

ANNUAL REPORT

2025





1 UNIVERSITY

63
ACADEMIC
PROGRAMMES



27000+
TOTAL STUDENT
POPULATION

 **3**
HOSTELS

4474
CAPACITY



NUMEROUS
AWARDS
WON BY THE
UNIVERSITY



724
TOTAL STAFF POPULATION

FREE TUITION
FOR PROFESSIONAL
PROGRAMMES



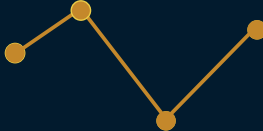
UPSA RECOGNISED IN THE PRESTIGIOUS TIMES
HIGHER EDUCATION WORLD UNIVERSITY RANKINGS



Welcome



ANNUAL REPORT 2025





*celebrating
our*

FOREMOST ALUMNUS

60 YEARS
of Molding
Minds for
Excellence

OUR Founder

Nana Opoku Ampomah



table of contents

07 INTRODUCTION

- 10 Our Transformational Leaders
- 11 Message from the Vice-Chancellor
- 13 Principal Officers
- 14 Other Officers
- 15 Brief Profile of UPSA
- 16 Vision, Mission and Shared Values
- 17 The University's Strategic Pillars

18 PEOPLE

- 19 Members of the Governing Council
- 20 Human Resource Directorate
- 30 Academic Affairs Directorate
- 35 Graduation Ceremony
- 36 List of Academic Programmes
- 38 Office of the Dean of Students
- 42 Alumni Spotlight

45 INFRASTRUCTURE

- 46 Physical Development Directorate
- 53 Library Services
- 56 Information Services & Technology Directorate

61 OUR EVENTS

- 62 University Day of Prayer
- 63 10th ICBMED 2025
- 64 UPSA 60th Anniversary Launch
- 65 Annual Leadership Lecture 2025
- 66 UPSA 60th Anniversary Health-a-Thon
- 67 University Day of Thanksgiving

68 STAKEHOLDERS AND PARTNERSHIPS

- 70 Community Initiatives
- 73 Our Collaborations with Industry

table of contents

76	Our Collaborations with other Universities	152	Drolor Centre for Strategic Leadership
79	Centre for International Education and Collaboration	153	Otumfuo Centre for Traditional Leadership
83	FACULTIES, SCHOOLS AND INSTITUTES	157	Business Development Centre
84	Office of Doctoral Programmes	163	Quality Assurance Directorate
89	School of Graduate Studies	174	Industry Relations Directorate
95	Faculty of Management Studies	182	Internal Audit Directorate
105	Faculty of Accounting and Finance	187	Fixed Asset Coordinating Unit
114	Faculty of Information Technology and Communications Studies	190	Legal Directorate
125	UPSA Law School	192	Transport Unit
132	Meet our Heads of Departments	194	Security Directorate
133	Institute of Professional Studies	196	Counselling & Gender Directorate
137	Institute of Work, Employment and Society	202	Medical Directorate
143	CENTRES		
144	Research and Consultancy Centre		

01



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



Prof. John K. M. Mawutor

Vice- Chancellor, UPSA
2025 to date



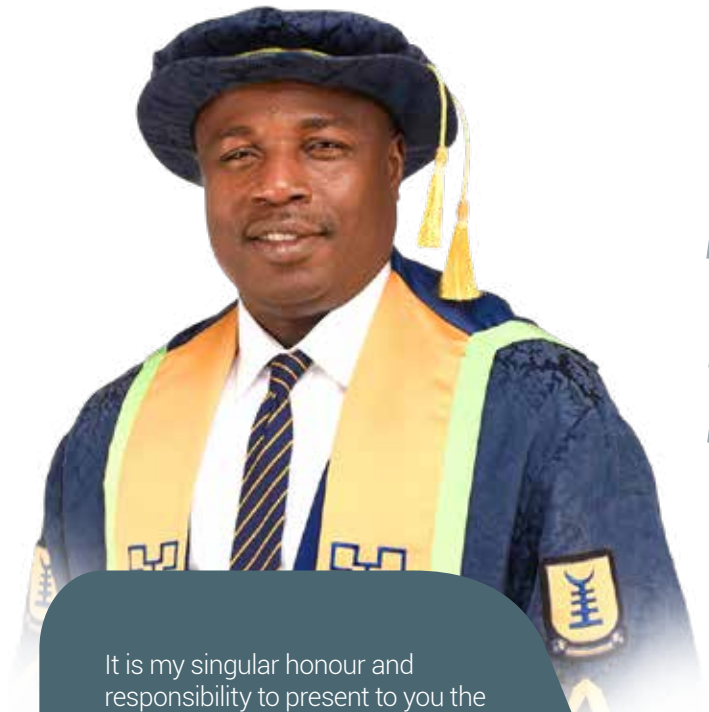
Mr. Emmanuel Akorful

Director, IPS
1993-2001



Prof. Abednego F. O. Amaertey

Pro-Vice-Chancellor, UPSA
2016
Vice- Chancellor, UPSA
2017 -2024



Message from the **Vice-Chancellor**

It is my singular honour and responsibility to present to you the University of Professional Studies, Accra's (UPSA) Annual Report for the 2024-25 Academic Year. I took the oath of office on 1 January 2025 as the third Vice-Chancellor of UPSA. This is, therefore, the first annual report of my tenure.

This Annual Report captures the activities and achievements of the various units, faculties, and directorates all of which show remarkable success, growth and improvement. It also reflects a defining moment in the University's history as UPSA marks its Diamond Jubilee, 60 years of transformative professional education, leadership development, and service to the nation and the African continent.

As a public institution, UPSA was not immuned to the global and national socio-economic and political challenges.

The year unfolded within a complex and demanding global higher education environment. Universities worldwide operated under the weight of persistent economic uncertainty, inflationary pressures, climate-related disruptions, rapid technological change, and shifting labour market demands. In Ghana, these challenges were compounded by tightening public finances, rising operational costs, increasing expectations for digital transformation, and the urgent need for institutions to remain socially responsive, environmentally conscious, and globally competitive.

The higher education sector, within which UPSA operates as a public university, was not immune to the aforementioned stressful macroeconomic conditions. For example, the government subventions we received were inadequate. At the same time, utility tariffs were rising, while infrastructure costs remained a major problem due to cashflow challenges and project delays. Meanwhile, heightened competition among higher education institutions for prospective students required public universities to adopt innovative, resilient and entrepreneurial approaches to sustainability.

The higher education sector experienced renewed emphasis on programme relevance, graduate employability, research impact, internationalization, and digital delivery of learning.

In response to these challenges, UPSA demonstrated remarkable resilience, adaptability, and growth. One of the earliest responses was to reconstitute the University Council, and on 28 April, the Council, chaired by Dr. Harry Lawson Kwaku Agbanu, began work. The reconstituted Council was instrumental in providing the strategic direction in which Management, staff, student leadership, and I operated. This strategic direction proved pivotal in sustaining our core mandate as a University dedicated to professional education/training. Upon assumption of office, Management articulated five strategic thematic areas to drive institutional growth: leveraging information technology for transformative education; building strategic partnerships; promoting interdisciplinary research; advancing entrepreneurship, innovation, and volunteerism; and upholding and enhancing the culture and brand of UPSA. Twelve months into this mandate, measurable progress has been made across all five pillars.

A major highlight of the reporting year was the continued expansion of UPSA's academic portfolio in response to national development needs and global trends. The University successfully secured accreditation for eleven new academic programmes spanning management, marketing, information security, data science, law, and climate-related disciplines. In addition, several postgraduate and undergraduate programmes are at advanced stages of accreditation, thereby positioning the University for sustained enrolment growth and interdisciplinary relevance in the coming years.

Student enrolment reached 27,279, with a record 12,585 fresh admissions. Notably, 6,227 students will be graduating from the 2024-25 academic year, the highest number in our 60-year old history.

In addition infrastructure development remained a priority. Key projects completed or commissioned include the Abednego F. O. Amartey Multipurpose Twin Towers, the Academic Wing Complex, and the Multi-Purpose Lecture Block. Security and accessibility

were enhanced through the commissioning of the UPSA Police Station, remodelling of the main gatehouse, and construction of a bus bay. The University also advanced its long-term expansion agenda through strategic land acquisitions and continued construction of the Executive Students' Hostel, scheduled for completion in 2026.

In line with our vision of future-ready graduates, the University intensified efforts to integrate technology into teaching, learning, and administration. Coding is being mainstreamed across programmes, and steps have been taken toward establishing an AI campus assembly plant to make laptops and tablets more accessible to students.

Furthermore, research and internationalisation also recorded notable gains. Faculty research output increased, UPSA hosted the 10th International Conference on Business Management and Entrepreneurial Development. Strategic partnerships were expanded across Europe and Africa under the Erasmus+ and other frameworks. The University further strengthened its global visibility by successfully hosting the QS Africa Forum 2024.

This reporting year was further distinguished by the 17th Congregation Ceremony during which the University conferred degrees under two categories. The first involved the award of Honorary Doctorates to three distinguished Ghanaians in recognition of their outstanding respective contributions to national and public life. The second category comprised the conferment of appropriate degrees on graduands of the School of Graduate Studies who had satisfied all academic requirements. I hereby congratulate all awardees and graduands.

Finally, I extend my profound appreciation to the Chancellor, Chairman and Members of the Governing Council, the Management, faculty, staff, students and alumni as well as stakeholders for their continued support.

Together, we look confidently towards the future.

Prof. John Kwaku Mensah Mawutor
Vice-Chancellor

PRINCIPAL *Officers*



Dr. Kofi Koduah Sarpong
Chancellor



Dr. Harry Lawson Kwaku Agbanu
Chairman of Council



Prof. Kwaku Mensah Mawutor
Vice-Chancellor

OTHER Officers



Prof. Emmanuel Selase Asamoah
Pro-Vice-Chancellor



Mrs. Lorraine Buerkie Gyan
Registrar



Mr. Nicholas Nelson Adjei
Director of Finance

Brief History 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).

Vision, Mission & Shared Values



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**
- **Respect**

summarised in the acronym **SIR**.

The University's *Strategic Pillars*



PEOPLE



PROCESS



PLANET

RELEVANCE



IMPACT



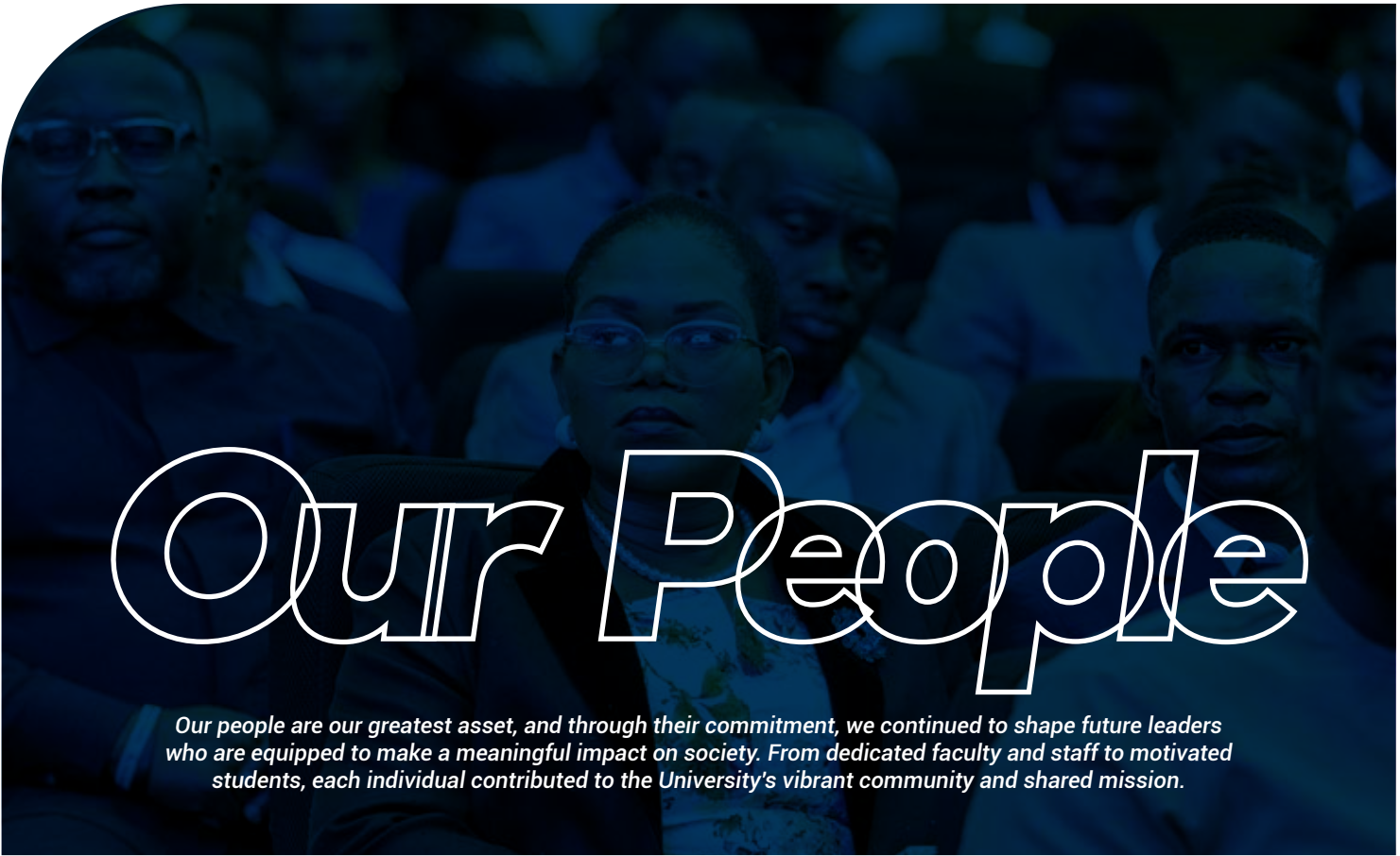
SUSTAINABILITY



CONTINUOUS
IMPROVEMENT



02



Our People

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



GOVERNING Council

Dr. Harry Lawson Kwaku Agbanu
Chairman of Council

Prof. Prof. J.K.M Mawutor
Vice-Chancellor

Prof. Frank Sena Arku
Government Nominee

Prof. Benedicta Yayra Fosu-Mensah
Government Nominee

Ms. Kekeli Adanuvor, Esq
Government Nominee

Mrs. Sandra O. Amoah
GTEC Representative

Mr. David Odjidja
CHASS Representative

Mr. Augustine Addo
ICAG Representative

Mr. Michael Kabutey Caesar
GNCCI Representative

Dr. Abdulai Munkaila
Alumni Representative

Dr. Redeemer Krah
UTAG Representative

Mr. Williams Kuusori
Convocation Representative

Mr. Peter Ataburo
TEWU Representative

Mr. John Mwiniassaa Nounyah
GRASAG Representative

Mr. Prince Bentil
SRC Representative

In Attendance

Prof. Emmanuel Asamoah
Pro-Vice-Chancellor

Mr. Nicholas Nelson Adjei
Director, Finance

Mr. Fortunate Fio
Director, Legal Affairs

Mrs. Lorraine Gyan
Registrar/ Secretary

Dr. E. Bannerman-Wood
Deputy Registrar /Recorder



Human Resource Directorate

Mrs. Harriet Adzowu
Ag. Director, Human Resource Directorate

Overview

In 2025, the Human Resource (HR) Directorate supported the University's mission by implementing key policies and strengthening systems that enhanced efficiency. The Directorate focused on staff welfare, performance management, professional development, and compliance with institutional and regulatory requirements. This report highlights those major activities/initiatives undertaken, the progress achieved, and challenges encountered. All these activities are aligned with Strategic focus one, namely, people.

Vision

The HR vision is to build an inclusive and empowering work environment where all employees are valued and supported to contribute to the University's success. In 2025, the Directorate centered its work on people, encouraged innovation, and continually improved processes to uphold excellence and professionalism.

