrepreneurial Development (ICBMED) 2024 on the theme, "Sustainable Business Practices in Developing Economies: Navigating Uncertainties in a Digital Transformation Era." This Conference which was held virtual via Zoom on April 24- 25, 2024 provided a platform for interdisciplinary dialogue. Researchers, practitioners, policymakers, and educators explored challenges and opportunities of converging sustainability and digital transformation. One hundred and five (105) papers were presented at the conference over thirteen (13) tracks.

Capacity-Building Seminars and Training

The RCC organised a series of seminars and practical research training sessions for the University community, aimed at enhancing the research capabilities of faculty members. Key activities included:

- Inter-faculty Seminar on, "Navigating the reviewer's lens: Unveiling what reviewers look for in a manuscript," held on 20th June, 2024. The workshop was facilitated by Prof. Maria Uden.
- Inter-faculty Seminar on, "How to plan, write and communicate a policy brief," held on 31st July, 2024. The workshop was facilitated by Ms. Vicentia Quartey.
- 3. Practical training on promotion for UPSA academic staff. The Centre organised a training session on the topic, "UPSA Faculty Promotion" held on 21st August, 2024. The training session was facilitated by Prof Abigail Opoku Mensah, Prof Samuel Antwi, Prof Emmanuel Asamoah, Prof. Joseph Tuffour and Dr. John Paul Kosiba.
- 4. Inter-faculty Seminar on "Mastering Grantsmanship: Strategies for Securing Research and Project Funding" on 24th October, 2024. The workshop was facilitated by Dr. George Acheampong.

Practical Training in Research Methods

 In the year under consideration, the RCC continued to hold monthly practical training sessions on research methods and how to practically use statistical software to analyse data.

Staff and Student Satisfaction Surveys

The Centre completed the staff and student satisfaction survey. The survey explored staff and student experiences and suggestions for improving their overall satisfaction at UPSA.

Student hostel satisfaction survey

The Centre conducted the hostel satisfaction survey among UPSA students. The survey was completed in the third quarter of the year and was forwarded to Management for consideration.

Guidelines for Conducting Research in the University for Degrees

The RCC in collaboration with schools, faculties and departments developed a comprehensive guideline to provide students with a clear framework for the

preparation, submission, and defense of their academic work. This comprehensive guide covers different levels of academic submissions such as Business Cases for diploma students, Dissertations for undergraduates, Project Work for Master's students, and Theses for MPhil and PhD candidates.

Assessment of Business Case, Dissertation, Project Work, Thesis for 2023/2024

In 2024, the RCC collaborated with the Departments, Schools, and Faculties to gather, assign, and reassign project work to authorised supervisors and reviewers.

University Research Publications

The RCC successfully gathered and compiled on a quarterly basis, new publications by Faculty. The publications for the first and second quarters of 2024 by departments and faculties were displayed in these reports.

Table: Publications by Faculty Members for the Year 2023 (1st, 2nd & 3rd Quarters of Year

Faculty	Q1	Q2	Q3	Q4	Department	Q1	Q2	Q3	Q4
Accounting and Finance	10	14	14		Accounting	5	6	3	
					Banking and Finance	7	11	4	
					Economics and Actuarial Science	4	5	9	
Management Studies	18	32	21		Business Administration	12	22	16	
					Marketing	9	12	6	
IT and Communication Studies	8	12	3		Information Technology	4	8	0	
					Communications Studies	5	4	3	
Law	1	2	5		Private and Public	1	2	5	
Total	37	60	43			47	70	46	

Outlook for 2025

The RCC would continue to carry out activities that are consistent with the UPSA Strategic Plan's strategic priority areas. The RCC's strategic initiatives are divided into four focus areas: People, Relevance, Impact, and Sustainability. In the following year, the Centre plans, among other things, to:

PEOPLE

Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2024	Remarks for 2025
Conduct biannual tracer studies	Q3 2022	Ongoing (Biannually)	Review of the develop questionnaire	Data collection should be completed, results analysed, and report forwarded to Management
Improve the condition of service and working environment for all staff	Q2 2022	Ongoing (Biannually)	A survey was conducted on staff to assess factors affecting their ability to publish	We will continue to undertake research on factors that influence staff working conditions
Organise seminar on promotions	Q2 2022	Ongoing (Biannually)	A seminar was organised on practical training on promotion for UPSA academic staff	Continue to organise seminars of this nature
Conduct biannual staff and student satisfaction survey	Q3 2022	Ongoing (biannually)	Staff satisfaction survey and students' satisfaction survey was conducted	Undertake staff and student satisfaction survey to provide Management with issues for consideration
			Student hostel satisfaction survey was conducted	

RELEVANCE

Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2024	Remarks for 2025
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects	All year-round	Ongoing	Collaboration ongoing with Hochschule Bonn-Rhein-Sieg University of Applied Sciences (H-BRS) and four other African universities.	Complete the application for the Erasmus Capacity Building Grant with our partners.
Organise training workshops on using research to influence policy	Q3 2022	Q3 2022	Organised an inter-faculty seminar on how to plan, write and communicate policy brief.	Continue to organise seminars of this nature
Organise training workshop on the writing of policy briefs	Q2 2022	Q2 2022	Organised an inter-faculty seminar on how to plan, write and communicate policy briefs.	Continue to organise seminars of this nature

Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2024	Remarks for 2025
Provide support to researchers to write policy briefs	All year-round	Ongoing	Organised an inter-faculty seminar on how to plan, write and communicate policy briefs.	Continue to organise seminars of this nature
Conduct feasibility studies to support the agenda to establish satellite campuses	Q2 2024	Q2 2024	None yet	

IMPACT

Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2024	Remarks for 2025
Organise capacity building workshops on grantsmanship	Q2 2022 and every other year	Ongoing	An inter-faculty seminar was organised on Mastering Grantsmanship: Strategies for Securing Research and Project Funding	Continue to organise seminars of this nature
Organise practical research training for faculty and students	Bi-monthly	Ongoing	Three (3) seminars were organised	Continue to organise more practical research training for faculty and students
Sensitise the University community on ethics and professionalism in research	Q2 2022 and every other year	Ongoing	-	Organise seminar on ethics: Policy and Practice
Subscribe to grants' databases	Q1 2023	Ongoing	Subscribed to the Global Partnership Network (GPN)	Explore and subscribe to more grant databases
Continue to organise international conferences at the University	Q2 2022	Ongoing	Organised the 9th ICBMED successfully.	Organise 10th ICBMED in person and online.
Promote research publication in ranked or recognisable journal	All year-round	Ongoing	A seminar on navigating the Reviewer's lens: Unveiling what Reviewer's look for in a Manuscript was organised	Organise two (2) seminars
Promote research publication in journals indexed in Science Direct and Scopus	All year-round	Ongoing	-	Organise two (2) seminars on publications.
Identify and rank research areas of faculty members based on capacity and citations	Q3 2022	Q3 2022	The Project has been initiated. Members have been encouraged to sign up for specific academic databased	In progress

Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2024	Remarks for 2025
Define areas of research that constitute UPSA's niches based on the faculty's strengths, capacity and expertise	Q4 2022	Q4 2022	Project has been initiated. Members have been encouraged to sign up for specific academic databases	In progress
Organise fairs to showcase the University's research output	Q1 2023	Ongoing	- .	
Continue to compile and publish new academic publications	Quarterly	Ongoing	first three quarters have been compiled and published	Produce four (4) quarterly publications report of UPSA
Compile and publish the University's annual research report	Q4 2022	Ongoing	Annual Research report completed	Publish 2025 research report

SUSTAINABILITY

Strategic Initiative		Completion Date	RCC Activity 2024	Remarks for 2025
Seek consultancy services	All year-round	Ongoing	PURC project completed	Seek for more consultancy services

In the upcoming year of 2025, the Centre plans, among other initiatives to:

- 1. Rebrand the Centre to reposition and improve the image of the Centre.
- 2. Improve grant proposal writing of faculty members.
- 3. Collaborate with local and international University to jointly apply for grants.
- 4. Continue to improve the JBPS with the aim of securing hosting by reputable publishers and/or ranking institutions.
- 5. Organise the three minutes thesis competition to improve the research skills of students.
- 6. Expand consultancy services offered to various sectors likely to generate additional revenue and community impact.
- 7. Introduce a University-wide research award and recognition

ceremony.

8. Organise the 10th ICBMED.

Conclusion

In conclusion, with the introduction of the Pro-VC in charge of Research Innovation and Knowledge Transfer, we aim to rebrand the Centre. We are hopeful that the coming year will bring greater success for the Centre. The RCC would like to thank Management and the entire University community for supporting individual faculty efforts that contribute to the research agenda of the University.



DROLOR CENTRE FOR STRATEGIC LEADERSHIP

Dr. Frederick Doe

Director, Drolor Centre for Strategic Leadership

Introduction

This is a report on the activities of the Drolor Centre for Strategic Leadership (DCSL) for the calendar year of 2024. The current management of the Centre was installed in the office in April 2024. Upon the assumption of the Office, the management of the Centre started working hard to re-launch itself and bring our brand to the doorsteps of private and public organisations.

Staff Strength

There are currently two staff members at the DCSL.

Activities

The following activities were carried out:

Solicitation for Training Contracts

No training activities were carried out in the year 2024. However, DCSL is actively working on securing training contracts from organisations.

Focus for 2025

The strategic focus for the coming year includes the following:

People

The Centre will work at increasing the number of enrollments for our training programmes through effective negotiation and lobbying,

Relevance

Establish beneficial partnerships with local and international or multinational organisations to deliver efforts aimed at establishing a strong presence in the field.

Impact

Make a strong impact and attract a wider spectrum of corporate and industry leaders through the development of very pertinent and highimpact courses.

Sustainability

The Centre will actively pursue its mandate of generating funds to sustain the running of its training programmes and to contribute to the University's Internally Generated Funds (IGF) through the collection of fees and securing of grants.

Conclusion

The year under review saw the Centre re-visit its business ethos and undergo retooling after a period of closure. The Centre hopes to re-invigorate itself and relaunch its brand in 2025.

OTUMFUO CENTRE FOR TRADITIONAL LEADERSHIP(OCTL)

Dr. Frederick Doe

Director, Otumfuo Centre For Traditional Leadership

Introduction

This is a report on the activities of the Otumfuo Centre for Traditional Leadership for the calendar year of 2021. The report comprises the following:

Staff Strength

There are currently two staff mumbers of the OCTL, and this comprises: an Ag. Director and a Chief Administrative Assistant

Activities

In the year under review, the following activities were carried out.

Training Programmes

The Otumfuo Centre for Traditional Leadership organized two (2) sessions of training for chiefs, staff of traditional councils and regional houses of chiefs from July 15, 2024 to July 19, 2024 and November 25 to November 29, 2024 respectively. A total of 29 chiefs and Queenmothers and staff of traditional and regional councils took part in the first training, while 25 participants took part in the second training.

Seminar

The Otumfuo Centre for Traditional Leadership in collaboration with UNFPA organized a seminar on the theme, "Ghanaian culture and the guest for women and girls' rights. It was fully funded by the United Nations Population Fund (UNFPA). This was the first in a series of policy briefs the Centre plans to execute as part of its strategic plans. The seminar programme, which included a group discussion of a documentary on forced child marriage and a panel discussion, attracted queenmothers, chiefs, media houses, legal professionals, social activists, academics and the general public. It was supported by Boresa Royal Foundation, a local NGO and OASIS, an international NGO based in Senegal Panelists included chiefs, queenmothers, a youth social activist, a representative of International Federation of Women Lawyers (FIDA) and the chief Director of the Ministry of Gender and social Protection

The goal of the panel discussion of the seminar was:

1. To identify areas or aspects of Ghanaian Culture, especially pertinent to marriage, that infringe or are at

- variance with women and children's rights as enshrined in the UN Charter and other conventions.
- 2. To discuss how these variances impact the developmental needs of women and children.

Ultimately, the seminar aimed at:

- 1. Broadening the understanding of traditional rulers on women and children's (especially the girl child) right issues.
- Challenging and stimulating the traditional leaders to adapt cultural practices to contemporary needs enhancing the development of women and children in line with UN goals.

Collaboration for Research and Programme Development

The Centre secured a partnership with the United Nations Population Fund (UNFPA) which will support the University (through OCTL) to develop a GTEC-accredited two-year diploma. Additionally, UNFPA will provide funding for research on cultural and developmental issues, informing the Centre's quarterly seminar series and policy briefs.