Staff of the Human Resource Directorate

The total staff strength of the Directorate is seven (7).

Statistics

Staff Strength of the University

The total staff strength of the University stood at Seven Hundred and Twenty-Four (724) across Academic, Administrative and Technical categories, comprising both Senior and Junior Staff. Overall, the staff composition consists of 366 Senior Members (academic staff), 157 Senior Members (administrative and technical staff), 147 Senior Staff, and 54 Junior Staff.

Staff Strength

Gender	Senior Members		Senior Staff	Junior Staff	Total
	Academic	Administrative & Technical Staff			
Male	260	81	85	37	463
Female	106	76	62	17	261
Total	366	157	147	54	724

Source: HR Database, October 2025

Highlight of Key Achievements in Alignment with the Strategic Plan

The Human Resource Directorate implemented several productive initiatives aligned with the University’s Strategic Plan during the year under review. Some of them are highlighted below.

Recruitment

Recruitment aligns with Strategic Focus 1: People Strategic Objective 3

Strategic Initiative: Attract, recruit, and retain the highest calibre of staff.

Recruitment of Permanent Staff

Only one (1) administrative staff member was recruited on a full-time basis during the period under review. This is due to inadequate Financial Clearance from our main employer, that is, the Government of Ghana.

Engagement of Adjunct Lecturers

A total of 154 adjunct lecturers were recruited across various departments. The Department of Communication Studies engaged the highest number of adjunct lecturers, with 69 personnel. This was followed by the School of Graduate Studies, which recruited 28 adjunct lecturers. The Department of

Business Administration appointed 15 adjunct lecturers, while the Department of Economics and Actuarial Science engaged 14. Both the Department of Information Technology and the Doctoral Programmes recruited 12 adjunct lecturers each. The Department of Accounting appointed three (3) adjunct lecturers, and the Law School recruited one (1) adjunct lecturer.

Roll of Adjunct Lecturers recruited during the Second Semester of the 2024-25 Academic year

Roll of Adjunct Lecturers recruited during the First Semester of the 2025-26 Academic year

Department	Number of Personnel
Communication Studies	69
Information Technology	12
Law	1
Accounting	3
Economics and Actuarial Science	14
Business Administration	15
School of Graduate Studies	28
Doctoral Programmes	12
Total	154

Source: HR Database, October 2025

Post-Retirement Contract

The following academic staff who retired in 2025 were given post-

Department	Number of Personnel
Communication Studies	33
Information Technology	25
Law	44
Accounting	8
Economics and Actuarial Science	1
Banking and Finance	25
Business Administration	30
Marketing	14
Institute of Professional Studies	11
Doctoral Programmes	3
School of Graduate Studies	3
Total	197

Source: HR Database, October 2025

retirement contracts with the University. Professor Albert Puni continued to serve as a Professor in the Department of Business Administration. In the Department of Information Technology, two senior academics namely: Dr. Emmanuel Owusu-Oware and Dr. Samuel Nii Boi Attuquayefio were engaged as Senior Lecturers on post-retirement contract. Additionally, Professor Austin K. Nathan served as a Professor in the Department of Marketing under a post-retirement arrangement. These appointments reflect the institution's continued engagement of experienced faculty members to support teaching and academic development across departments.

Fixed Term Contract

Forty-Eight (48) fixed-term contract staff were engaged to provide support services and medical care in the following Directorates of the University:

Fixed Term Contract Staff

Description	Total Hired
Business Development Centre	
Conservancy Lab.	7
Electrician	2
Carpenter	2
Plumber	2
Cleaners	18
Security	4
Porter	2
Gardeners	2
Medical Services Directorate	
Medical Doctor	1
Physician Assistant	1
Nursing Assistant	4
Laboratory Technician	1
Nursing Officer	1
Cleaner	1
Total	48

Source: HR Database, October 2025

Engagement of Visiting Professors

Engagement of Visiting Professors aligns with Strategic Focus One: People

Strategic Objective: 3

Strategic Initiative: Engage Visiting Professors globally who have a proven track record for excellence in teaching, research and Service.

Two (2) visiting professors Messrs Henry Boateng and Henry Akuetteh were engaged during the period under review.

Key Appointments

The following appointments were made across various Directorates and Faculties to reinforce the leadership structure during the period under review:

Top Management

Name	Position
Prof. Kwaku Mensah Mawutor	Vice-Chancellor
Prof. Emmanuel Selase Asamoah	Pro-Vice-Chancellor

Source: HR Database, October 2025

Deans

Name	Position
Dr. Michael Mickson	Ag. Dean, School of Graduate Studies
Dr. Ernest Mensah Abraham	Ag. Dean, Faculty of Management Studies
Prof. Godfred Koi Akrofi	Ag. Dean, Faculty of IT and Communication Studies

Source: HR Database, October 2025

Vice-Dean

Name	Position
Prof. Edward Attah-Botchwey	Vice-Dean, Faculty of Accounting and Finance
Dr. Andrews Ayiku	Ag. Vice-Dean, School of Graduate Studies

Source: HR Database, October 2025

Directors

Name	Position
Prof. Raymond Dziwornu	Director of Doctoral Programmes/ Otumfuo Centre for Traditional Leadership
Prof. Fidelis Quansah	Director, Institute of Professional Studies (IPS)
Prof. Alexander Preko	Director, Research & Consultancy Centre (RCC).
Prof. James Ntiamoah Doku	Director of the Centre for Public Accountability
Dr. Edward Bannerman Wood	Director of Administration
Dr. Edwin T. Ayernor	Ag. Director, Centre for International Education and Collaboration (CIEC)
Mrs. Harriet Adzowu	Ag. Director, Human Resource
Dr. Erika Mamley Osae	Ag. Director, Institute of Works, Employment & Society (IWES)
Dr. Joseph Gerald Nyanyofio	Ag. Director of the Dolor Centre for Strategic Leadership
Mr. Atta Komla Mawutor	Ag. Director, Physical Development
Mr. Yaro Kasambata	Ag. Director for the Centre for Peace and Security Research

Source: HR Database, October 2025

Deputy Directors

Name	Position
Dr. Leticia Akyeampong	Administration
Mr. Aaron Clifford Adu	Physical Development

Source: HR Database, October 2025

Heads of Department

Name	Position
Dr. John Kwaku Amoh	Head of Department, Accounting
Dr. Ethel Fiator	Head of Department, Private Law
Mr. Albert Quashigah	Head of Department, Public Law

Source: HR Database, October 2025

Coordinators

Name	Programme
Mr. Eugene Ablade Oninku	LLM programmes at the Law School
Mr. Desmond Aboagye	Centre of Public Accountability
Dr. Baba Seidu Adibura	Faculty Programme Coordinator for Accounting Department
Mr. Freeman Gborse	Faculty Programme Coordinator for MPhil Accounting & Finance
Dr. Eric Yiadom Boachie	Faculty Examination Coordinator for Banking & Finance
Dr. Akwasi Sarfo Kantanka	Faculty Programme Coordinator for Marketing
Dr. Timothy Zilevu	Coordinator for Doctoral programmes
Dr. Jeremiah Osei-Kwakye	Coordinator for Graduate IT Programmes

Source: HR Database, October 2025

Hall Tutor

Name	Position
Mr. Tawfix Mohammed Adamu	Hall Tutor, Liberty Hall
Ms. Liquenda Oboshie Torgbor	Hall Tutor, Mandela Hall
Ms. Barbara Deladem Mensah	Hall Tutor, Nana Opoku Ampomah

Source: HR Database, October 2025

Performance Management

During the period under review, the Directorate undertook a comprehensive assessment of the work performance of all Administrative Staff, comprising both Senior Members and Unionised Staff. The evaluation exercise aimed at measuring employee effectiveness, identifying performance gaps, and strengthening accountability.

As part of efforts to enhance the performance management system and ensure that appraisal tools align with the evolving needs of the University, a new set of appraisal forms was developed which will be introduced in 2026.

Promotions

The Directorate facilitated the promotion of staff across all categories within the University. This exercise formed part of ongoing efforts to recognise merit, reward exceptional performance, and ensure career progression for deserving officers who met the established requirements for advancement to the next level.

Promotions for Academic Staff (Senior Members)

The percentage of academic staff who were promoted during the period under review was approximately 10.38%. This exceeded the annual target of 5%. The following academic staff who met the promotion criteria were promoted to the next grade.

Summary of Academic Staff Promotions

Promotion From	Promotion To	Total
Associate Professor	Professor	1
Senior Lecturer	Associate Professor	10
Lecturer	Senior Lecturer	26
Assistant Lecturer	Lecturer	1
Total		38

Source: HR Database, October 2025

Promotion of Senior Members (Administrative & Technical Staff)

The percentage of Senior Members, Administrative and Technical staff who were promoted during the period under review was approximately 10.38% which exceeded the annual target of 5%.

Summary of Administrative Staff Promotions

Promotion From	Promotion To	Total
Senior Assistant Registrar	Deputy Registrar	2
Assistant Registrar	Senior Assistant Registrar	7
Senior Staff	Junior Assistant Registrar	9
Total		18

Source: HR Database, October 2025

Promotion of Unionised Staff

The percentage of Unionised Staff who were promoted during the period under review was approximately 21.67%. This also exceeded the annual target of 5%.

Summary of Unionised Staff Promotions

Promotion From	Promotion To	Total
Principal Administrative Assistant	Chief Administrative Assistant	19
Senior Administrative Assistant	Principal Administrative Assistant	15
Administrative Assistant	Senior Administrative Assistant	4
Junior Staff	Senior Staff	2
Senior Driver	Chief Driver	2
Senior Enrolled Nurse	Staff Nurse	1
Senior Clerk	Head Conservancy Labourer	1
Total		44

Source: HR Database, October 2025

Completion of Doctorate Degree

Fourteen (14) members of staff comprising twelve (12) academic staff and two (2) Administrators completed their PhD programmes and were awarded certificates by their respective institutions. The percentage of employees who completed their PhD programmes was approximately 3.83%, a figure less than the targeted increase of 5% annually.

Retirement

Fourteen (14) staff members comprising seven (7) academic staff, one (1) administrative senior member and six (6) unionized staff retired from the services of the University.

Leave of Absence and Resignation

Senior Members comprising ten (10) academic staff and four (4) Administrators were granted leave of absence during the period under review while ten (10) academic staff and three (3) Administrators resigned from the services of the University.

Secondment and Sabbatical Leave

Four (4) members of staff were appointed by the President of the Republic of Ghana to serve in various capacities outside the University. Five (5) members of staff also proceeded on sabbatical leave during the period under review.

Staff and Scholarship Development

The Scholarship and Staff Development Policy is currently under review for Management's consideration. The committee is yet to be constituted.

Scholarship

A total of twenty-two (22) staff received scholarships during the period under review. Eighteen (18) were awarded scholarships to pursue various Doctoral programmes, while seven (7) were supported in diverse ways to pursue their respective Master's degrees.

Scholarship for Staff Wards

Applications from seven (7) staff members for scholarships were

awarded by Management which enabled their wards to pursue various degree programmes in the University.

Pursuit of Professional Certification

The University advanced its continuous improvement agenda by supporting staff to pursue professional certification. As part of this initiative, the University paid annual membership subscription fees for twenty-three (23) of such staff pursuing various professional certifications.

Continuous Professional Development for Staff

The Directorate delivered a series of training programmes in 2025 to strengthen leadership, skills, and operational efficiency across the University. Newly appointed office holders received a comprehensive orientation on governance, academic processes, HR procedures, and workplace conduct. Senior Members benefited from capacity building in report writing, committee work, and customer service, while Senior Staff, Drivers, and Cleaners were trained in records management, safety, defensive driving, sanitation, and service excellence. These interventions collectively enhanced professionalism and performance across all units.

Outlook for 2026

The activities planned by the Human Resource Directorate are aligned with the strategic focus areas outlined in the UPSA Strategic Plan. Of the seven key areas, three - People, Processes, and Continuous Improvement — have been assigned to the Directorate. Accordingly, the Human Resource initiatives are centered around these focus areas. In the upcoming year, the Directorate intends, among other things, to:

Kindly refer to the University's Statistics Document on the website for more details.

People

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Conduct staff evaluation including administrative heads.	2026	Ongoing (yearly)	Director, HR	2	New performance appraisal instruments have been developed for the various categories which will be rolled out in 2026. The current appraisal form is generic and not suitable for the evaluation of all categories of staff, such as the health workers, cleaners, drivers, security among others.
Engage visiting professors from Ghana and abroad who have a proven track record for excellence in teaching, research and service.	Q3 2022	Ongoing	Director, HR	3	Continue to work closely with Faculties to develop and implement a structured visiting professors programme that identifies, recruits, and engages qualified professors from Ghana and abroad with strong teaching, research, and service records. This will support academic delivery, mentorship, and collaborative research.
Institute Exit Interview for staff who resign.	Q2 2022	Ongoing (yearly)	Director, HR	3	An Exit Interview Form has been developed to guide interactions with staff leaving the University and is scheduled for implementation in 2026. Its introduction will help the University identify and understand the key factors contributing to staff departures.
Develop a policy on the retention of alumni.	Q2 2022		Director, HR		This initiative forms part of the core functions of the Business Development Centre.
Undertake a staff needs assessment and develop a human resources management policy to support the professional growth and development of staff.	Mid 2022	Ongoing	Director, HR	5	The Directorate will conduct a comprehensive staff needs assessment across all units and use the findings to review the current scholarship and staff development policy for professional growth, capacity building, and career development of staff.
Institute career development and succession plan for the University.	Q2 2022	Ongoing	Director, HR	5	In consultation with Management, the HR Director will collaborate with Deans and Directors to design and implement a structured Career Development and Succession Planning Framework. This will help identify critical positions, define the required competencies, and prepare high-potential staff through targeted training, mentorship, and professional development initiatives which will ensure leadership continuity within the University.

Processes

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Develop executive training programmes for Management and Leadership and/or support them to attend similar programmes.	Q1 and Q3 2022	Ongoing (biannually)	Director, HR		The HR Directorate will design and roll out tailored executive training programmes for University Management and leadership. We shall establish a support framework that facilitates their participation in relevant external executive development programmes on: - Higher Education Management training; - Strategic Planning & Change Management; - Leadership Grooming and Capacity Building; - Financial Management; - Corporate Governance Programme; and - Ethics, Accountability & Compliance in Public Institutions to enhance strategic leadership capacity.
Develop the protocols for appraising leaders.	Q3 2022	Ongoing (biannually)	Director, HR	3	Design and implement standardized appraisal protocols for University leaders, Top Management, Deans, and Directors that establish clear performance criteria, evaluation metrics, and feedback mechanisms to assess leadership effectiveness, accountability, and impact on institutional goals.
Conduct staff audit and rationalisation to inform restructuring or reorganization of the administrative system.	Q4 2022	2026 (Annually)	Director, HR	4	A staff audit will be carried out to identify areas of overstaffing and understaffing, and also transfer personnel to departments where their services are most needed to enhance efficiency.

Processes

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Organise workshops on the ethos of the University and the need to foster a productive culture.	Q1 2022	Ongoing (Annually)	Director, HR	5	This will be factored into the 2026 training programme for staff as indicated below: i. Newly Appointed Officers ii. Senior Members (Administrative and Technical Staff iii. Senior Staff iv. Cleaners v. Drivers vi. Orientation programme for newly recruited staff
Organise management meetings with staff unions in the University (i.e., staff durbars, convocation).	Mid-year (i.e., June), starting 2022	Ongoing	Director, HR	5	Schedule convocations, staff durbars and meetings with the unions at least twice a year in consultation with Management.

Continuous Improvement

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Encourage staff to earn professional qualifications by providing some sponsorship.	Yearly starting in 2022	Ongoing (Yearly)	Director, HR		Staff will be encouraged to pursue relevant professional qualifications, with the University funding their subscription fees, thereby enhancing their skills and contributing to the institution's capacity-building objectives.
Motivate staff to acquire professional qualifications by continuing to pay membership subscription fees.	All year round	Ongoing (Yearly)	Director, HR	3	Facilitate the annual processing and payment of subscription fees for staff holding professional certifications.

Conclusion

Over the period under review, the Human Resource Directorate faced various challenges which slowed down the progress of work. However, we were still able to achieve our objectives in line with the University policies. Financial Clearance is needed to enable the Directorate to recruit more academic staff. This will augment the University's ability to achieve its objectives, including most especially strengthening our position as Ghana's leading professional university.



Academic Affairs Directorate

Mr. Anthony Afeadie
Director, Academic Affairs

Introduction

This report outlines the key activities of the Academic Affairs Directorate during the 2024/2025 Academic Year. Throughout the period, the Directorate continued to deliver its core mandate, which is captured in this report. The report thus includes admissions, student registration, orientation, and matriculation of new students. The Academic Affairs Directorate also supported teaching and learning, examination administration, graduation/certification, management of academic facilities, affiliations, and student services.

Staffing

The Academic Affairs Directorate currently has a staff strength of 14, with the support of four (4) National Service Personnel.

Admissions

Applications

During the year under consideration, a total of eighteen thousand, one hundred and twenty-nine (18,129) qualified applicants were

admitted to pursue various postgraduate, undergraduate, diploma, and professional programmes, out of twenty-two thousand, one hundred and forty-one (22,141) applications that were received. This figure represents approximately 81.9% of applicants admitted. Table below provides details of the total number of admitted applicants.

Admitted Applicants by Category of Programme and Gender

Programme	Male	Female	Total
Doctorate	70	27	97
Masters	902	742	1,644
Bachelors	6,780	6,577	13,357
Diploma	1,253	1,202	2,455
Professional	257	319	576
Total	9,262	8,867	18,129

Source: USIS 2025

Mature Access Course

The Directorate carried out mature students' access course and its related examination activities. One Hundred and Seventy-Five (175) applicants sat for the entrance examinations. Of this

number, one hundred and forty (140) passed the examination and attended a selection interview. All 140 candidates who attended the interview were successful, were admitted to Level 100 of the various Bachelor's degree programmes of the University.

Post-First Degree Bachelor of Laws Degree Programme Admission

There were a total of 505 applicants for the programme. Of these, 390 candidates were shortlisted to participate in the entrance examination and interview process. Two hundred and fifty seven (257) passed the entrance examination and were interviewed. One hundred and forty nine (149) applicants were successfully admitted, and ultimately, 134 of those individuals were enrolled as fresh students.

Newly Entering Students Registration and Matriculation

The matriculation ceremony to officially admit fresh students for the 2024/2025 academic year was split into two (2) sessions. The first session was held for postgraduate, undergraduate (Level 200 and 300 top-up and 3-Year LLB) and fresh students on Friday, 8th November, 2024. The second session was held for postgraduate (January intake) and Level 100 undergraduate and diploma fresh students on Friday, 7th March, 2025. In all, twelve thousand, four hundred and eighty-five (12,485) students matriculated.



At the Matriculation Ceremony for newly enrolled Undergraduate Students

Orientation For Fresh Students

Orientation programmes for fresh postgraduate and undergraduate students were conducted during the period under review. PhD students were oriented on 23rd and 24th September 2025 at the Kofi Ohene-Konadu Auditorium (KOKA), while Master's degree students participated in an online orientation on 26th and 27th September 2025. Bachelor's degree students were oriented on 26th September 2025 at the Students' Centre. The National Security cohort of the MPSI programme had its orientation on 2nd October 2025 at the National Security Council Secretariat. MPhil (Top-Up) and MSc Leadership and Organisational Development students were also oriented on 10th October 2025 through a hybrid session.

Student Enrolment

Student enrolment in the 2024/2025 academic year stood at twenty-seven thousand, two hundred and seventy-nine (27, 279). This figure includes five hundred and seventy-six (576) professional students. Table 3 provides a breakdown of the students' numbers according to various programme categories.

Student Enrolment by Category of Programme and Gender

Programme	Male	Female	Total
Doctorate	132	47	179
Masters	1,096	985	2,081
Bachelors	11,344	10,273	21,617
Diploma	1,375	1,451	2,826
Professional	257	319	576
Total	14,204	13,075	27, 279

Source: USIS 2025

Students' Recruitment Drive

The Directorate undertook several recruitment drives targeting prospective students. These included outreach to Diploma (Year Two) students of UPSA, participation in the 18th Ghana Higher Education Fairs across seven regions, and visits to selected senior high schools. In total, presentations were made to Form 3 students from over 163 senior high schools nationwide, engaging more than 18,700 prospective students. The Directorate also collaborated

with the Public Affairs Directorate and the Media Unit to support these efforts through extensive social media promotions.

Amnesty For Completed Students Yet To Graduate

The Directorate implemented the approved third batch of amnesty registration and examinations for students whose maximum duration of study had expired. A total of eighty-eight (88) students were registered to re-sit undergraduate, diploma, and postgraduate courses across the first and second semesters.

Mounting of New Programmes

During the year, the eleven (11) new programmes that had received accreditation were mounted for enrolment in the 2025/2026 Academic Year are as follows:

- Doctor of Philosophy in Management
- Master of Philosophy in Management
- Master of Philosophy in Marketing
- Master of Business Administration in Management
- Master of Business Administration in Assets and Wealth Management
- Master of Business Administration in Business Management

- Master of Science in Information Security Management
- Master of Laws in Competition and Consumer Protection Law
- Master of Laws in Natural Resources and Climate Change Law
- Master of Laws in International Business and Commercial Law
- Bachelor of Science in Data Science and Analytics

Examination

The first and second semester examinations for the 2024/2025 Academic Year were conducted successfully in person. First semester examinations were held between November 2024 and January 2025 for postgraduate, undergraduate, and diploma students, while first- and second-year undergraduate and diploma students wrote their examinations between April and May 2025. Second-semester examinations took place from May to August 2025, with schedules varying by programmes and levels.

Following the second semester examinations, Management of the University approved the conduct of supplementary resit examinations for final-year and completed students. A total of 1,273 students registered for the resits with 179 absentees recorded. Of those who

registered, 576 students graduated during the 2024/2025 Academic Year.

Affiliation-Related Teaching, Examinations, and Graduation Activities

UPSA-Ghana Armed Forces (GAF) Collaboration Students

The first batch of students of the UPSA-GAF collaboration graduated in 2025 with BSc Accounting and Finance degrees. The second batch of students admitted in the 2023/2024 academic year is currently in level 300. The GAF students are on a crash six (6) week teaching and learning programme followed by a one-week revision and two weeks of examination.

Asante Gold Corporation Staff on Master of Science in Leadership and Organisational Development (MScLOD) Students

The first batch of 22 Asante Gold Corporation Staff who pursued MSc Leadership and Organisational Development programme had all their teaching and assessment activities online. All 22 students who enrolled on the programme graduated successfully at the 5th session of the 17th Congregation held on Thursday, 4th December 2025.

National Security Cohort on Master of Arts in Peace, Security and Intelligence Management (MPSI)

The fourth batch of thirty-one staff members of the National Security who enrolled in the Master of Arts in Peace, Security and Intelligence Management (MPSI) programme for the 2024/2025 academic year had both teaching & learning and examination activities for both semesters on the premises of the National Security office. Twenty-two out of the 31 staff members graduated at the fifth session of the 17th Congregation on Thursday, 4th December 2025.

Conferment of Honorary Doctorate Degrees

The fifth session of the 17th Congregation ceremony also saw the conferment of

honorary doctorate degrees to three distinguished Ghanaians namely Prof. Joshua Alabi, H.E. the late Nana Konadu Agyeman-Rawlings (posthumously) , and Mr. J.K. Horgle.

Proposals

The Directorate submitted several key proposals for the University Management's consideration during the period under review. These included:

- development of a comprehensive University Admission Policy, incorporating provisions for non-competitive admissions for students from less endowed communities.
- modalities for conducting supplementary resit examinations for final-year students in the 2024/2025 Academic Year was also approved and implemented.

- automation of academic service requests, including transcripts, attestations, and English proficiency letters, to improve efficiency and reduce processing delays.
- recommended the electronic submission of students' project work through the University's Learning Management System (LMS).
- policy on the fee-paying option for LLB Level 100 entrants, which was approved and implemented.

Focus for 2026

Increasing Enrolment

The Academic Affairs Directorate will continue to aggressively pursue its enrolment drive by embarking on a series of outreach programmes, that is, participation in higher education/career fairs, publishing of adverts in the print and electronic media, as well as new social media messages/activities. The student's enrolment drive activities will target senior high schools across the country.

Use of AI in Academic Processes

With expected technical support from ISTD and financial backing from Management, innovative processes will be developed, particularly utilising AI-enabled WhatsApp platforms to perform many functions of the Directorate. For instance, an AI-enabled WhatsApp number could facilitate the purchase of e-vouchers for online admission applications while also addressing admission inquiries simultaneously.



Conferment of Honorary Doctrate Degree to Prof. Joshua Aalabi

Automation of Medical Examination Procedure

The Academic Affairs Directorate will collaborate with the UPSA Medical Directorate and the Information Services and Technology Directorate to fully automate the scheduling of new students to undergo the compulsory medical examination/screening. The new process will involve the fresh students booking online to undergo their medical examination over a given period.

Improvement in the Student e-filing System and Creation of Repository

The Directorate will work in conjunction with ISTD and DIMC to improve the student e-filing system. The Directorate will also work towards creating a repository for storing documents, such as raw scores and broadsheets.

Upgrading Admission Application Portal

The Academic Affairs Directorate, working with ISTD, will upgrade the admission application portal to keep pace with the changing times.

Staff Training

The Directorate will initiate the process to periodically train staff of the Directorate on the use of AI in administrative processes, latest policies and systems.

Upgrading Yearly Statistics to GTEC Standards

The Academic Affairs Directorate will work with ISTD to 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).

Conclusion

Significant progress has been achieved across all functions of the Directorate, highlighted by an increase in enrolment, successful examinations and graduation. Improved academic processes were also put in place. Continued focus on digitisation, academic quality, and operational efficiency will enhance results in the 2025-26 academic year.

Kindly refer to the University's Statistics Document on the website for more details.



At the 17th Congregation

Graduation

CEREMONY

The Academic Affairs Directorate, supported by the Public Affairs Directorate and the various Faculties/Schools, successfully organized the 1st, 2nd, 3rd, and 4th sessions of the 17th Congregation ceremonies at the Kofi Ohene Konadu Auditorium (KOKA) from 26th September 2025 to 3rd October 2025. The 5th and final session of the 17th Congregation was held on Thursday, 4th December 2025. A total of 6,227 students were conferred with degrees and diplomas across all five sessions making it the highest number of graduated students in the history of the University.

Graduation Statistics

A total of 6,227 students were conferred with degrees and diplomas across all the five sessions.



Programme	Number Graduated				
	Doctorate	Master's Degree	Bachelor's Degree	Diploma	Total
Faculty of Information Technology and Communication Studies	-	101	1,272	492	1,865
UPSA Law School	-	-	226	-	226
Faculty of Accounting and Finance	-	605	1,118	153	1,876
Faculty of Management Studies	12	486	1,429	333	2,260
Total	12	1,192	4,045	978	6,227



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
- Doctor of Philosophy in Management

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 Philosophy in Management

Master of Business Administration Programmes

- Master of Business Administration in Accounting and Finance
- Master of Business Administration in Auditing
- Master of Business Administration in Internal Auditing
- Master of Business Administration in Petroleum Accounting and Finance
- Master of Business Administration in Asset and Wealth Management
- Master of Business Administration in Corporate Communication
- Master of Business Administration in Corporate Governance
- Master of Business Administration in Business Management

- Master of Business Administration in Marketing
- Master of Business Administration in Total Quality Management
- Master of Business Administration in Management Information Systems

Master of Science Programmes

- Master of Science in Information Systems
- Master of Science in Information Security Management
- Master of Science in Insurance Risk Management
- Master of Science in Pensions Management
- Master of Science in Procurement Management
- Master of Science in Leadership & Organisational Development

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

Master of Laws Programmes

- Master of Laws in International Business & Commercial Law
- Master of Laws in Human Resource & Climate Change Law
- Master of Laws in Competition & Consumer Protection Law

Postgraduate Diploma Programme

- Postgraduate Diploma in Leadership and Organizational Development

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 Marketing
- Bachelor of Science in Real Estate Management and Finance
- Bachelor of Science in Logistics and Transport Management
- Bachelor of Science in Accounting
- Bachelor of Science in Accounting and Finance
- Bachelor of Science in Actuarial Science
- Bachelor of Science in Economics
- Bachelor of Science in Data Science and Analytics

- Bachelor of Science in Information Technology Management

Diploma Programmes

- Diploma in Accounting
- Diploma in Marketing
- Diploma in Management
- Diploma in Public Relations
- Diploma in Information Technology Management



Office of the Dean of Students

Prof. Philomena Dadzie
Dean of Students

Overview

The Office of the Dean of Students is responsible for promoting and safeguarding student welfare and discipline across the University. Its vision is to be a world-class education provider, firmly established nationally, recognized regionally, and relevant on a global scale.

Business Portfolio

1. Promote and enhance the general welfare of students.
2. Ensuring the maintenance of cordial relations among the various student groups.
3. To ensure students obtain maximum benefit from the University.
4. Educate students regarding compliance with the rules and regulations of the University.
5. An intermediary between the students and the University.

Staff

The Office of the Dean of Students comprises a Dean, a Vice Dean, and a Senior Administrative Assistant. Additionally, there is an Assistant Registrar position, which has been vacant due to the incumbent being on medical leave since January 2024.

Highlights of Activities/Alignment to UPSA Strategic Plan

Strategic Focus 1: People

Strategic Initiative 1

Increase scholarships to brilliant but needy students

- A memorandum of understanding was signed between the University and Pecan Energies in the second quarter of the year for our students to benefit from the scholarships that the company provides to bright and needy students. Some students of the University are already beneficiaries of the scholarship.
- A memo has been presented to the Vice-Chancellor from the SRC to partner Ghana Philanthropy Forum to set up a campus Philanthropy Fund-UPSA. An initiative not only to provide

supplementary funds to support needy students, but also a food bank to ensure no student studies on an empty stomach.

- Empower the Students Scholarship Initiative (ESSI) is also a strategic proposal by the SRC to Mastercard Foundation Ghana to establish a sustainable scheme to support economically disadvantaged yet academically talented students.

Strategic Focus 5: Impact

Strategic Initiative 1

Objective 3

Institute regular seminars on professional ethics and good conduct

The various departments and student groups are encouraged per this strategic focus to organize seminars and workshops that can shape their conduct and enhance their academic excellence.

- **Departments of the University**

All departments and student groups organized seminars and workshops throughout the year to shape their conduct and improve their academic excellence.

- **Associations and Clubs**

Some of the clubs were very vibrant like the Rotaract, UPSA Parliament, and Voice of UPSA.

- **Time with the Vice-Chancellor**

An interactive session was held between the students and the Vice-Chancellor dubbed: "Time with the Vice-Chancellor," where the Vice-Chancellor shared his vision with the students.

Students Representative Council (SRC)

The Students Representative Council, which serves as the mouthpiece for the students, organized its 2025/2026 general

elections on Friday 30th May 2025. It was conducted by the Electoral Commission of Ghana, Madina Branch.

On the 25th of July 2025, the 58th SRC handing over and dinner night was held at the LBC Auditorium.

SRC Executives for the 2025/2026 academic year.

The Students' Representative Council (SRC) for the 2025/2026 academic year is led by Prince Stephen Bentil - President, supported by a team of executives holding key positions including, Vice-President, General Secretary, Treasurer, Financial Controller, Women's Commissioner, Deputy Women's Commissioner, External Affairs President, Auditor, and Electoral Commissioner.