INDUSTRY RELATIONS DIRECTORATE

Rev. Theoplilus Tetteh Director, Industry Relations

Activities of the Industry Relations Directorate (IRD)

The mandate of the Industry Relations Directorate (IRD) is to facilitate internship and National Service opportunities for students, as well as organise visits to career fairs, industries and corporate institutions. In addition, IRD links students to organizations for data collection for research purposes.

Staff Strength

There were five staff members in the Directorate supported by two national service personnel.

Highlight of activities implemented by the Industry Relations Directorate (IRD)

Interaction with Deans of Faculties and Schools

As soon as the Director assumed office he organised meetings to interact with the Deans of the Faculties, Schools and Office of the Dean of Students from January —February 2024, . He shared his vision and discussed the activities of the Directorate and requested support for a collaborative working relationship.

Internship placement

The period under review witnessed four thousand, two hundred and sixty-seven (4,267) students gaining internship placements in various public and private organizations to fulfil the requirement of the internship course mounted by UPSA for the students. The undergraduate Level 300, Diploma and Level 100 students had their internships with thirty-four (34) organisations.

Eduproof and Prime Strategy requested the Directorate to send Students for internships in their respective organisations. There was a follow-up

to ascertain the performance of the students. The performance appraisal of the ten (10) students by their supervisors was good.

Internship Placement (Internal)

Nineteen (19) students were placed at the various faculties/ directorates of UPSA for internship during the period under review.

National Service

Orientation for prospective national service personnel by the Greater Accra Regional Directorate of the National Service secretariat was organised

Pre—National Service orientation was held on campus by the National Service Secretariat officials from the Greater Accra Regional Office, in collaboration with the Industry Relations Directorate of UPSA for all final year students or potential National Service Personnel of the University.

Submission of information on potential National Service personnel

Information on a total of six thousand, three hundred and eighty (6,380) undergraduate Level 400 and Diploma level 200 (final year) students of UPSA was submitted to the National Service Secretariat for processing for national service placement.

Request for UPSA students for National Service by Institutions

Three underlisted institutions requested UPSA students for national service and the Directorate accordingly deployed students to: CBL West Africa Limited, Lexbert Multimedia Ghana, and Graphic Communications Group Limited (GCGL).

Media General Request for Volunteers/Interns

Media General requested that UPSA alumni undertake a voluntary internship programme. The Directorate, through the Alumni Office, got twenty-one people interested in the request. The successful alumni were deployed throughout the country for the 2024 general election activities.

Farewell interaction with 2023/2024 National Service Personnel of UPSA

On September 30, 2024, staff of Industry Relations Directorate had a farewell interaction with outgoing National Service Personnel who served during the 2023/2024 academic year.

National Service Personnel posted to UPSA

Fifty-nine (59) national service personnel were posted to UPSA and sent to various departments and directorates of the University.

Orientation for 2024/2025 cohort of National Service Personnel in UPSA

The Directorate formerly ushered the 2024/2025 cohort of the national service personnel to UPSA via an orientation programme on October 22, 2024, on campus. After a brief welcome remark by the Director of Industry Relations Directorate, Rev. Theophilus Tetteh, Dr. Mrs. Patience Araba Mba, Dr. (Med.) Isaac Newton Arthur and Colonel Patrick Apenkwa (Rtd.) took turns to speak to the national service personnel.

Collaboration initiative

In May and June 2024, the Director of Industry Relations Directorate and some staff paid working visits to some organisations, aimed at initiating organizational collaboration for the benefit of students and UPSA as a whole. Among other things, the Industry Relations

Directorate also got some corporate organisations to agree to offer career fairs for the students.

The Directorate discussed the possibility of the University collaborating with some institutions, and letters were therefore, formally written to the following:Nestle Ghana, Klynveld Peat Marwick Goerdeler (KPMG) Ghana, Tullow Oil Ghana, and Ghana Cocoa Board, and formally wrote to these organisations concerning the collaboration.Fortunately, the Ghana Cocoa Board responded by offering fifteen (15) internship placements to UPSA students.

In May 2024, the Industry Relations Directorate partnered with the GCB Bank. A Memorandum of Understanding (MoU) was developed to cap the relationship. the partnerships aimed to to train and mentor UPSA students in cyber security, offer internship and national service placement, and facilitate job appointment for successful students after graduation. The MoU is yet to be signed by the Management of UPSA and GCB Bank to kick-start the action points of the collaboration.

Career fairs

Absa Bank, in collaboration with Industry Relations Directorate.

organized a career mentoring fair for the Level 300 and 400 students of UPSA.

The Ghana Stock Exchange/Youth Empowerment organisation in collaboration with the Industry Relations Directorate organized a carreer fair for the Level 300 and 400 students on the theme: "Youth Empowerment for Developing and Nurturing Professionals in Investments and Capital Market Industry," on May 29, 2024.

UPSA-Absa Bank proposal for training

A proposal to fund supplementary training of students in business development and the establishment of small-scale businesses was submitted to Absa Bank during the year under review. The training aims at building the capacity of students for business thinking and enterpreneurship, equipping them to launch their own ventures and contribute to job creation.

Outlook for 2025

The Industry Relations Directorate is poised to further the implementation of activities that align with UPSA's strategic objectives for 2025.

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
Connect students to industry coaches.	• Q2 & 3 2024	• Ongoing	• Increase the number of industry collaborations.	6
 Increase internship opportunities for both staff & students 	• Q3 2024	• Ongoing	• More students to be enrolled on internship programmes.	

RELEVANCE

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
• Foster collaboration between the University & industry.	• Q2 2024	• Ongoing	• Collaborated with 43 organisations/ companies	2
Facilitate staff industry attachments	• All-year-round	• Ongoing	• Staff yet to contact IRD for linkage to industry	



QUALITY ASSURANCE

DIRECTORATE

Prof. Joseph Kwadwo TuffourDirector, Quality Assurance Directorate

Introduction

The mandate of the Quality Assurance Directorate is to put systems and procedures in place for maintaining and improving standards and quality of teaching and learning, and provide students' support services in the University.

During the year under review, the Directorate was committed to ensuring quality in teaching and learning, during which accreditations and monitoring constituted the bulk of the activities

This 2024 report gives an overview of these activities and others undertaken by the Directorate from January to December 31, 2024

Staff Strength

The Directorate has a staff strength of eight (8).