Activities - SRC

- Donations: Topped up the seed money of the previous administration towards the purchase of a bus. Donations were also made to the Vice-Chancellor Endowment Fund, Dzorwulu Special School, PCU, Alumni, GMSA – UPSA, PCU, and Sports.
- Seed money: Initiated the establishment of a business to benefit the students.
- Women's Commission (WOCOM): Breast Cancer Awareness on 15th, 17th and 25th October in collaboration with all departmental WOCOMs. WAUPSA, UTAG, GRASAG, and JCR.
- Polycystic Ovary Syndrome (PCOS) Awareness at the LBC Auditorium, the clinic, and the hostel on 3rd and 4th October in collaboration with Miss Ghana 2025 a Level 300 student of the University.
- Students' welfare: supported about 50 students, and engaged some other students in entrepreneurial skills training.



swearing- in of new SRC leadership into office

- Facilitated the implementation of supplementary re-sit examinations.

Junior Common Room (Hostels)

Executive Elections

All the hostels namely, Amon Kotei, Matthew Opoku Prempeh and Hostel A held their elections in May 2025, and handed over successfully in June 2025.

- Purchased six (6) receptionists chairs for each of the hostels
- Reviewed their constitution
- Maintained some of the facilities at the hostel, including fixing of fans, sockets and bulbs.

Clubs and Associations

Six new clubs as indicated were registered in the year 2025, bringing the total number of clubs and associations on campus to 39.

- Voice of UPSA
- Students' Entrepreneurship Club

- Institute of Electrical and Electronics Engineers
- Ghana Union of Professional Students
- LEO Club UPSA
- Ennobled Foundation

Departmental Associations

All the departments successfully held their elections and handed over between April and July, 2025.

- Association of Business Administration-ABAS,
- Banking and Finance Students' Association-BAFSA and
- Information Technology Students' Association -ITSA

The above departments held a joint hand over in July 2024.

- Association of Marketing Students – AMS
- Department of Accounting Students – DASA
- Law Students Union – LSU
- Communication Students Association - CommSA

There was a smooth transition of all the Associations, including the latest one from the Department of Business Economics and Actuarial Science, named Economics and Actuarial Science Students' Association -EASSA.

Graduate School

Newly elected executives

Newly Elected GRASAG Executives

GRASAG held its elections in May 2025, with the handover taking place in July 2025, followed by a joint orientation session with the SRC. The newly elected executives are led by the President-John Mwiniasaa Nounyah and supported by a Vice-President, Secretary, Finance Officer, Women's Commissioner, and Organizing Secretary.

Activities

GRASAG focused on student welfare and academic support by ensuring access to drinking water by providing new and repairing faulty dispensers, acquiring a printer and laptop to improve administrative efficiency, and promoting hygiene with supplies like toilet rolls, soap, and hand sanitizers. The Association contributed to the Vice-Chancellor's Endowment Fund and partnered with campus organizations for a breast cancer awareness initiative. GRASAG also continues to provide beverages and light snacks for students.

Dean of Students Initiatives

- **UPSA Mentorship Programme**

The Dean of Students, in collaboration with Women Association of UPSA-WAUPSA initiated a year of mentorship to students willing to be mentored. Some very good reports have been received to that effect.

- **Best Dressed Students of the Month Awards**

This is a policy initiated by the office to encourage students to dress decently. Students received an award at the end of every month for dressing professionally, as stated in the student handbook. The Dean introduced this to motivate other students to dress professionally for lectures. The presentation takes place at the end of each month, and pictures are posted on the school's website, Facebook, Instagram, and LinkedIn. This was consistently done throughout the year.



Our Best Dressed Students for July 2025

- **Orientation for SRC and GRASAG students' leaders**

A day's orientation was held in July 2025 by the office at the LBC auditorium to equip student leaders to act professionally and exercise good conduct in their line of duty. Topics like Ethics, Leadership, Finances were the main focus of the day for both the SRC and GRASAG Leaders.

- **Collaboration between the Dean of Students and Industry Relations Directorate**

There was also a collaboration between the Dean of Students and the Industry Relations Directorate to link students who request internship, volunteerism, and even permanent job placements.

- **Physical Presence at the entrance of LBC**

Staff of the office are stationed at the entrance of LBC to ensure students comply with the dress code. This is a team effort between the office of the Dean of Students and the academic faculties.

Student Deaths

During the period under review, the University recorded a total of seven student deaths across various levels and programmes.

Way Forward

- i. Assign at least an Assistant Registrar to the office.
- ii. Faculties to assign staff to assist the office in enforcing the dress code policy.
- iii. Acquire additional sponsorship packages for bright and needy schools.
- iv. Continue with the mentorship programme with the freshers with interested mentors.
- v. Initiate and sign unto a well-designed scheme that will cater for the bright and needy students to minimize the numerous welfare issues that increasingly keep our students out of school.
- vi. Students should be made to sign or pledge to dress appropriately.

alumni spotlight

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



Profile of

Dr. Martin Kolbil Yamborigya (Alumnus)

Commissioner, Domestic Tax Revenue Division (DTRD), Ghana Revenue Authority

Dr. Martin Kolbil Yamborigya is a distinguished professional in tax administration, audit, finance, and project management, with extensive experience in public sector revenue mobilisation and policy implementation.

He holds a Doctorate in Business Administration (DBA) and a Master of Applied Business Research from SBS Swiss Business School, Switzerland. He also earned a Postgraduate Certificate in Contemporary Management from Nobel International Business School, Ghana, and an MBA in Project Management from Wisconsin International University College, awarded by the University of Ghana.

Dr. Yamborigya is a Fellow of the Institute of Chartered Accountants,

Ghana (FCA Ghana), a Member of the Chartered Institute of Taxation, Ghana (MCIT), and a Member of the Institute of Directors, Ghana (MiOD).

He currently serves as the Commissioner of the Domestic Tax Revenue Division (DTRD) of the Ghana Revenue Authority (GRA). His professional career spans several years of leadership in tax audit and administration, with deep expertise across key sectors including mining, telecommunications, oil and gas, and financial services.

Prior to his current role, Dr. Yamborigya held several senior positions within the GRA, including Assistant Commissioner and Head of Tax Audit at the Large Taxpayer Office (LTO), Special Assistant to the Commissioner of Domestic Taxes, Head of Special Audits, Head of Audit at the Legon Medium Tax Office (MTO), Audit Team Leader, and Principal Inspector of Taxes.

He is a member of the DTRD Technical Committee and has contributed

significantly to the development of Practice Notes, Administrative Guidelines, and Tax Rulings for the Authority.

Internationally, Dr. Yamborigya has participated in and facilitated numerous workshops and seminars and has undertaken specialised training in International Taxation in Japan and South Korea. He has also served as a Technical Advisor in the restructuring of tax audit units in Liberia 2010.

In academia, Dr. Yamborigya is an adjunct lecturer at several institutions, including the University of Professional Studies, Accra (UPSA), Ghana Telecom University College, and the University of Ghana School of Law. His teaching areas include finance, accounting, auditing, taxation, and project management.

Dr. Martin Kolbil Yamborigya is widely recognised for his results-oriented leadership, commitment to quality, and strong communication skills, making him a respected figure in both professional and academic circles.



Profile of **Christina Yorke (Alumna)**

*Director, Finance & Accounting
Kosmos Energy Ghana HC*

Christina Yorke is a distinguished finance executive with over 30 years of experience across the oil and gas, mining, and energy sectors. As Director of Finance & Accounting at Kosmos Energy Ghana HC, she oversees financial operations, treasury, tax compliance, procurement, and ICT. With over 17 years of experience at Kosmos, she manages annual budgets of up to USD10 million, ensuring regulatory compliance and operational efficiency.

Christina Yorke was recently named one of Ghana's 50 Most Effective CFOs at the 2nd annual Ghana CFO Summit in September 2025. The award recognises CFOs who have

demonstrated outstanding leadership, financial expertise, and a significant impact within their organisations and Ghana's broader business community.

Christina has a rare dual expertise in both Finance & Accounting and Crude Oil Shipping operations. She has successfully coordinated over 100 crude liftings, each valued at up to USD100 million, delivering flawless documentation and maintaining strict compliance. Her ability to bridge strategic finance with operational execution positions her as a unique and highly effective leader in the upstream energy space.

She represents Kosmos in high-level engagements with government, joint venture partners, and the company's U.S. headquarters. Christina also plays an active role in promoting national transparency and accountability as a member of Ghana's Multi-Stakeholder Group (MSG) under the Extractive

Industries Transparency Initiative (EITI). She further supports public oversight as a contributor to the Public Interest and Accountability Committee (PIAC).

Previous roles include senior staff positions at Newmont Ghana Gold, Abosso Goldfields Ltd, and Billiton Bogoso Gold, along with international experience in Japan's hospitality sector. Christina is also the Founder and CEO of Jobex Company Limited, a mining services and precious minerals firm serving top-tier clients.

Christina is an alumnus of the University of Professional Studies, Accra. She is a passionate philanthropist, and mentors young professionals and champions women's empowerment and support orphanages.

03



Infrastructure

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



Physical Development Directorate

Mr. Mawutor Attah

Director, Physical Development Directorate

Introduction

This report provides an overview of the activities undertaken by the Physical Development Directorate during the 2025 reporting year. Throughout the year, the Directorate executed and supervised several major construction and infrastructure projects. These include the Academic Wing Complex (comprising lecture halls and general stores); the UPSA Police Station and associated footbridge, drains, and access road; the Multipurpose Twin Tower Building; the Multipurpose Lecture Hall and Management Accommodation Facility; the eight (8)-Storey Executive Hostel; and the refurbishment of the existing gatehouse. Work also progressed on the Police Station external works and the six-Storey Administration Tower Block.

In addition to these major projects, the Directorate undertook a range of minor works including painting, routine maintenance, and general facility maintenance works across the campus.

Construction Works

The Academic Wing Complex (The Yaw Osei Adutwum Building)

Continuation and Completion of Lecture Halls and General Stores

The project constituted the final phase of the Academic Wing Complex. The facility comprises a ground floor that houses offices and a large storage area designated as the University's Central Stores. Above this are three additional floors, each comprising four lecture halls and the necessary ancillary facilities to support teaching and learning. The building has been successfully completed and handed over to the University.

Other Works at Rev. Fr. J.J.M. Martey Building

Work on the Quadrangle of the Rev. Fr J.J.M. Martey Building was completed and commissioned on 26th September, 2025. It was now named after Prof. Koryoe Anim-Wright, a former Registrar.

Construction of Police Station, Footbridge, Drains and Access Road near UPSA

The UPSA Police Station building was completed and handed over to the Ghana Police Service. The Police Station, which is now in use, was inaugurated on 6th May 2025.

A pedestrian access walkway was constructed over an earth drain that runs behind the UPSA Nii Amon Kotei Hostel. The drains were constructed to create a safe and lighted pedestrian walk to the hostel from the main campus. The earth drain was dredged and channeled properly into a 1500mm underground concrete drain.

An underground drainage channel was constructed through the premises of Ghana Institute of Languages to channel rain runoff water from Hostels A and B into the newly constructed drain along Trinity Avenue Road. All the above works were completed and handed over to the Ghana Police Service as aforementioned.

Multipurpose Twin Tower Facility

The project consists of two blocks (10 levels each) linked by connecting bridges on five levels. The facility was handed over to the University on 16th April, 2024. The moot court which is part of this project was completed and was inaugurated on 21st July 2025. The moot court is currently

being used. The six months defects liability period has ended. However the final inspection was not done due to ongoing corrective works.

Other works ongoing are:

- Installation of devices such as projectors and audio systems;
- Testing of the generator set and synchronization for the building;
- Laying and termination of water lines from the Ghana Water Company lines were completed but not in use.

External Works

- Installation of the electronic billboards was completed; together with the panels. This has been powered and the configuration was completed but not in use.
- Installation of earthing for external light was completed.

Multipurpose Lecture Hall Facility and Management Accommodation Facility

The University is constructing a Multipurpose Lecture Hall located at the northern end of the campus, adjacent to the astroturf. The four-storey building will accommodate multiple lecture halls, conference rooms, offices, changing rooms for cleaning staff, storage spaces, and washrooms. Construction works are at an advanced stage and nearing completion.

Vice-Chancellor's Residence and University Executive Guest House

In addition, the University has acquired a parcel of land at Mempeasem, which is about three kilometres from the main campus. This land is being developed into an official residence for the Vice-Chancellor, along with an executive guest house for the University. Work on this project is near completion.

Multipurpose Facility

The structural framework of the building has been completed and fully roofed. Finishing works are at various stages. The Multipurpose Facility is approximately 99 percent complete.

Outstanding activities include:

- Installation of air conditioners;
- Completion of furniture for the executive conference room;
- Acquisition of an electricity metre from the Electricity Company of Ghana (ECG); and
- Finalisation of paving works.

Most other installations such as the elevator and burglarproof systems have been fully completed (100%). Furnishing and furniture installation stand at 99%, and the feature columns and tiling, have also been completed.

Management Accommodation Facility at Mempeasem

Construction of the Management Accommodation Facility at Mempeasem progressed significantly in 2025; The main building reached approximately 99.8% completion.

The accompanying guest facility has also seen substantial progress, with all civil works completed and most finishing works including plumbing and electrical installations, air-conditioning, painting, and wardrobe installation nearing completion.

External works on the site are equally advanced.

Provision for alternative power supply has been made with the construction of a generator shed, positioning of two 50 kVA generators, and full termination works. The swimming pool and its adjoining recreational building are virtually complete, with all structural, plumbing, tiling, lighting, screening, and testing works finalized.

A practical completion inspection has been conducted, and a snag list has been generated to guide the final outstanding tasks.



Management Accomodation - Vice-Chancellor's Residence

Executive Students Hostel Facility

The University is constructing an eight-storey Executive Students' Hostel on the site located behind the auditorium. The project commenced on 2 April 2024 after the contract was signed, originally scheduled for completion on 1 October 2025. Due to site-related challenges, the completion date has been extended to 6 April 2026. As of the reporting period, overall progress stands at approximately 40 percent.

Overall, construction continues steadily toward completion.

Refurbishment to Existing Gate House and External Works

Refurbishment of Existing Gatehouse and External Works

The University refurbished of the existing gatehouse, which was packaged and awarded on contract. The project commenced on 10 September 2024 and was scheduled for completion in four months, with works expected to conclude in January 2025, that is, within four months.

The structural framework of the facility has been completed, and both internal and external painting is finished. Installation of light fixtures, external tiling, street lights, plumbing, and electrical connections have been completed, while paving and bus bay construction is virtually complete. The pedestrian gate and layby have been relocated and are now in use, with the bus stop shed under construction. Walkways from the gate to the Access Bank side have been fully paved, and the gatehouse lettering has been finalized. Overall, the project is practically complete and ready for handover.

Police Station External Works

This work was part of the original scope of works and contract for the police station. The project commenced on August 12, 2024 and was scheduled for completion in

four (4) calendar months with expected completion in December 2024. The work was, however, completed and handed over on 6th February 2025, thereby registering a delay of two months.

Construction of Six-Storey Administration Tower Block

The construction of a new six-storey Administration Tower Block was initiated to address the University's growing need for administrative space. The contract was signed in September 2024, with works scheduled to begin in October, that is, the next month. However, commencement was delayed due to the presence of a workers' camp on the project site, which was subsequently

cleared. The project has a 24-month duration.

As of the reporting period, approximately 10 percent of the work has been completed. The contractor has fully established the site, and major substructure activities have progressed steadily. Excavation for the main structure and the bridge connection pit is nearly complete, with blinding works, retaining wall construction, waterproofing, and basement concreting all finalized. Ground-floor slab works including reinforcement, formwork, and concreting have also been completed.

Construction of the upper levels is advancing, with reinforcement, formwork, and concreting completed up to the second floor, and formwork installation for the third-floor beams well underway.



Refurbished Existing Gate House

Plastering works on the ground-floor block walls are ongoing. Overall, the project is progressing steadily in line with the revised schedule.

Renovation of Frontage - Western End of Campus

This project was initiated due to the need to tighten security following the completion of the Abednego F. O. Amartey Twin Towers. The height of the existing fence wall was increased. The Directorate successfully replaced all rusted and damaged metal fabrications at the western end of the campus.

The Senior Members Clubhouse

The tenant completed maintenance and renovation works on the premises during the period. The place has now been opened for business. The Directorate has requested for a dummy electricity metre to bill the club house separately.

Landscaping Works on the Campus

Both the soft and hard landscape of the general campus have been continuously handled by both the University grounds staff and

service providers who have been attending to the lawns, shrubs, trees and open areas.

Infill tree planting took place as and when required. The watering of the lawns and shrubs have been supported with filtered water from our anaerobic wastewater/sewage treatment plant to reduce the main campus's reliability on treated water.

Power/ Maintenance

During the year, the University undertook various maintenance and installation works to ensure the reliability of power supply. This involved servicing generator sets across the main campus, auditorium, students' centre, and hostels.

There was routine servicing of air-conditioning systems, transformers, ceiling and wall fans, LED lighting, and electrical accessories across all campus buildings and hostels. Carpentry, tiling, and painting works were also undertaken to maintain building conditions. Additionally, repairs to lecture hall seats and the supply of new furniture at the Abednego F. O. Amartey Towers continued. Over 600 new pieces of seats were delivered.



Senior Members' Clubhouse

Elevators

In the course of the year, the Directorate assessed, repaired and serviced the elevators at the Joshua Alabi Library, Hostel A, Matthew Opoku Prempeh Hostel, Nii Amon Kotei Hostel and the K.O.K. Auditorium back lobby. Currently, the elevators at Matthew Opoku Prempeh Hostel, Nii Amon Kotei Hostel, Joshua Alabi Library and the Abednego F. O. Amartey Towers.



Lanscaping works at the Frontage of Campus



The Yaw Osei Adutwum Building

Water Supply and General Plumbing Maintenance

Water supply from Ghana Water Company Limited was unreliable throughout the year due to the perennial potable water problem in Accra. The various reservoirs helped store enough water for use.

General plumbing repairs were also undertaken on sanitary fixtures in washrooms across all campus buildings and hostels to enhance the ambience of the learning and living environments.

Health and Safety

To ensure health and safety on campus all fire alarms systems and fire extinguishers were serviced as scheduled.

Environment and Sanitation

Staffing

The Directorate has twenty-six (26) staff made up of twenty-one (21) cleaners and sanitary workers, and five (5) General Labourers.

Medical Screening for Food Vendors

The Directorate collaborated with the Medical Directorate and initiated medical screening for all the food and snack vendors on campus. It also conducted routine inspections at the various vending points and kitchens to promote food safety.

Integrated Pest Control

The Directorate undertook fumigation exercises in all the University facilities. Comprehensive pest control activities were conducted.

Service Providers

There are five (5) cleaning service providers currently providing janitorial services to various facilities in the University. They are Freedom Alpha Cleaning Services responsible for the Justice Aryeetey and Idris Egala Buildings; JN Cleaning Services, responsible for the Rev. Fr. J. J. M. Martey Building; MOPUP Cleaning Services for the Joshua Alabi Library; MacClean Sanitation responsible for the Students' Centre and its surroundings. Lusant Properties Limited are in charge of the Yaw Osei Adutwum Building and the K. O. K. Auditorium. They all executed their work effectively. Some skeleton staff of cleaners are hired by the Business Development Centre (BDC) as and when needed.

Alignment of 2025 Focus to the Strategic Plan

The following activities were the main focal points considered and achieved for 2025:

- Ensuring reliable electricity and water supply maintenance and required replacements to electrical and water supply equipment/accessories were regularly carried out to ensure reliability in water and electricity supply (Codeld.1063&1065 –Planet 2&3).

- Coordinating works on the ongoing projects and the maintenance of existing facilities coordination of work on ongoing projects and maintenance on various aspects of existing blocks on the campus.
- The development of facilities to support nursing mothers and their caretakers. The facility has been incorporated into the Multipurpose Lecture building. (Codeld. 1069-Planet 6)
- Minimize our environmental impact - Sorting plastic waste (bottles) out of solid waste for recycling currently takes place consistently on a small scale, but will continue in the near future (Codeld1073 –Planet8).
- Installation of solar systems to generate power to improve electricity supply and energy conservation:
- The auditorium has a solar farm (20kW) that supports emergency lights, security lights, cameras and audio-visual operating systems (Codeld.1072 –Planet 7).
- Currently 96% of all indoor lights on campus are the 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 the LED type, with a few solar powered lights. The quadrangle has solar powered lights installed (Codeld.1071- Planet7).

Outlook for 2026

The Directorate in the coming year will:

- Continue to ensure the maintenance of a serene physical environment which will provide the necessary support for academic activities;
- Continue the coordination of works on ongoing projects to ensure compliance and timely delivery;
- Seek the completion of processes to enable new projects for the year to commence;
- Continue sorting plastic waste;
- Continuously monitor the implementation of maintenance schedules to ensure the state of preservation of buildings, plants and equipment which guarantees reliable electricity and water supply and conservation;
- Extend and implement Facilities' Maintenance Schedules on new and uncompleted projects;
- Erect pillars on University lands to enhance their protection from encroachers;
- Continue implementation of the disability friendly features on infrastructure projects;
- Ensure that facilities created to support nursing mothers and their caretakers are utilised; and
- 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.
- Initiate/commence action on the following projects per the Vice-Chancellor's vision:
 - Completion of the four-storey hostel block acquired by the University;
 - Commencement of a six-Storey hostel block on the same land as the four-storey hostel block;
 - Commencement of a second campus for the University at Ogbojo;
 - Commencement of block of flats for staff at Akosombo Junction, Madina;
 - Refurbishment of the Idris Egala Building.

Kindly refer to the University's Statistics Document on the website for more details.



Library Services

Mr. Elijah Mensah
Librarian

Librarian's Message

Over the past year, our staff have worked diligently to strengthen the Library's support for the University's teaching, learning, and research mission. This report highlights our key achievements and projects, all made possible through the continued engagement of our stakeholders.

Overview

In 2025, our work was guided by the Library's vision of being a centre of inspiration, discovery, creativity, and collaboration, an essential partner in scholarship and lifelong learning. Our efforts aligned with the University's strategic themes of people, processes, planet, relevance, impact, sustainability, and continuous improvement.

We continued to prioritise our shared values, especially equity, diversity, and inclusion. A culture of innovation, strengthened partnerships, and community empowerment shaped our work throughout the year. The report is organised according to the Joshua Alabi Library's strategic focus areas.

Mission Statement

The Joshua Alabi Library advances student success by providing equitable access to resources and information in support of instruction, research, and public service. We aim to offer a welcoming, innovative learning environment that fosters information literacy and lifelong learning.

Staff

The Library has a total of 19 staff members, comprising Senior members, Senior staff, and Junior staff. The senior member category include one(1) librarian and one(1) assistant librarian, supported by four(4) Assistant Registrars. Senior staff roles include administrative, library, and security personnel, while junior staff consist mainly of security officers. In addition, the Library hosted five(5) service personnel and six(6) interns who contributed to daily operations and projects. A total of seven (7) staff members were transferred from the Joshua Alabi Library to other units within the University during the year.

Highlights of Activities

In 2025, the Library continued to provide essential physical and online spaces that support teaching, learning, and research across the University. Significant progress was made toward improving equitable access to information and enhancing student engagement. Staff worked collaboratively to review and refine service offerings, leading to a more flexible and student-centred model that combines updated self-help resources with drop-in support delivered across multiple platforms.

Use of online content and electronic resources

Use of online content and electronic resources continued to grow, rising from 17,947 accesses in 2024 to 19,846 by October 2025. These resources have helped reduce students' reliance on costly textbooks and expanded access to current academic material. Past examination questions were also made available on the new UPSA Virtual Learning platform, enabling students to access digitised content both on and off campus.

New Acquisitions

In 2025, the Library expanded its collections with a range of key print and electronic resources, including major law reports and subscriptions to reputable academic databases such as EBSCOhost, Wiley, Emerald, Sage, World Bank eLibrary, and HeinOnline.

Donations

The Library received several donations, including booklets on community rights, mining, and environmental advocacy, as well as forty-eight specialised texts on applied statistics from members of the academic community.

Library Tours and Visits

The Library welcomed tours from basic school pupils, visiting academics, and university students from other institutions. These engagements showcased the Library's facilities, service models, and organisational structure, reinforcing its role as a model academic library. In total, 64 university students and several international scholars visited the Library as part of academic, mobility, or professional development programmes.

Workshops

Library staff participated in a two-day ProQuest-CARLIGH workshop held at the Balme Library, University of Ghana. The training focused on the effective use of e-book resources and addressing technical issues related to electronic databases.

Due to the large student population the timely issuance of ID cards is strongly recommended to streamline access control and compliance.

Focus for next Year

The Library will prioritise the following:

- Advancing discussions on modern library practice to inform staff development.
- Reviewing operational processes to enhance efficiency and identify future skill needs.
- Developing a feasibility plan for improved library spaces.
- Expanding staff training and engagement activities.

Faculty and Student Attraction

In 2025, the Library played a central role in enhancing the student and faculty experience by supporting learning, research, and innovation through well-resourced physical and digital environments. We also strengthened mentorship and internship opportunities, including academic writing mentors, student ambassadors, and cultural and communication internships.

Our on-campus learning hubs

Our on-campus learning hubs remained welcoming, safe, and collaborative spaces that supported academic engagement. During the year, the library recorded 85,632 visits, and users borrowed 5,862 physical items, reflecting strong utilisation of our facilities and print collections.

Digital Spaces

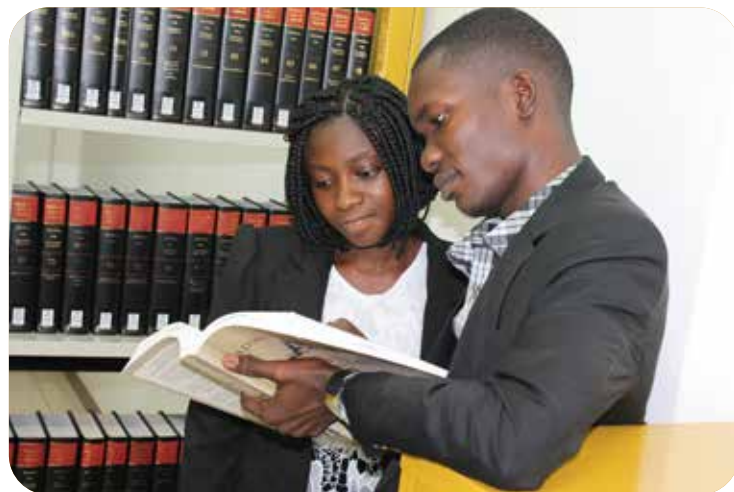
In our digital spaces, expanded access to electronic resources and enhanced online research support. The Library responded to 4,365 enquiries and facilitated access to 19,846 electronic resources, demonstrating the increasing demand for digital information and remote learning support.

Skills development

The Library organised training sessions for newly engaged faculty and PhD students on the effective use of MyLoft and other library resources. Overall, 355 faculty and students received in-person training, while 258 students participated in online skills workshops.

Governance and Community Impact

Throughout 2025, Library leadership supervised IT system management and project implementation to ensure operational efficiency, reduce risk, and strengthen stakeholder confidence. Our engagement with students remained strong, with collaborations and social media outreach amplifying diverse voices and promoting broader use of our collections. During the year, the Library hosted four engagement events and mounted one academic exhibition, each contributing to a more connected and informed campus community.



Students Preparation and Civic Engagement

Developing students' digital capabilities remained an institutional priority. The Library supported students' readiness for technology-enabled learning by advancing work on a digital capabilities framework and expanding opportunities for faculty and students to engage with digital humanities research.

Development and Staff Excellence

A collaborative and adaptive work culture continued to drive staff development. In 2025, three senior staff members participated in the 41st Regular Meeting and Workshop of University Librarians, Ghana, held at the Sam Jonah Library, University of Cape Coast. Their participation strengthened sector partnerships and enhanced the Library's staff exposure to emerging trends in librarianship.

Conclusion

The Library acknowledges the continued support of University management, which has been instrumental in advancing our services and operations. We also commend the dedication of Library staff, whose efforts ensured the smooth running of activities throughout the year.



Information Services and Technology Directorate

Mr. James Ami-Narh

Director, Information Services & Technology Directorate

Introduction

This annual report presents key activities undertaken by the Information Services & Technology Directorate (ISTD) in support of the University's strategic objectives. The ISTD's core mandate is to provide technology services and infrastructure that enhance teaching, learning, research and administrative efficiency.

Our focus during the year was on delivering user-friendly and reliable IT resources, strengthening the University's technology infrastructure, and supporting collaboration across departments. The ISTD also continued to promote an inclusive work culture, safeguard institutional data, and ensure secure and convenient access to digital services for all members of the University community.

Organizational Structure

The Directorate consists of three (3) divisions, these are: Infrastructure (I); Enterprise Systems (ES); and Policy, Strategy and Support (PSS).

Infrastructure

The Infrastructure division comprises the departments of Telecoms and Networks, and Systems Engineering. It is responsible for the deployment, management and maintenance of telecommunication and network infrastructure and the design and engineering of IT Services. Some of the specific responsibilities that fall under the purview of this division include data center operations; networks and systems operations; telecoms services and operations, directory services; and information security services.

Enterprise Systems (ES)

The Enterprise Systems division consists of the department of Software Development (SD) and the department of Enterprise Resource Planning (ERP). The systems that fall under the purview of this division are Application Development, Web development, University Student Information System (USIS), as well as administrative systems such as Human Resource Management System; Financial Management and Accounting Systems; Assets and Facility Management; and Inventory and Procurement Management Systems.

Policy, Strategy and Support (PSS)

The Policy, Strategy and Support (PSS) division also consists of two departments: Planning, Policy and Strategy, and End-User Support Services. The division is responsible for the provision of end-user support services such as network support services, systems support services, application support services, telecom support services, and office automation support services. Audio Visual (AV) under PSS is responsible for supporting IT in the teaching spaces, including all AV equipment and technical services to support teaching and learning. The training of the user community also falls under the purview of this division. Working in collaboration with the IT Advisory

Committee, and the various stakeholders in the University, The Policy, Strategy and Support (PSS) leads the process for the planning and development of IT policies, plans and strategies to facilitate efficient and effective deployment and use of IT for institutional administration, research, teaching and learning, and to modernize and enhance student experience.

Staffing

As of 2025, the Information Services & Technology Directorate (ISTD) comprised a total of 19 staff members. This included one(1) Director, two (2) Deputy Directors, and one (1) Unit Head, supported by five (5) IT Officers, three (3) Principal IT

Assistants, two (2) Senior IT Assistants, three (3) Chief Computer Technicians, and two (2) Audio-Visual Technicians. Positions for System Administrators, Network Engineers, Security Specialists, and Senior Administrative Assistants were vacant during the period.

Governance

The Director and three divisional heads (Deputy Directors) constitute the management team that oversees the day-to-day operations of the Directorate. However, UPISA IT Advisory Committee (ITAC) has been constituted to advise the VC and members of the executive staff on campus-wide information technology planning and priorities.