Major Activities Undertaken

Major activities of the Directorate during the period revolved around the following:

- 1. Accreditation of old academic programmes
- Accreditation of new academic programmes
- 3. Students' assessment of lecturers and courses surveys
- 4. Monitoring of teaching and learning:
 - i. Lecturer Electronic Attendance System (LEAS)
 - ii. Lecture Class Attendance Monitoring System (LCAMS)
 - iii. Learning Management System (LMS)
 - iv. Examinations
- 5 Data Collection for GTEC
- 6. Five-Year Cyclical Review (Report for GTEC)

- 7. Quality Report of the ACBSP accreditation
- 8. Students exit survey and clearance
- 9. Monitoring of UPSA Strategic Plan
- 10. Development of Strategic Plan monitoring software

New Programmes Assessed in 2024

New programmes assessed by GTEC as of 30th October, 2024 are as follows:

Table: New Programmes Assessed

	Programme	Date Assessed	Status
1.	MSc. Information Security Management (New)	22nd April, 2024	Panel report received. Response and Revised document submitted to GTEC on June 20, 2024. Additional queries received and Response re-submitted to GTEC on 17th October, 2024
2.	MPhil Marketing (New)	24th April, 2024	Panel report received on 26th July, 2024. Revised document after receipt of panel report, was sent to GTEC on 11th November, 2024
3.	MPhil Management (New)	2nd May, 2024	Panel report received on May 2, 24. Response and revised document were submitted to GTEC on 13th September, 2024
4.	PhD Management (New)	2nd May, 2024	Panel report received on May 2, 24. Response and revised document submitted to GTEC on 13th September, 2024
5.	MBA Asset Wealth Management (Higher-ED) (New)	30th May, 2024	Panel Report received on 8th July 24. Response to queries submitted to GTEC on 7th October, 2024
6.	MBA Business Management (Higher-ED) (New)	31st May, 2024	Panel Report received on 25th June, 2024. Response to queries submitted to GTEC on 17th September, 2024
7.	MBA Management Information Systems (New)	25th July, 2024	Panel Report received on 7th August, 2024. Response to queries submitted to GTEC on 20th September, 2024
8.	LLM Natural Resource and Climate Change Law (New)	31st July, 2024	Panel report received on 25th September, 2024. Response and revised document were submitted to GTEC on 13th September, 2024
9.	LLM Competition and Consumer Protection Law (New)	8th August, 2024	Panel Report received. Response and revised document were submitted to GTEC on 17th October 2024
10.	LLM International Business and Commercial Law (New)	9th August, 2024	The Panel Report received on 25th September, 2024. Response and revised document were submitted to GTEC on 17th October, 2024

	Programme	Date Assessed	Status
11.	BSc. Data Science and Analytics (New)	20th September, 2024	The Panel Report received on 15th October, 2024. Revised document after receipt of panel report was sent to GTEC on 12th November, 2024
12.	MBA Leadership and Strategy (Higher-ED) (New)	1st October, 2024	GTEC Governing Board approved the programme on 25th June, 2024 (Policy Approval). The programme was assessed by GTEC on 1st October, 2024. The Panel report was received on 21 November, 2024
13.	PhD in Public Policy and Leadership (New)	1st October, 2024	The programme was assessed by GTEC on 1st October, 2024. The Panel report was received on 18th November, 2024
14.	MBA Hospitality Management (Higher-ED) (New)	9th October, 2024	GTEC Governing Board approved (Policy Approval) on 25th June, 2024. Application for accreditation was sent on 19th July, 2024. Programme was assessed on 9th October, 2024

Certificates Received in 2024 (Existing Programme)

Programme certificate received for the year are as follows:

- 1. Bachelor of Business Administration (September 1, 2020 to August 31, 2025)
- 2. Bachelor of Arts in Public Relations Management (April 1, 2023 to March 31, 2028)
- 3. MA Brands and Communications Management (July 1, 2022 to June 30, 2027)
- 4. BSc. Marketing (September 1, 2020 to August 31, 2025)
- 5. **BSc. Information Technology** (September 1, 2021 to August 31, 2026)
- 6. BSc. in Real Estate Management and Finance (December 17, 2021 to December 18, 2026)
- 7. MBA Corporate Communications (December 1, 2023 to November 30, 2028)
- 8. MBA Auditing (September 1, 2022 to August 31, 2027)
- **9.** MBA Accounting and Finance (September 1, 2022 to August 31, 2027)

- **10**. MBA Corporate Governance (January 1, 2023 to December 31, 2027)
- 11. MBA in Impact Entrepreneurship and Innovation (December 17, 2021 to December 16, 2026)
- **12**. MA in Peace Security and Intelligence (July 1, 2022 to June 30, 2027)
- **13**. **MPhil**. **Leadership** (August 1, 2022 to July 31, 2027)
- 14. MSc. Leadership and Organisational Development (Formerly MSc Leadership) (January 1, 2023 to December 31, 2027)
- 15. MSc. in Risk Management & Insurance (January 1, 2023 to December 31, 2027)
- **16**. **Diploma in Marketing** (*April 1, 2021 to March 31 2026*)
- 17. Diploma in Public Relations (August 1, 2021 to July 31, 2026)

Accreditation Granted by GTEC

Three-year accreditation was granted by GTEC to the University to run the following new programmes during the period:

1. Bachelor of Arts in Communications Studies (Jan 1, 2024 to December 31, 2026)

- **2**. **MSc Information Systems** (July 1st, 2024 to June 30th, 2027)
- 3. Master of Philosophy in Information Systems (July 1, 2024 to June 30, 2027)
- 4. PhD Information Systems (July 1, 2024 to June 30, 2027)

5. **PhD Finance** (*April 1, 2024 to March 31, 2027*)

New Proposal for Re-Submission to GTEC for Policy Approval & Accreditation

The following are the new academic programme proposals submitted to GTEC for policy approval.

Table: New Proposals Submitted to GTEC for Policy Approval

Programme	Status		
Master of Business Administration (Human Resource Management)	Additional comments received on 25th April, 2024.		
	Response to queries to be re-submitted to GTEC in March, 2025		
BSc Business Information Systems	Queries received on programme from GTEC on March 15, 2024. The response to queries to be re- submitted to GTEC in March 2025		

Status of Programme Proposal Submitted for Academic Audit and Review Committee Consideration

The following proposals submitted to the QAD for Academic Audit and Review consideration are pending:

Table: Programme Proposal Submitted to Academic Audit and Review Committee

Programme	Status
BA Professional French and Communications	Yet to be reviewed by Academic Audit and Review Committee
Diploma in Investment Banking and Finance	Yet to be reviewed by Academic Audit and Review Committee
MSc Investment Banking and Finance	Yet to be reviewed by Academic Audit and Review Committee
BSc. Agribusiness and Finance	Reviewed and Department is working on comments for re-submission
Master of Arts in Development Communication	Yet to be reviewed by Academic Audit and Review Committee
Master of Philosophy in Development Communication	Yet to be reviewed by Academic Audit and Review Committee
Doctor of Philosophy in Development Communication Management	Yet to be reviewed by Academic Audit and Review Committee
MSc Financial Analytics	Yet to be reviewed by Academic Audit and Review Committee
MSc Applied Development Economics	Yet to be reviewed by Academic Audit and Review Committee
BSc Financial Statistics	Yet to be reviewed by Academic Audit and Review Committee

Domestic and International Accreditation

Data Collection for GTEC Cyclical Review

The five-year cyclical report of the University was completed and submitted to GTEC on April 12, 2024. The following reports/documents were submitted:

- i. The main five-year cyclical review questionnaire
- ii. Questionnaire on physical facilities
- iii. Questionnaire on financial sustainability
- iv. Questionnaire on library
- v. Responses to deficiencies identified in the previous review.

ACBSP Accreditation

The University holds Accredited status with the ACBSP accreditation. The Quality Assurance (QA) report for the University is due on 15th February, 2025. However, the University uploaded the QA Report to the ACBSP platform on 2nd October, 2024.

Surveys: Course/Lecturer Evaluation: 2023/2024 Academic Year

The Directorate conducted Course/ Lecturer evaluation for the two semesters of the 2023/2024 academic year. All categories of students were covered, and students evaluated their lecturers on various teaching and learning indicators and commented to suggest ways to improve course delivery. In all, 276 lecturers were evaluated in the first semester and 181 lecturers in the second semester. Evaluation reports have since been submitted to the Faculty Deans and the Pro-Vice Chancellor.

Monitoring

Lecturer Electronic Attendance System (LEAS)

LEAS provides a dynamic dashboard where users can enter relevant information on sessions and any matters arising thereof. There has been a marked improvement in the number of lecturers across all the Faculties who have entered data into the LEAS. It is hoped that subsequent reports will feature more lecturers or input from the Faculty.

Lecturer Class Attendance Monitoring System (LCAMS)

A google form has been developed to get first-hand information on the class attendance of lecturers. The class representatives and assistant class representatives have been tasked to fill in the google form at the end of each lecture.

Learning Management System (LMS)

The Quality Assurance Directorate monitored the LMS platform to ensure that

course outlines, course files/materials etc. have been uploaded unto the system.

Examination Monitoring

The Quality Assurance Directorate undertook monitoring of examinations for the 2023/2024 academic year for both the fresh and continuing students. The Quality Assurance Directorate concludes that the examination conducted within the 2023/24. The examinations was conducted in accordance with the existing policies and procedures and in a safe environment and sucessfully & smoothly implemented.

Data Collection for GTEC

During the year under review, UPSA also submitted data to GTEC as part of the data collection on Public universities. The report was submitted on 3rd September, 2024.

Monitoring of Strategic Plan Initiatives

As a continuous process of monitoring the achievement of the UPSA Strategic Plan 2022-2031, Management approved a quarterly reporting system at the 2023 Management retreat. This involved the completion of quarterly reporting template by Heads of Faculties, Directorates, Centres, Units, Schools and Institutes of the University. The template is to contain the Strategic Initiatives assigned to various Faculty/Directorate/Centre/Unit/Institutes etc.

Performance of Strategic Plan Initiatives Assigned to QAD

Strategic Focus	Strategic Objective Number	Strategic Initiative	Commencement Date	Completion Date	Update / Progress Made in the Quarter
People	2	Conduct faculty evaluations regarding teaching, research and service	One month prior to the commencement of the academic year	Ongoing (yearly)	The lecturer assessment and course evaluations were done for the year
People	8	Conduct periodic surveys to measure and track the reputation of the University among key stakeholders	Q3 2022	Q4 2022	Developed the instrument(s)
Processes	3	Carry out annual performance review and appraisal	Q4 2022	Ongoing (Annually)	Produced quality report on quality system issues including LMS, lecturer-course evaluations, student experience
Processes	3	Provide constructive feedback on performance appraisal	Q3 2022	Ongoing (Annually)	These were derived from the Quality Review reports
Impact	1	Participate in global rankings of universities in teaching	All year-round	Ongoing	UPSA was ranked among the top six universities in Ghana and within the top 1,000 globally according to the Times Higher Education (THE) 2024 Impact Rankings
Impact	1	Sustain ACBSP accreditation and seek other international accreditations	All year-round	Ongoing	The QA report for the year was submitted to ACBSP on 2nd October, 2024

Development of Software to Monitor Strategic Initiatives

The QAD is facilitating the development of a software to keep record and monitor the progress of the Strategic Plan Initiatives assigned to various Faculties/Centers/Units/Institutes/etc in the University. The current state of the development of the application is ready for demonstration to Management for review and comments.

Outlook for 2025

The activities the Quality Assurance Directorate intends to undertake are rooted in the strategic focus areas of the UPSA Strategic Plan. In the coming year, the Directorate plans, among other things, to:

- a. Undertake a survey to identify practical teaching needs.
- b. Develop training modules to respond to the practical teaching needs of lecturers.

- c. Finalise the development of an IT system to monitor and evaluate the progress of the Strategic Plan of UPSA.
- d. Generally, track the implementation of the UPSA Strategic Plan (2022-2031) from the perspective of the assigned roles (responsible persons/units/centres/faculties, etc).
- e. Institute a Quarterly Quality Management Systems Report to Management.
 - i. Review/audit some Standard Operating Systems for improvement in the University.
 - ii. Intensify maintenance and monitoring of Quality Management Systems including, Lecturers attendance, Examination processes, Admission processes among others.
- f. Organize a seminar on new academic programme development and re-accreditation of programmes.
- g. Organize a seminar on the UPSA Strategic Plan and the implementation roles of various stakeholders.
- h. Continue monitoring of examinations and other University processes.
- i. Continue implementation of the items in the Strategic Plan allocated with the the QAD.