Activities

Strategic Objectives and Activities for 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. AV unit	In-progress

Focus	Strategic Objectives	Activities	Status
PROCESSES	Objective 4: Streamline administrative functions, responsibilities and processes for efficiency and productivity	Promote innovation and digital transformation. Google Workspace, 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. E.g. 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. E.g. Eduroam	Achieved / in-progress
	Objective 4: Improve the safety and security of our environment	Multi-homing of Internet Service Provision Install CCTV cameras in all buildings and at vantage points	Not Achieved
	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. E.g. Smart screens	Not Achieved
IMPACT	Objective 7: To be regionally and globally recognised for research excellence	Continue to providing systems and platforms to support the work of Faculty and RCC	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	Continue in-house development of software applications.	Achieved
		Promote fiscal responsibility and optimize the use of funds in the purchase of 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.	Partially Achieved Ongoing
		Improve security policies and procedures	Partially Achieved

Focus	Strategic Objectives	Activities	Status
CONTINUOUS IMPROVEMENT	Objective 7: Embrace change and transformation	Stay agile, innovative, and responsive to evolving technological trends. E.g. Email system, New USIS, Integration of various applications	Partially Achieved Ongoing
		Deploy Identity Federation Management with GARNET	Partially Achieved Ongoing

2026 Outlook

For the coming year (s) the 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 3 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. AV unit
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	Improve and support Learning Technologies. E.g. MS Teams, Zoom, email.
	Objective 7: Leverage ICT resources, and the University's Learning Management System (LMS) to enhance effectiveness of teaching and learning	
PLANET	Objective 2: Improve access to office space, Internet	Internet Bandwidth Upgrade. E.g. 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. E.g. Smart screens

Focus	Strategic Objectives	Activities
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 Research and Consultancy Centre
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. E.g. USIS, IPS system
SUSTAINABILITY	Objective 3: Ensure prudent discipline in expenditure 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.
CONTINUOUS IMPROVEMENT	Objective 5: Increase the visibility of the University.	Improve security policies and procedures
		Collaborate with the Website Unit to increase visibility.
		Deploy Identity Federation Management with GARNET

Kindly refer to the University's Statistics Document on the website for more details.



04



Our Events

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

UNIVERSITY Day of Prayer

The University of Professional Studies, Accra, commenced the 2024/2025 academic year with a non-denominational church service which saw members of the University Community come together to offer prayers, worship, and praise to God for a fruitful year.

The University Day of Prayer 2025 at the University of Professional Studies, Accra (UPSA) was held on Tuesday, 25th March 2025.



10TH ICBMED 2025

The Research and Consultancy Centre (RCC) of the University of Professional Studies, Accra (UPSA) hosted the 10th International Conference on Business Management and Entrepreneurial Development (ICBMED) from April 29–30, 2025. The theme for the Conference was, "Decade of Progress: Bridging Academia and Industry for Business Resilience in Emerging Economies," focusing on fostering collaboration between academia and industry to ensure research is relevant to economic needs.



UPSA 60th Anniversary Launch

The University of Professional Studies, Accra (UPSA) officially launched its diamond jubilee celebrations, marking six decades of transformative education and contributions to national and continental development.

The year-long celebrations, themed, "Six Decades of Transformative Education: Empowering Africa's Future Business Leaders", were unveiled at a colourful media launch on Tuesday, August 12.

Launching the celebrations, the Chancellor of UPSA, Dr. Kofi Kodua Sarpong, commended the University's resilience and growth over the decades, noting that the anniversary was an opportunity to honour its legacy while embracing its future ambitions.

The Vice-Chancellor Prof. John Kwaku Mensah Mawutor paid tribute to the institution's founder, the visionary Nana Opoku Ampomah I, for laying the foundation for what has become a leading centre of academic excellence.



ANNUAL Leadership Lecture 2025

The UPSA Annual Leadership Lecture series was established in 2017 to provide a platform for national and global discussions on challenges and issues that cut across humanity.

The keynote address at the 2025 UPSA Annual Leadership Lecture on Tuesday, August 19, was delivered by Mr. Zuma, a former president of South Africa. He stressed that Africa's economic future lies in strengthening its integration and aligning with groupings such as BRICS, which provide an alternative to the dominant global financial order.

The lecture was held on the theme "The geopolitics and geo-economics of de-dollarisation: BRICS currency strategy, lessons for Africa's common currency and beyond".



UPSA 60th Anniversary Health-a-Thon

As part of activities to mark the 60th Anniversary celebration of UPSA, the planning committee organized a health walk dubbed “health-a-thon” through the streets of East-Legon.

The health-a-ton brought together students, lecturers and administrators of the University to partake in various exercise, aerobics and health screening session for all participants.



UNIVERSITY Day of Thanks giving

UPSA on Tuesday, 16 December 2025, held its annual Day of Thanksgiving at the Kofi Ohene-Konadu Auditorium, bringing together Management, Faculty and Staff in a solemn service of praise, reflection and gratitude.

The ceremony also honoured fourteen staff members who retired in 2025 for their years of dedicated service and contribution to the growth of the University.

Addressing the gathering, Vice-Chancellor Prof. John Kwaku Mensah Mawutor urged gratitude as an expression of faith, acknowledging God's grace in sustaining UPSA through seasons of growth. He commended staff for their commitment and encouraged the community to uphold excellence and integrity.

The sermon was delivered by Prophet Fred Antwi, who urged the congregation to remain grateful despite challenges, drawing lessons from the biblical accounts of David and Joseph.



05



Stakeholders & Partnerships

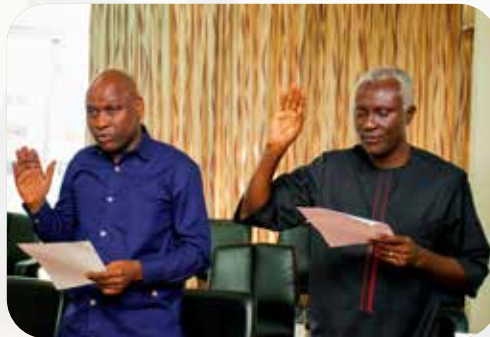
UPSA maintained strong partnerships with industry leaders, and institutions, enhancing academic programmes, providing internship opportunities, and supporting research initiatives.

Community Initiatives

UPSA inaugurated **Professional Advisory** **Committee**

The University of Professional Studies, Accra (UPSA), inaugurated a Professional Advisory Committee to provide strategic direction on the design and implementation of professional training programmes and uphold the highest standards in academic delivery.

The ceremony, was held on Thursday, 19th June 2025 to formally usher in the committee's mandate to advise the Academic Board on relevant professional training needs, review academic programmes, and offer expert guidance to ensure the University maintains excellence in professional education.



UPSA Reaffirms support for **Ga-Dangme** **Communities**

Members of the La Traditional Council commended the University of Professional Studies, Accra (UPSA) for its continuing efforts at empowering local communities through education.

The University reaffirmed its commitment to supporting Ga-Dangme communities through enhanced educational initiatives, scholarships, and strengthened partnerships with traditional authorities.

Vice-Chancellor Prof. John K. M. Mawutor pledged to sustain, and potentially expand, support for local students through the Ga-Dangme Scholarship Scheme, which provides funding for qualified indigenes.

He highlighted UPSA's ongoing support for local communities, including initiatives such as admission concessions and the Ga Dangme Scholarship Scheme, which benefits students from Ga-speaking communities, including La.

He also announced plans to promote the Ga language by deploying UPSA students to community basic schools to teach the language as part of the university's community service efforts.



CONTINUOUS SUPPORT TO La Nkwantanang Basic 7 & 8 Schools

The University's continuous support and commitment to the La Nkwantanang Basic 7 & 8 Schools towards their educational development was appreciated by its pupils.

Led by the heads of the two schools, the pupils conveyed their gratitude during a courtesy call on the Vice-Chancellor of UPSA, Prof. John Kwaku Mensah Mawutor, at his office on Friday, February 21 2025.

The visit was to acknowledge the university's contributions since adopting the two community basic schools five years ago.

The adoption, which forms part of UPSA's Corporate Social Responsibility, has significantly improved the schools' learning environment, infrastructure, and academic resources and provided mentorship programs.



OUR Collaborations WITH INDUSTRY

■ Collaborations with industry in support of the Faculty-Authored Book Project



Access Bank Ghana partnered the University in support of the Faculty-Author Textbook Project



FirstBank Ghana partnered the University in support of the Faculty-Author Textbook Project





GLICO Group partners with the University of Professional Studies, Accra (UPSA) in support of the University's Faculty-Author Textbook Project

Courtsey Calls



UPSA Vice-Chancellor paid homage to the Ga Mantse



UPSA and CSIR-IIR open collaborative talks



The Management of UPSA, led by Vice-Chancellor Prof. Kwaku Mensah Mawutor, paid a courtesy call on the Chairman of the Church of Pentecost, Apostle Eric Nyamekye.



UPSA Vice-Chancellor paid courtesy call to the new IGP upon his appointment



Zenith Bank Ghana Limited initiated collaborative discussions with the Management of the University

OUR Collaborations WITH OTHER UNIVERSITIES

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.



University of Virgin Islands



Birmingham City University Business School, United Kingdom



Carleton University, Canada



University of California College of the Law, San Francisco



University of Malta, Malta



Volda University College, Norway



Ganpat University, Gujarat-India



Covenant University, Nigeria



University of Makeni, Sierra Leone



University of New Brunswick



University at Buffalo, USA



University of Venda, South Africa



Università Cattolica del Sacro Cuore



University of Johannesburg,
South Africa



Synergy University, Russia



St. Clare College, India



University of Rwanda, Rwanda



University of Makeni, Sierra Leone



Institute of International
Education, USA



Chartered Institute of Export and
International Trade, UK



Etranzact, Ghana



Western Galilee College,
Israel



Ekonomikas Un Kulturas
Augstskola, Latvia



Association of Commonwealth
Universities, UK



University of Botswana



University of Kigali, Rwanda



Tomas Bata University, Czech
Republic



Association of African
Universities, Ghana



ALPi, African Continental Free Trade Area



Anglogold Ashanti Siguiri Mine, Guinea



Zhoukou Normal University, China



Commonwealth Enterprise and Investment Council



Woldia, Unity University, Ethiopia



Higher Ed Partners, South Africa



Centre for International Education & Collaboration

Dr. Edwin Ayernor

Ag. Director, Centre for International Education & Collaboration

Introduction

This report presents the activities and accomplishments of the Centre from January to November 2025. In June 2025, the Director, Ms. Ivy Heward-Mills, commenced a two-year leave of absence. Subsequently, Dr. Edwin Ayernor was appointed as Acting Director of the Centre.

Staffing

The Centre was led by the Acting Director, Dr. Edwin Ayernor, supported by Mrs. Emma Pimpong, Assistant Registrar, and Miss Mizpah Etonam Tay, Principal Administrative Assistant, who ensured efficient administrative and operational support.

Key Activities and Achievements

Collaboration for Academic Initiatives and Mobility Programmes

Two UPSA staff members participated in the International Week Celebration at Volda University College from 10–14 February 2025, strengthening academic engagement and global exposure.

Special Lecture “Time with the WTO”

In collaboration with the UPSA Law School, the Centre organised the second edition of the special lecture series, “Time with the World Trade Organisation” on 3 March 2025. The event enhanced the University’s visibility in global trade education and provided students with expert insights into international trade governance.

Support for Staff Participation in CTIS

The Centre facilitated the processes for four UPSA staff members to participate in the Commonwealth Trade and Investment Summit (CTIS), held in the United Kingdom in April 2025.

Erasmus+ KA171 Staff Incoming Mobility EKA University, Latvia

The Centre hosted Professors Jelena Titko and Tatjana Tambovceva from 3–7 February 2025 under the Erasmus+ KA171 initiative. During their visit, they delivered a lecture on “Circular Economy” and engaged Management, Deans, and faculty on strengthening institutional collaboration and knowledge exchange.

Visit by Volda University Delegation

A two-member delegation from Volda University College, Prof. Oyvind Okland and Ms. Iulia Beleuta visited UPSA from 17–21 March 2025 under the reciprocal Erasmus+ mobility arrangement. They delivered a guest lecture titled “Intercultural Communication and Culture Shock” to students of the Faculty of Information Technology and Communication Studies.

EKA University Staff Outgoing Mobility

In line with the MoU between UPSA and EKA University of Applied Sciences in Latvia, four UPSA staff members participated in outbound mobility during EKA's ETech Conference and International Week Celebration held from 21–27 April 2025.

Erasmus+ Student Mobility Volda University College

Five UPSA students (three undergraduate and two graduate) were nominated for the Erasmus+ exchange programme at Volda University College. They arrived in Norway on 15 August 2025 and commenced academic activities from 19 August to 19 December 2025 for the Autumn semester.

Erasmus+ Student Mobility Tomas Bata University, Czech Republic

Six undergraduate students were selected to participate in the Spring 2026 semester under the Erasmus+ mobility programme at Tomas Bata University. The Centre supported all preparatory processes ahead of the programme scheduled for 1 February to 30 June 2026.

EKA University Professors' Visit (November 2025)

Professors Vita Zarina and Ksenija Milca visited UPSA from 9–14 November 2025 under the Erasmus+ mobility programme. Their visit included strategic meetings with Management, guest lectures, participation in the Faculty of Accounting & Finance (FAF) Eminent Award event, and campus and city tours aimed at deepening academic cooperation.

University of Venda PhD in Law Programme

Under the existing partnership, the University of Venda (South Africa) offered ten PhD slots in Law to UPSA faculty. Eleven faculty members expressed interest, with two eventually submitting applications.

Higher Ed Partners South Africa Online MBA Launch

The Centre worked with relevant university directorates and Higher Ed Partners (South Africa) on planning the launch of four fully online MBA programmes scheduled for January 2026:

- MBA in Accounting and Finance
- MBA in Marketing
- MBA in Auditing
- MBA in Corporate Governance

George Washington University, USA

Following the Pro-Vice-Chancellor's directive, the Centre coordinated a course mapping exercise to support

ongoing collaboration efforts. The Faculties of Management Studies, IT and Communication Studies, and Accounting and Finance completed their submissions for further alignment.

Zhoukou Normal University, China

The Centre facilitated the signing of a Memorandum of Understanding (MoU) with Zhoukou Normal University to strengthen cooperation in teaching, research, faculty and student exchanges, and academic development.

Joint Postgraduate Programmes University of Makeni (UNIMAK), Sierra Leone

Draft accreditation documents for three postgraduate programmes (Master's in Peace, Security and Intelligence; MPhil in Accounting; and MPhil in Finance) were reviewed in preparation for accreditation by Sierra Leonean authorities.

International Summer Student Research Internship Ganpat University, India

Ganpat University proposed a Virtual International Summer Student Research Internship Programme (Guni-SSRIP). The Centre compiled a list of 321 eligible students. Due to timing constraints, the programme will be considered for implementation during the next cycle.

Tripartite Collaboration Woldia University & Unity University, Ethiopia

Following the Vice-Chancellor's directive, the Centre initiated processes to establish

a tripartite MoU with Woldia University and Unity University in Ethiopia. Woldia University has submitted the draft MoU for review.

Montgomery College COIL Partnership

The Acting Director and the Dean of the Faculty of Accounting and Finance met with a representative of Montgomery College to explore a Collaborative Online International Learning (COIL) partnership. The initiative aims to promote co-designed virtual courses, faculty collaboration, and intercultural learning.

English Learning Programme for Nigerian Arabic Scholars

In collaboration with the Language Centre, the Centre received five international scholars from Nigeria on 11 August 2025 for a 12-week English proficiency programme comprising six weeks of in-person training and six weeks of virtual instruction. The curriculum focused on modern English usage, presentation skills, and academic writing.

Virtual Engagement with St. Mary's University, Canada

The Centre held discussions with St. Mary's University on potential areas of collaboration including joint academic programmes, faculty exchange, and sponsored PhD opportunities.

STL Amandi Foundation Volunteer Mentorship Initiative

The STL Amandi Foundation proposed a mentorship initiative that would engage UPSA students in mentoring primary school pupils, with provisions for stipends. The proposal is currently under review.

ESAB Corporation Visiting Faculty Collaboration

Prof. Alexey Nuzhnny, Regional Finance and Administrative Director of ESAB Corporation, expressed interest in developing a visiting faculty partnership with UPSA. Further engagements will be pursued.