Conclusion

In conclusion, the year under review has been eventful. The Directorate was able to carry out most of the activities it tasked itself to accomplish, albeit a few of these activities were not completely achieved. In the coming year, QAD hopes to intensify its efforts, so that 2025 will be a more successful year for the Directorate. We wish to thank Management for their continuous support.



INTERNAL AUDIT DIRECTORATE

Mr. Baba Hananu Director, Internal Audit Directorate

Introduction

The Internal Audit Directorate is both an institutional and national establishment designed to add value by providing independent, objective assurance and consulting services to the University. It assists the University to achieve its objectives by bringing in a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. It uses the risk-based approach in line with the risk policy and procedures manual, by submitting a risk-based (four-quarterly) annual audit work plan to the Management, the Audit Committee of UPSA, and the Internal Audit Agency (the state regulator). The Internal Audit Directorate is guided by

the fact that it forms an integral part of the internal control systems of the University.

Staff Strength

The Directorate has a staff strength of eight (8); consisting of three (3) male and five (5) female with five (5) Senior Members and three (3) Senior Staff.

Highlights of Activities

Training, Workshops and Conferences

During the year, two senior members of the Directorate, Cynthia C. Anku, and Emelia Ofori were sponsored by the University to attend an international

conference organised by the Africa Federation of Institute of Internal Auditors (AFIIA) in Arusha, Tanzania. The rest of the members of the Directorate attended various training, workshops, and conferences organised in Ghana by the Institute of Internal Auditors, Internal Audit Agency, and UPSA.

Execution of 2024 Risk-based Internal Audit Work Plan

Several thrust areas were outlined for the year 2024 and the table summarises the quarterly execution of the assignments.

Table: Assurance Engagements during the Year 2024

	Thrust Area	Qtr 1	Qtr 2	Qtr3	Qtr4
1.	NACAP	,			√
1	Human Resource Management		√		
2	ICT Management			\checkmark	
3	Academic Affairs: Academic programme Accreditation			\checkmark	
4	Cash Management			\checkmark	\checkmark
5	Procurement of works goods, and services		\checkmark		\checkmark
6	Assets and Property Management	\checkmark			
7	Payroll	\checkmark			
8	Health and Safety		√		
11	Security				NU
12	Transport and Fuel Management	\checkmark			
13	Stores management	\checkmark			\checkmark
14	Pre-audit	\checkmark	\checkmark	\checkmark	√
15	Post-audit	\checkmark	\checkmark	\checkmark	\checkmark
16	Special assignments				N/A
17	Budgets and budgetary control		√		
18	Financial Statement	\checkmark			
19	Governance				YT
20	Enterprise Risk Management (ERM)			√	
21	Follow-ups	√	√	√	√

Enterprise Risk Management (ERM)-Risk Profile of Directorates/Departments

The Directorate initiated the process of updating the University's Risk Register by collaborating with the Information Services and Technology Directorate (ISTD) to develop the Risk Register Google sheet which had been shared with the various Heads of Units, Deans, and Directorates for onward input from them. The Directorate updated its risk profile and also worked with 5 Directorates, 2 Centers,1 Faculty, and a school to do the same. It is hoped that by mid-year 2025, all Faculties, Directorates, and Departments would have updated their risk profiles or built one for consolidation into an updated risk register of UPSA.

Interim Risk-Based Annual Internal Audit Work Plan for 2025

In accordance with the requirement by the Internal Audit Agency Act 2003, (Act 658) and the revised Internal Audit Charter, the Internal Audit Directorate prepared a January to March Interim Risk-based Annual Internal Audit Work Plan for the financial year ending 31st December, 2025, pending the elections to the Audit Committee; a copy of which was submitted to the Internal Audit Agency (IAA). The focus of the three-month interim risk-based work plan is designed to facilitate effective planning, proper execution, and effective communication of its activities. Risk-based approach was adopted and constituted an integral

phase in the preparation of the audit plan as it is a requirement of the Internal Audit Agency. The risk assessment was necessary as it aligns the Internal Audit Directorate's resources with the University's activities, which may pose a high risk to achieving its objectives.

Assignment Code	Thrust Area	Audit Objectives	Assignee
001	Human	To review staff records to ensure that every member of staff of the	Cynthia C. Anku
	Resource Management / Payroll	University has an updated job description on their filess and visit the Faculties, Schools, and Directorates, to perform their duties in accordance with it.	Mercy Rio-Rita Sumah
		To review Payroll for placement of newly appointed staff, newly promoted staff, and post-retirement contract staff.	
		To verify the legitimacy of vehicle maintenance (VMA) allowances for staff.	
002	Procurement	To review the status of contracts and project execution, payments to	Abigail Amoako Atta Snr
	(Works and Contract)	date and outstanding.	Diana B. Okyere
	,		Baba Hananu
003	Asset and	To review the status of Assets of the University to ensure protection	Nii Amon Kotey
	Property Management	and appropriate Ownership.	Baba Hananu
004	Academic Affairs	To review admission processes for undergraduate programmes	Emelia Ofori
		To ascertain whether admission processes comply with UPSA	Yussif Ahmed
		programme Admission Policy and GTEC requirements	Baba Hananu
			QAD
005	Post-Audit	To verify that expenditures were appropriately authorized and that payment vouchers were properly acquitted.	ALL
		To verify that the transaction code posted in the PASTEL corresponds to UPSA chart of accounts	
		To verify that the Chart of Accounts is in line with the IPSAS Chart of Account	

Achievements

The Directorate successfully discharged its responsibilities in line with its approved 2024 Annual Risk-based Internal Audit Work Plan, including that of the fourth-quarter audit work that will be executed and submitted in January 2025. External Audit findings in 2023 were addressed in 2024 by a collective effort of both the Internal Audit Directorate and Management. The risk analysis for 2024 was based on the UPSA Enterprise Risk Management Policy and Procedures manual in line with Strategic Focus 6; Sustainability, Objective 5 of the Strategic Plan.

Challenges

- Irrespective of efforts to address the wrong perception of audit clients about the role of internal audit, the central role of internal audit activity as a value adder, trusted adviser, and assurance provider is still being misunderstood making work more tasking.
- Though the Directorate received lots of training during the year, the evolving nature of internal auditing still leaves gaps such as the need for audit packages and AI tools for internal auditing and related training.

 Low response rate of Faculties, Schools, Directorates, and Departments to the request for risk profiles despite the physical contact with some of them to do so.

Conclusion

We look forward as a Directorate to working on adding value to the various activities of the University and minimizing external audit infractions and other irregularities. The Directorate expresses its profound gratitude to Management for their enormous support during the 2024 financial year.



Introduction

The Legal Directorate, then a Legal Unit, was set up in September 2012 as a Legal Unit to provide cuttingedge legal advisory services to the University Community. In September 2017, with the approval of the University Council, its status was elevated by Management to a Legal Directorate and registered with the General Legal Council as a licensed independent Legal Chamber. The Directorate is thus eight years old.

Staff Strength

The Directorate has a staff strength of four (4).

LEGALDIRECTORATE

Fortunate K.B. Fio Esq. Director, Legal Directorate

Key Activities

The Directorate acts as a sword and a shield for the University. As a sword, the Directorate initiates legal actions against persons or institutions the University may have a cause of action against if the same is not successfully resolved through Alternative Dispute Resolution mechanisms. As a shield, the Directorate provides robust legal defences for the University when it is sued or hauled before Statutory Agencies.

Consequently, several cases are pending in the various layers of the Courts. At the High Court, there are currently twelve (12) cases pending at the High Court. Eleven (11) of them were instituted against the University whilst one was instituted by the University against a resigned staff.

Two other cases are pending at the District Courts where the University initiated actions against the defendants in the cases. Other cases have been disposed of after long periods of trial and judgments given.

Key Achievements

The Directorate has achieved a success rate of over eighty-five percent (85%) in all cases that it was involved in and for which judgments were

given. The Directorate has also successfully assisted the University in maintaining discipline in the University.

It has done so by drafting charges against over one hundred (100) errant students and several staff members who breached the University's Statutes.

The Directorate in a perfunctory role, was invited to take part in the orientation programme of the fresh students about the regulations of the University and how to navigate their way around without falling foul of same. This gives reasonable notification to the students to align their conduct to conform to the ethos of the University.

Key Expectations For The Year 2025

The Directorate intends to prosecute and defend the cases pending for and against the University with utmost legal finesse and efficiency which may lead to outcomes that are largely favourable to the University.

The Directorate shall in the ensuing year take the opportunity to organise training sessions for a selected number of staff members on the following subjects:

- Rights of students
- Data Protection and confidentiality
- Right to Information and related matters
- Disciplinary proceedings and its tenets



FIXED ASSET COORDINATING UNIT

Mr. Samuel Seshie
Head, Fixed Asset Coordinating Unit

Introduction

The Fixed Asset Coordinating Unit (FACU) is a mandatory requirement under the Regulation 156 of the Public Financial Management (PFM) Regulations, 2019 (LI 2378). The FACU of UPSA was established in July, 2020.

FACU has the responsibility under the Regulation to:

- Assist the Principal Spending
 Officer to undertake inventory of
 fixed assets
- Keep records of fixed assets
- Prepare an annual report on fixed assets

- Coordinate the retirement and disposal of fixed assets of a Covered Entity
- Coordinate the transfer of fixed assets and
- Assist the Principal Spending Officer to update the register of Lands, buildings and all other fixed assets after every acquisition, disposal or transfer.

In accordance with Section 15 of the Audit Service Act 2000, Act 584, the Ghana Audit Service shall conduct an annual fixed asset verification audit. FACU has completed the fixed asset verification audit on the assets of the University.

Within the period under review, FACU engaged with the Physical Development Directorate, the Procurement Unit and Stores with Finance Directorate to enable it carriy out its responsibilities.

Staff Strength

There are three staff members of FACU comprising two males and one female.

Highlights of Activities within the Year

FACU undertook fixed asset verification of all the various assets of the University.

Asset Verification

Land

The University has 59 acres of land at various locations within the country with an original sum value of Gh¢ 176,703,995

Motor Vehicle

The University has a total gross value amount of Gh¢11,393,754 of transport equipment analyzed

Furniture, Fixtures And Fittings

The University has a total gross value of Gh¢18,882,774 of furniture, fixtures and fittings

PLANT & MACHINERY

The University has plant and machinery with total gross value of Gh¢3,217,138.

Computers & Accessories

The University has computers and accessories with total gross value of Ghc6,209,685.

In some of the offices and the computer lab, the systems unit of the computer unit were not functioning

Asset Verification Audit-Findings

The Fixed Asset Coordinating Unit submitted a report on the assets of the University to the Fixed Asset Coordinating Unit under the Ministry of Finance (Controller & Accountant General's Department). Per the requirement of the law establishing FACU, the Ministry of Finance sent a template to request for the above

data for government information. This data shall be sent at the end of every year.

FACU strongly recommends that movement or transfer of assets must be approved at the instance of Management through FACU and Physical Development Directorate.

Some Policy Proposal

FACU prepared a Standard Operating Procedure (SOP). It is aimed at ensuring consistency, accuracy and efficiency in managing assets

Asset Disposals

Under the period of review, no asset was disposed.



Introduction

The Medical Directorate provides healthcare services for the University community, members of the surrounding communities. It is also to augment the effort of management to achieve the overall goal of the University. The clinic provides daily basic healthcare services including consultation, treatment, laboratory, pharmacy and psychological services, from Monday to Friday. The Clinic continues to support the implementation of policies on medical refund, medical screening for staff and students, and partners with other faculties to guide in

MEDICAL DIRECTORATE

Dr. Isaac Newman Arthur *Director, Medical Directorate*

decisions on health-related issues about staff and students where necessary. The Clinic continues to conduct health education for both students and staff as well as collaborates with various unions or associations in the University. The Directorate also collaborated with the LA Nkantanang Municipal Directorate to organize health review programmes for the municipality.

The main goal for the year 2024 was to continue building upon the policies and systems needed to improve the services rendered by the clinic.

Staff Strength

Currently, we have 38 staff members at the Clinic, 24 clinical and 15 non-clinical staff

Services

The following is an overview of our services provided. General medical consultation and treatment, 10-hour emergency, detention and treatment services for patients who need admission, Laboratory services, Pharmacy services, Psychological services (Wellness Unit), Dental services, Health Screening, Auxiliary Services.

Clinic Attendance

The following are statistics of clinic attendance, and morbidity.

There was a total of 9,130 old registrants, and 2,503 new registrants and thus, 11,633 visits to the OPD of the clinic, as compared to 12,095 for last year.