Upcoming Activities

Engagement with Bedwei-Ibe Foundation

The Centre met with Mrs. Ayesha Bedwei-Ibe regarding an annual scholarship scheme for five financially disadvantaged students. The initiative has received approval from the Vice-Chancellor.

Erasmus+ Student Mobility Volda University College (2026)

Two undergraduate students and one staff member have been nominated for the February 2026 mobility programme. Students will undertake their studies from January to June 2026, while the staff visit is scheduled for 9–13 February 2026.

Saint Louis University Partnership Request

A draft MoU received from Saint Louis University has been forwarded to the Registrar for institutional review and consideration.

Experience Africa Programme University at Buffalo

The Centre received a proposal to co-host the Experience Africa Programme from 28 December 2025 to 7 January 2026, in collaboration with the University at Buffalo School of Management and the All-Africa Students Union (AASU). Mr. Peter Kodjie, a UPSA faculty member and Secretary-General of AASU, is leading UPSA's involvement.

International Student Recruitment Drive Nigeria and Burkina Faso

The Centre prepared to participate in the 3rd edition of the International Student Recruitment Drive, coordinated by the Ghana Export Promotion Authority. However, the event was postponed.

Association of Commonwealth Universities (ACU)

Correspondence was received regarding the 2025 ACU Congress scheduled for 26–28 November 2025 at the University of Nairobi, Kenya.

University of the Virgin Islands

A delegation from the University of the Virgin Islands visited UPSA from 9–22 December 2025 under its “Passport to the World Travel-Learning Programme,” including a guest lecture and student engagements.

Students' Representative Council (SRC) Collaboration

The Centre held a strategic meeting with SRC executives to align activities with UPSA's 60th Anniversary and International Week celebrations. Discussions focused on transnational education opportunities, expanded scholarship access, and support mechanisms for international students.

Strategic Initiatives and Recognitions

Renewal of Strategic Partnership

The Centre renewed UPSA's subscription to the Commonwealth Enterprise and Investment Council (CWEIC).

2025 Ghana Executive Awards

At the 2025 Ghana Executive Awards, the former Director, Ms. Ivy Heward-Mills, received two honours the PR Executive of the Year and Outstanding Woman in Leadership Awards in recognition of her exemplary leadership and strategic contribution to institutional development.

Student Support Activities

- The Centre supported international students with residence permit renewals, visa letters, fee-related concerns, and other administrative needs.

- A cultural immersion tour was organised on 6 March 2025 to introduce international students to Ghanaian heritage through visits to the W.E.B. Du Bois Centre, the Lighthouse, and other iconic sites, followed by a local culinary experience.

Strategic Documentation

Designation as Critical Information Infrastructure (CII) Owner

The Vice-Chancellor conveyed correspondence from the Ministry of Communication, Digital Technology, and Innovation designating UPSA as a Critical Information Infrastructure Owner under the Cybersecurity Act, 2020 (Act 1038). The Director will guide compliance with requirements set by the Cyber Security Authority.

Review of Collaboration and Internationalisation Policies

In line with the Vice-Chancellor's directive, the Acting Director reviewed the Collaboration Policy and Internationalisation Policy developed by the former Director. Both policies have been approved for implementation.

Commonwealth Opinion Editorial

The Centre secured a feature on the Commonwealth website following a competitive selection process among higher education institutions to commemorate UNESCO's International Day of Education.

Conclusion

This report highlights the Centre's extensive contributions toward advancing UPSA's internationalisation agenda. The Centre expresses its appreciation to University Management for its sustained support and strategic guidance throughout the reporting period.

Kindly refer to the University's Statistics Document on the website for more details.



06

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.



Office of Doctoral Programmes

Prof. Raymond K. Dziwornu

Director, Office of Doctoral Programmes

Overview

The Office of Doctoral Programmes (ODP) was established in 2018 to provide strategic oversight and coordination of all PhD programmes in the University. The ODP is, therefore, committed to delivering quality, competitive and globally recognised doctoral programmes to meet national and global needs. Over the last seven years, the ODP has ensured consistent delivery of high-quality doctoral education and research training. The ODP's vision is to be a globally recognized and competitive provider of doctoral education in the business and social sciences. Thereby, we hope to be responsive to the nation's developmental priorities. Doctoral students benefit from rigorous coursework, high-quality supervision by both local and international faculty, and comprehensive academic monitoring to ensure sustained scholarly excellence. Our programmes thus offer candidates a strong foundation in theoretical and applied knowledge, while developing their advanced analytical and research competencies.

Programmes Offered

Currently, the ODP administers seven doctoral programmes in Marketing, Accounting, Finance, International Security & Intelligence,

Interdisciplinary Studies (with three areas of concentration), Information Systems, and Management. The Interdisciplinary Studies programme is offered with three concentrations: Public Policy and Social Change, Ethical and Creative Leadership, and Educational Studies, thereby providing students with a broad and flexible framework to pursue advanced research in their chosen fields.

Staff

The Office, led by a Director, was supported by two Administrators and two National Service Personnel. The Office worked with 55 faculty members to teach and supervise students. In 2025, Mrs. Eunice Ahiabor an Assistant Registrar was promoted to Senior Assistant Registrar while Dr. Timothy Zilevu was appointed as the Coordinator of the ODP.

Student Statistics

The expansion of doctoral programme offerings, together with sustained growth in demand, has contributed to a steady increase in student enrolment. As of the end of the reporting year, the total PhD student population stood at three hundred and twenty-nine (329), comprising 235 male and 94 female students. This translates

into 71.4% and 28.6% of male and female students respectively.

During the 2025-26 academic year, 174 students were admitted. However, 148 of them registered across the seven PhD programmes, thus representing an acceptance rate of 85%. This reflects the attractiveness and competitiveness of the University's doctoral programmes.

PhD Student Population Distribution by Programme and Year Group

Programme	Year 1		Year 2		Year 3		Year 4		Year 5-8		Total
	M	F	M	F	M	F	M	F	M	F	
PhD Marketing	10	6	9	8	9	2	15	3	18	13	93
PhD Accounting	16	4	8	4	14	3	14	1			64
PhD International Security and Intelligence	18	3	3	9	10	2					45
PhD Interdisciplinary Studies- Leadership	9	2	5	3							19
PhD Interdisciplinary Studies- Policy	11	8	8	2							29
PhD Interdisciplinary Studies- Education	3	8									11
PhD Finance	16	4	11	3							34
PhD Information Systems	11	0	3	1							15
PhD Management	14	5									19
Total	108	40	47	30	33	7	29	4	18	13	329

Source: USIS/ODP, 2025

Highlights of Key Achievements

Admission of PhD Students for 2025-26 Academic Year

Following Management's approval to commence enrolment into the PhD programmes for the 2025-26 academic year, the ODP, in collaboration with the Academic Affairs and Public Affairs Directorates, prepared and disseminated publicity material via the print and digital media.

Programme-specific flyers were also developed for each of the seven PhD programmes. These were circulated across various media platforms beginning early March 2025. A virtual information session

was held on 17th April 2025 to engage prospective applicants. The session featured presentations on the application process, tuition fees, and programme structure. It also included an interactive question and answer (Q&A) segment during which the prospective applicants' concerns were addressed. Attendance exceeded 50 virtual and in-person participants. The application window opened in March 2025 and closed in September 2025, during which 311 applications were received across the various PhD programmes.

Comprehensive Examinations

A total of thirty-Eight (38) students comprising sixteen (16) Accounting students, eleven (11) Marketing students, and eleven (11) International Security

and Intelligence students sat for the Comprehensive Examination. All the students, with the exception of three (3) International Security and Intelligence students, successfully passed the examination.

Thesis Proposal Defense

During the period under review, the Office of Doctoral Programmes (ODP) organised the Thesis Proposal Defense for Year Three candidates whose academic records qualified them to progress to that stage. A total of thirty-four (34) candidates comprising twenty (20) PhD Marketing candidates and fourteen (14) PhD Accounting candidates participated in the defense.

Thesis Defense:

The ODP, in collaboration with the Research and Consultancy Center, and Marketing Department, held thesis oral defence meetings for thirteen (13) PhD Marketing candidates (February 8, and August 5 windows), who submitted their final thesis for external assessment. This enabled the candidates to publicly present and defend their work, after which a decision was taken by the Panel of Examiners. Twelve candidates passed the defence while one was given one year to revise and represent the thesis for consideration.

Graduation

Twelve (12) PhD Marketing candidates who were given approval by the Internal Examiners and consequently approved by the Board of Examiners meeting, were slated for the next graduation ceremony held in December, 2025. The breakdown of the graduands, according to year of admission is shown below:

Total Number of Graduands

Total Number Graduands	Entry Year
3	2018-19 Academic Year
4	2019-20 Academic Year
5	2020-21 Academic Year

Source: USIS/ODP, 2025

Organised Seminars and Workshops

As part of its capacity building efforts, the ODP organised workshops and seminars for its students and faculty during the reporting period. Some are stated below.

1. 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.
2. Work-In-Progress Seminar presentation was organized for all final year candidates.
3. The ODP organized a three-day bootcamp for PhD students/candidates. This was part of efforts to deepen the qualitative and quantitative research competence of doctoral students

at UPSA. The bootcamp generated a surplus income of over GH¢57,000.00 for the University.

4. The ODP organised a full-day doctoral colloquium for all third-year students who were beginning their thesis writing in the 2025-26 academic year. The aim was to offer them the opportunity to present their research ideas/proposals, get feedback from Senior Members, and hence prepare for their respective thesis journeys ahead.
5. In collaboration with the Research and Consultancy Centre (RCC), a seminar was organised for all PhD students on the use of the Mendeley app for academic writing.

Proposals Submitted to Management

The following proposals were submitted to Management during the period under review.

Proposals Submitted to Management

Proposal submitted	Status
Review of PhD teaching rates	Approved
Introduction of PhD bootcamp	Approved
Doctoral colloquium	Approved
Payment of allowance to PhD Co-Supervisors	Yet to be approved
PhD Supervision of other universities	Yet to be approved
Conduct of Comprehensive Examination for failed student	Approved
Revision of PhD programmes structure	Approved
Purchase of statistical software/Turn-It-In	Yet to be approved

Source: ODP, 2025

Implementation of New Programme Structure

Following Management's approval, the ODP implemented a new programme structure for all PhD programmes. Unlike the previous structure that allows students to complete their coursework in one and a half years and defend their proposal in the third year, the new structure allows students to complete their course work in one year, write the Comprehensive Exam and defend their proposal in the second year. They will then have effectively two years to write their thesis.

PhD Programme Reaccreditation

The ODP in collaboration with the Quality Assurance Directorate, the faculties and Departments, reviewed three (3) programmes for reaccreditation. The programmes, which have been duly submitted to the Ghana Tertiary Education Commission (GTEC), are:

- i. PhD Interdisciplinary Studies
- ii. PhD Marketing
- iii. PhD International Security and Intelligence

Assignment of PhD Supervisors

Thesis Supervisory Committees were assigned thirty-eight (38) students thus: Marketing - 11; Accounting -16; and International Security & Intelligence -11. These students have passed their Comprehensive Examination, and are to begin their thesis writing. Each Supervisory Committee is made up of a Principal and Co-Supervisors. Letters of engagement were sent to all supervisors.

Ethical Clearance Requests

The ODP received ethical clearance requests from twenty (20) PhD students to seek permission for fieldwork/data collection. The requests were then submitted to the Research and Consultancy Centre (RCC) for consideration. The ODP and RCC plan to organize a seminar for the students during which we can address issues regarding the requirements and consequently improve the turnaround time.

NEW ACADEMIC PROGRAMMES

In collaboration with the Faculty of Management Studies the University secured GTEC approval to run PhD Management, and PhD Public Policy and Leadership. Subsequently, students were admitted onto the PhD Management programme for the 2025-26 academic year. The PhD Public Policy and Leadership programme has not yet been started.

Pull Up Banner and MTN Router

The Office took delivery of two (2) pull-up banners for publicity of its programmes. The ODP also took delivery of two (2) MTN routers to facilitate administrative work, teaching and learning.



Graduation of PhD Marketing Candidates

Research Publication & Contribution

In partial fulfillment of the requirements for the award of the degree of Doctor of Philosophy in Marketing, twelve students submitted their respective final theses to the University. In addition, ten (10) PhD students/candidates published twenty (20) articles in reputable journals. They also presented papers at conferences during the period.

Visit to the Bundase Training Camp

About twenty (20) PhD International Security and Intelligence students visited Bundase Training Camp to witness the 2025 edition of the Land Combat Power Demonstration Exercise on Friday October 31, 2025. The visit was initiated by Major General Dr Emmanuel Kotia, a Lecturer. The visit sought to broaden the perspectives of students on strategic and operational frameworks thereby enriching their academic and professional development.



Graduation of PhD Marketing Candidates



Outlook for 2026:

Programme Opportunities

- a. The ODP will collaborate with the Centre for International Education and Collaboration to have at least five percent of our PhD candidates being foreign students.
- b. The ODP will work 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 publish in top-notch journals. The ODP will undertake regular seminars to build the capacity of our students in this regard.
- d. Opportunities exist to collaborate with doctoral schools of other universities to organise seminars, workshops and offer our students opportunity to collaborate with other PhD students.

- e. Our students are eager to develop their data analysis and academic writing skills to become more competitive. The ODP will, therefore, organise hands-on practical sessions on data analysis/statistical software usage for them. This is expected to build their capacity as researchers.

The ODP is committed to delivering quality, competitive and globally recognised doctoral programmes to meet national and global needs. The 2026 outlook for our PhD programmes is bright with many opportunities. The ODP will continue to promote high academic standards, ensure effective theses 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.

Kindly refer to the University's Statistics Document on the website for more details.



School of Graduate Studies

Dr. Michael Mickson
Dean, School of Graduate Studies

Overview of the Graduate School

This report provides an overview of the School of Graduate Studies' activities for 2025. The school has made tremendous progress in attracting qualified students from within and outside the University, owing to its demand-driven programmes, which have led to increased enrolment over the years. During the year under review, a total of Two Thousand, Three Hundred and Ninety-six (2,396) applications were sold out to the public. Out of this, a total of Two Thousand, Two Hundred and Forty-seven (2247) students, representing 93.7% per-cent of the applicants, were offered admission into the various programmes at the School of Graduate Studies.

Looking ahead, the School of Graduate Studies aims to strengthen its growing influence as a leader in leadership innovation and corporate entrepreneurship in Ghana. The school also plans to enhance its instructional practices and research by attracting international faculty and expanding exchange programmes.

By the end of April 2025, the School moved all its lectures to the Amartey Towers together with the Graduate School secretariat. Skeletal staff were however left at the Graduate Hall (GH) building. The ten (10) programmes coordinators have all been allocated

offices on the first floor of Amartey Towers where the school has been allocated.

This is the annual report on the activities of the School of Graduate Studies for the period spanning January 2025 to December 2025. The School of Graduate Studies (SOGS) has been in existence since January 2009. Since its inception, the school has expanded from its original twenty (20) flagship academic programmes, which have been highly popular with both local and international students. In the 2025/2026 academic year and have recently added other programmes namely, Master of Philosophy in Management, Master of Philosophy in Information Systems, Master of Business Administration in Business Management, Master of Business Administration in Assets and Wealth Management, Master of Science in Information Systems, Master of Science (MSc.) in Information Security Management, Master of Laws (LLM) in Competition and Consumer Protection Law, Master of Laws (LLM) in Natural Resource and Climate Change Law and Master of Laws (LLM) in International Business and Commercial Law during the 2025/2026 academic year. The School has since graduated seventeen (17) batches with the seventeenth (17th) batch graduated on October 3, 2025

Staffing

The School of Graduate Studies recorded a total staff strength of ninety-two (92) during the review period, comprising fifty-three (53) full-time senior members, twenty-six (26) adjunct faculty, four (4) senior administrative members, and nine (9) non-senior staff. The School's Management team is led by the Dean and supported by the Vice-Dean, School Administrator, Senior Assistant Registrar, Assistant Registrar, Junior Assistant Registrar, three Administrative Assistants, and ten Programme Coordinators.