The data reveals the composition of patients visiting the University clinic. Out of 11,633 total attendees, the largest group were students, representing 59.02% (6,866 individuals). This suggests that students are the primary users of the clinic's services, then the staff with 23.23%, totaling 2,702 individuals, Private patients follow, making up 3.95% (460 individuals), while retirees and dependents form a smaller portion, at 1.01% and 1.20%, respectively. Contract staff and NSP (National Service Personnel) each account for less than 1% of total attendees.

Admissions and Procedures

Some patients had to be detained, or undergo various procedures as part of their treatment, from January to October, 2024.

Pharmacy Unit

A total of 7,430 prescriptions were served from January to October, 2024, with 58% of them being students, 28% staff, 12% being staff dependents and 2% being private patients.

Laboratory

A total of 1,246 various diagnostic procedures were conducted from January, 2023 to October, 2024 as compared to 5,090 in 2023 representing a huge reduction in laboratory requests. The majority of beneficiaries were staff (34%). This represents laboratory services done by regular clients. The laboratory however, also attended to 7,831 students during the medical screening exercise for 2023/2024 academic year.

Mortality

Thankfully, the Clinic did not record any deaths.

Medical screening.

A total number of 7,831 students were screened (physical and

mental health) from November 2023, to August 2024. Significant diseases identified included hypertension, diabetes, Hepatitis B, anemia, and urinary tract infection. In addition, a total of 551 students had some form of psychological issue which included anxiety, depression and stress. These individuals identified were given some form of psychological intervention.

Wellness unit

A total of 234 individuals were attended to (walk-in or referred): 551 students were screened during the students' medicals screening. Psychological conditions attended to included anxiety, depression and stress, marital and family conflicts and dissatisfaction, addictions, bipolar disorder, schizophrenia etc.

Dentistry

The UPSA ultra-modern dental unit was set up and launched in May 2024 to provide specialist dental services. The Unit is managed by two dentists and a dental nurse. A total of 277 clients were attended to from January to October, 2024.

Health Education and Advocacy

The clinic collaborated with some Faculties and Directorates to organize health talks for some staff members. Again, the Clinic also collaborated with the SRC, UTAG and WAUPSA in creating breast cancer awareness and setting aside days for breast screening in the month of October.

Furthermore, an online monthly health education and advocacy programme was initiated in September 2024, dubbed, "Monthly Health Connect", for staff members and students. This will be done every month.

Hospital Project

As part of the vision to establish an ultramodern hospital facility for the University community, a meeting was held with Ghana National Petroleum Corporation (GMPC), and various committees were set up (Steering and Project Committees) to oversee this project, starting in 2024. The consultative team visited the site designated for the project.

Recommendations

Management should set up a special committee to review all health-related issues and services, and give clarity on Management's plans or direction for the Clinic. This includes clear plan on services, clinic opening hours, medical refund policy and all other health-related matters.

Other recommendations include:

- Visibility of Clinic. To increase visibility and easy access to the clinic, various sign posts at vantage points are needed, especially to advertise the Clinic to private clients.
- ii. Improve and continue services. Specialist services should be restarted to improve services, reduce the number of referrals, and inconveniences in accessing other facilities, which leads to loss of productive hours.
- iii. Clinic opening hours. The Clinic needs additional clinical staff and logistics in order to start a-24hour clinic schedule to reduce the number of referrals sent to other facilities by the University clinic. This will increase access to care, especially during emergencies.
- iv. Increase staff strength. We need more staff to help improve on services rendered at the Clinic.
- v. Hospital Administration Management System (HAMS). We hope that management will procure HAMS to help the Clinic migrate from paper to a paperless system. This will help increase confidentiality of clients, proper date entry and accurate diagnosis documentation, collation of data and onward submission to Management and the Metro Health Directorate, and improved auditing of

- both clinical and non-clinical information and financial transactions. This system is necessary for the clinic.
- vi. Health Insurance Coverage. The Clinic should be signed on to both private and National Health Insurance. This will help reduce the health cost. However, until various challenges outlined addressed, this cannot be done, since several attempts have not succeeded in placing us on the right level for insurance. The clinic is graded as a Health Center due to the absence of services needed to upgrade us to a clinic status.
- vii. As much as possible, staff members should be allowed to go on leave. Many chronic diseases are both stress-related and preventable. Management should approve leave for staff on time, and consider implementing mandatory leave policies where necessary.

Projections for 2025

- Continue and improve on services, and start specialist services
- ii. Start a 24-hour shift system
- iii. Sign on to health insurance (both the clinic and staff members)
- iv. Improve on health advocacy and education through our monthly health education programmes
- v. Purchase a Hospital Administrative and Management System (HAMS)
- vi. Review and implement the Medical Expenses and Refund Policy
- vii. Migrate part of the Medical Screening online in partnership with ISTD

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VICE-CHANCELLOR'S AWARDS

CEO of the Decade

Professor Abednego Feehi Okoe Amartey, the Vice-Chancellor of UPSA, was recognized as the CEO of the Decade at the 2024 Ghana CEO Awards.

Pioneer in Academic and Professional Education

Prof. Amartey was also honored as a "Pioneer in Academic and Professional Education" at the Africa Academia Awards.

The Vice-Chancellor of the University of Professional Studies, Accra (UPSA), Professor Abednego Okoe Amartey, was been awarded the prestigious Africa Academia Award for being an excellent Pioneer in Academic and Professional Education in Africa.

The award was presented at this year's Africa Academia Conference and Awards in Addis Ababa, Ethiopia, in recognition of Prof. Amartey's outstanding contributions to academia across Africa.



STAFF AWARDS

Global SHE Achievers Awards:

Dr. Anim-Wright, a UPSA faculty member, received the Most Outstanding Pioneer to Higher Education in West Africa Award at the 2024 Global SHE Achievers Awards.



STUDENT AWARDS

KPMG Internal Audit Writing Competition:

A UPSA student, Merabel, excelled in the KPMG Internal Audit Writing Competition, earning her a position in the top three submissions and potential internship opportunities.

Ghana Tertiary Women's Awards

Gertrude Senu of UPSA won the Ghana Tertiary Women's Awards.

UPSA Graduate, Ralphael Tetteh wins 2024 Top Intern Competition

Raphael Kaizer Tetteh, a graduate of the University of Professional Studies, Accra (UPSA), has been crowned winner of the maiden edition of TV3's Top Intern competition.