Statistics

Applications Statistics for 2025-2026 Academic Year

During the year under review, the School of Graduate Studies received a total of two thousand, three hundred and ninety-six (2,396) applications for admissions into the various programmes

Admissions

Out of the two thousand, three hundred and ninety-six (2,396) applications received for the 2025/2026 academic year, a total of two thousand, two Hundred and forty-seven(2247) students, representing 93.7% per-cent of the applicants, were offered admissions into the various programmes at the School of Graduate Studies as shown in the Table.

Admitted Applicants to various programmes

Programme	Evening	Weekend	2025 Total	2024 Total	2023 Total
MBA Accounting and Finance	115	393	508	355	397
MBA Accounting and Finance (Distance)		79	79	26	41
MBA Auditing	8	19	27	26	19
MBA Auditing (Distance)		4	4	8	6
MBA Corporate Governance	26	47	73	61	64
MBA Corporate Governance (Distance)		11	11	11	0
MBA Marketing	23	44	67	26	52
MBA Marketing (Distance)		8	8	8	2
MBA Total Quality Management	29	58	87	47	55
MBA Internal Auditing	2	4	6	3	11
MBA Impact Entrepreneurship and Innovation	10	41	51	34	37
MBA Corporate Communication	15	50	65	43	38
MBA Petroleum Accounting and Finance	16	25	41	26	18
MBA Asset and Wealth Management	1	1	2		
MBA Management Information Systems	4	9	13		
MBA Business Management	4	8	12		
MPhil in Leadership	22		22	11	13
MPhil Leadership Top up	6		6	0	3
MPhil Accounting	37		37	15	19
MPhil Accounting Top-up	12		12	17	14
MPhil in Finance	45		45	30	18
MPhil in Finance (Top-up)	22		22		
MPhil Media and Digital Communication	34		34	21	17
MPhil Marketing	4		4		
MPhil Information Systems	27		27		
MPhil Information Systems (Top up)	3		3		
MPhil Management	26		26		
MPhil Management (Top-up)	13		13		
MA Brands and Communications Management	58	102	160	127	140
MA Peace, Security & Intelligence Science	37	177	214	160	155
MA Digital and Strategic Marketing Management	17	61	78	37	
MA Media and Digital Communication	19	26	45	38	

Programme	Evening	Weekend	2025 Total	2024 Total	2023 Total
MSc. Insurance Risk Management	5	40	45	30	25
MSc. Procurement Management	45	79	124	99	87
MSc. Pensions Management	2	9	11	12	9
MSc. Leadership and Organizational Dev.	10	57	67	26	4
MSc Information Systems	22	57	79	36	
MSc Information Security Management	7	25	32	12	
Master of Laws in Competition and Consumer Law	8	8	16		
Master of Laws in International and Business Law	24	17	41		
Master of Laws in Natural Resources and Climate Law	12	18	30		
Total	770	1477	2247	1345	1,244



Scenes from the 2025 Matriculation

USIS: November, 2025

Orientation for Fresh Students

The 2025/2026 newly admitted students' orientation was held on Friday, September 26, 2025 and Saturday, September 27, 2025. The two-day sessions were a combination of virtual and in-person orientations. The aim was to familiarize students with the rules and regulations governing their time on campus and to provide them with the opportunity to interact with the University's principal officers.

The Vice-Chancellor, Prof. John Kwaku Mensah Mawutor addressed the students and advised them to be worthy ambassadors of the school. He assured them of his commitment to providing a congenial learning environment.

Also present were the Dean of the Graduate School, the Deputy Director of Academic Affairs, Director of Finance, some Directors and Faculty Deans, Heads of Departments, along with the Graduate School Management team. Each key officer present spoke to the students on a range of topics, including the University's history, registration procedures, examination processes, financial matters, library usage, and general students' affairs.

The Second Session (Time with Programme coordinators)

This session christened, 'Time with your coordinator' took place in on Saturday, September 27, 2025. At this session, students were segmented into their programmes of study. Each programme coordinator met with his students for a syndicate group presentation. Among the issues presented to the students including, but not limited to:

- The programme philosophy and its objectives
- The teaching time table
- The course structure
- The grading system
- Any other related issue

Matriculation

Matriculation ceremony for the 2024/2025 Academic year was held on Friday, November 7, 2025 for all newly admitted students. In attendance were all the principal officers of the University.

Graduation 2025

The fourth session of the 17th Congregation ceremony of the University was held on Friday, October 3, 2025, with eight hundred and seventy-six (876) students from the School of Graduate Studies (SOGS) graduating with Master's Degrees in various disciplines. The fifth session was held on Thursday, December 4, 2025, at the ultra-modern UPSA Auditorium. The main students graduated were the January Intake cohort.

Graduation 2025 (January Intake)

The Fifth session of the 17th Congregation ceremony of the University was held on Thursday, December 4, 2025, with One hundred and eighty-eight (188) students from the School of Graduate Studies (SOGS) graduating with Master's Degrees in various disciplines.

Audit of Results for 2023/2024 Graduating Cohort

As part of due diligence following the 2024/2025 graduation, the School of Graduate Studies (SOGS) conducted an audit of the results for all final-year and graduating students of the University. This crucial task was carried out by the programme coordinators and the school administrator, under the supervision of the Vice-Dean of SOGS. The audit was successfully completed.

Collection of Certificates for the 2025 Graduating Class

The School of Graduate Studies took delivery of the 2025 graduating class certificates that were available from the Academic Affairs Directorate for

distribution just after the graduation ceremony. The certificates are still being issued out to students. The process has proceeded smoothly so far as students were made to go through the clearance processes. As of the time of writing this report, four hundred and eighty-five (485) students, have so far been issued with their certificates.

Activities for the First Semester of 2025/2026 Academic Year

Arrangements for Teaching and Learning

The first semester of the 2025/2026 academic year began in earnest on Monday, September 6, 2025 and end on November 23, 2025 for the Year Two students, whilst the Year One lectures started on September 29, 2025 and is expected to end on December 21, 2025.

Examinations

The first semester examination for the 2025/2026 academic year for Year Two students is scheduled to take place from

Sunday, November 30, 2025 to Sunday, December 21, 2025. The Year One examination is scheduled to take place from Friday, January 16, 2026 to Sunday, February 1, 2026.

2025 Practitioners' Forum

The Vice-Chancellor approved for the forum to be held by the School of Graduate Studies (SOGS) on Friday, 30th May and Saturday, 31st May, 2025. An invitation was extended to key resource persons.

The 2025 Practitioners' Forum was chaired by the Vice-Chancellor, Professor John Kwaku Mensah Mawutor. The Keynote address was delivered by Dr. Linda Narh, the Ag. Vice-Dean of School of Graduate Studies.

On the first day, Mr. Frank Kwabena Owusu, the programme moderator, introduced the



Scenes from the 2025 Practitioners' Forum

first keynote speaker as “Dr. Kofi Amoa-Abban, Founder & CEO of Rigworld Solutions, a distinguished Ghanaian entrepreneur in the oil and gas sector.

The second day saw two presenters. The first presenter was Madam Obuobia Darko-Opoku, Ag. Deputy Managing Director, Ghana Airports Company Limited (GACL).

The second presenter for the second day was Ms. Ivy Heward-Mills. She is a seasoned boundary spanner, accredited public relations professional, business and leadership development coach, International Protocol and cross-cultural etiquette consultant.

Transfers and Leave of Absence

During the period under review, Mr. Samuel Mensah was transferred to the Examinations Unit as the Examinations Officer, Mr. Michael Kwabena Akuoko from Human Resource Directorate replaced him as the School Officer. Ms. Eunice Edinam Korveh took up appointment as a faculty member. Mr. Edinam Ayisadu was transferred from Institute of Professional Studies to the school. Ms. Dianah Okpoti was also transferred from Business Development Centre to the School. Mr. John Chagna was transferred from the school to the Physical Development Directorate and Ms. Patience Asantewaa was also transferred to the Finance Directorate. In another development, two Senior Lecturers were granted two years leave of absence, Prof. George Cudjoe Agbemabiese and Dr. Benjamin Angenu.

Executives of Graduate Student Association of Ghana (GRASAG)

The Management of the School of Graduate Studies, a inaugurated the executives of the Graduate Students Association of Ghana (GRASAG) for the 2024/2025 academic year. The names and positions of the elected executives are as follows:

GRASAG Executives for 2024/2025 academic year

Name	Position
John Mwiniasaa Nounyah	President
Joshua Agbozo	Vice-President
Maxwell Asante	General Secretary
Bright Obonse	Financial Controller
Aziz Mahmud Watara	Organizer
Esther Ofosuaa Gyamfi	Women's Commissioner

During the period, GRASAG supported institutional initiatives by donating to the Vice-Chancellor's Endowment Fund. The GRASAG Women's Association, together with the SRC Women's Commission, also organised a breast cancer awareness programme to promote early detection and preventive practices among women on campus.

MPhil Finance and Leadership Final Defense

As part of the requirements for the award of MPhil certificates, students are required to defend their theses. This year's final thesis defense took place from July 12 to August 5, 2024, via Zoom. A total of twenty-three (23) regular students defended their theses, while three (3) students were unavailable to present.

The final defense was chaired by Prof. Joseph Tuffour and Prof. Samuel Antwi. Other panel members included Dr. David Mensah, Dr. James Doku, Dr. Richard Agbanyo, Dr. Abdul-Mumuni Abdallah, Dr. Isaac Ofoeda, Ms. Sangmoukour Tetteh, and Mr. Samuel Mensah, who served as the secretary to the panel. All students successfully passed their defenses and were duly processed for graduation, except for one MPhil Leadership student.



Scenes from the E4Impact



As part of their Corporate Social Responsibility course, our MBA Corporate Communications students donated essential medical supplies to the Pediatric Department of the University of Ghana

Focus for 2026

Projections for the year 2026

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

- i. Offer excellent teaching and learning experiences to all students to equip them to excel in their chosen Careers
- ii. Diversify the university's source of income through submission of proposals for grants for research and projects.
- iii. Increasing student intake by introducing more demand-driven programmes that align with industry needs and global trends.
- iv. Establishing partnerships and collaborations with organizations globally to enhance research,

student exchange programmes, and professional development.

- v. Strengthening academic support services to improve student learning outcomes, including tutoring, mentoring, and career counseling.
- vi. Expanding research initiatives by encouraging faculty and students to engage in more interdisciplinary research, contributing to the academic reputation of the school.

Recommendations

Management should prioritize addressing some the challenges including inadequate resources before the commencement of the second semester of the 2023/2024 academic year.

Kindly refer to the University's Statistics Document on the website for more details.



Faculty of Management Studies

Dr. Ernest Mensah Abraham

Dean, Faculty of Management Studies (Ag)

Dean's Message

At the Faculty of Management Studies (FMS) of the University of Professional Studies, Accra, we continue to redefine teaching and learning through innovation, inclusivity, and impact. Our focus remains clear, to nurture ethical, entrepreneurial, and globally competitive leaders capable of driving sustainable transformation in Ghana, Africa, and beyond.

Over the past year, FMS has strengthened its position as a place of academic and professional excellence. We have modernized our curricula to reflect emerging global trends in digital transformation, sustainability, and innovation. Our students continue to distinguish themselves through academic excellence, leadership, and enterprise. Faculty research has grown in relevance and visibility, contributing fresh insights into governance, strategy, and organizational transformation.

We have deepened our partnerships with industry, professional bodies, and international institutions, enriching the learning experience through internships, collaborative research, and practical exposure. Our stakeholder-driven approach ensures

that our programmes remain responsive to the evolving needs of business and society.

As we look to 2026, our focus is on transformation. We will continue to link management with technology and sustainability, expand our global collaborations, and embed artificial intelligence and data analytics into teaching, research, and decision-making. The future of management education is being shaped here through collaboration, creativity, and purpose. Together, we will continue to build a faculty that not only educates managers but also inspires leaders for a changing world.

Staffing

The Faculty is managed by a three-member leadership team headed by the Dean and supported by three administrative officers who provide day-to-day administrative services to the Faculty and its departments. The Management Team comprises Dr. Ernest Mensah Abraham, Acting Dean; Dr. Abdul-Hamid Ibn Kailan, Head of Marketing; and Dr. Ummu Markwei, Head of Business Administration.

Staff Strength

As of October 23, 2025, the Faculty's staff strength stood at one hundred and thirty-one (131), comprising one hundred and twenty-eight (128) full-time academic staff and three (3) administrative staff. In addition, with Management's approval, the Faculty engaged sixty (60) adjunct lecturers to augment the full-time teaching staff in response to the increasing student population. Approximately eighty-eight percent (88%) of the teaching staff hold the rank of Lecturer or higher. The table below presents the distribution of academic staff within the Faculty.

Statistics of Academic and Non-Academic Staff of the Faculty

Staff/ Rank	Business Administration		Marketing		Total
	Male	Female	Male	Female	
Full Professor	1	0	2	1	4
Associate Professor	3	1	5	1	10
Senior Lecturer	10	3	5	1	19
Lecturer	35	17	17	10	79
Assistant Lecturer	8	6	1	1	16
Adjunct Lecturers					
Departmental Officer	0	0	0	1	1
Faculty Officer	1				1
Administrative Assistants	1				1
Total	57	27	30	15	131

Source: FMS (2025)

About seventy percent (70%) of the full-time Academic staff have doctorate degrees. This is expected to increase in the coming year, as most of the lecturers on doctoral programmes are nearing completion. Table 2 shows the distribution of staff with and without terminal degrees

Appointments

During the year under review, the Faculty witnessed a number of appointments and re-appointments aimed at enhancing leadership effectiveness and promoting academic excellence. These appointments underscored the University's commitment to strengthening administrative capacity and ensuring continuity in academic governance

Award of PhD/Doctoral Degrees and Other Certificates

The following lecturers were awarded Doctorate/PhD degrees/ Professional Membership during the year under review. We congratulate them on this achievement.

Awards of Doctoral/PhD Degrees/Professional Membership to Academic Staff

Name	Year of Award	Programme	Institution
Dr Erika Mamley Osae	2024	Development Studies	University of Cape Coast, Ghana
Dr Gifty Ketemepi	2024	Higher Education	University of Stellenbosch, South Africa
Dr. Murinu Huseni	2025	Marketing	University of Ghana

Programme Portfolios

There are two departments in the faculty, namely: Departments of Business Administration, and 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, one (1)

postgraduate Diploma, five (5) masters, and two (2) doctorate programmes.

Programmes of the Marketing Department:

The Department of Marketing runs a Diploma in Marketing programme, one (1) undergraduate, five (5) masters, and one (1) doctorate programme.

New Programmes

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

MBA in Business Management and MPhil in Marketing have also been accredited. MBA Human Resource Management and MBA in Hospitality Management are at advanced stages of accreditation.

Student Population Statistics

During the 2024/2025 academic year, the Faculty recorded steady growth in student enrolment across its programmes.

In the Department of Business Administration, a total of 6,712 students were enrolled in the Bachelor of Business Administration (BBA), Real Estate Management and Finance, Logistics and Transport Management, and Diploma in Management programmes. The BBA programme remained the largest, with 5,514 students, while the Real Estate and Logistics programmes enrolled 323 and 362 students respectively. The Diploma in Management recorded 513 students.

The Department of Marketing enrolled 1,610 students across the BSc. Marketing and Diploma in Marketing programmes. The BSc. Marketing programme accounted for 1,284 students, while the Diploma

programme enrolled 326 students.

Overall, the Faculty's total student population for the year stood at 8,322, reflecting continued growth compared to 6,853 in 2023/2024 and 6,340 in 2022/2023.

Admissions

During the 2024/2025 admissions cycle, the Faculty offered admission to 5,583 applicants across its various undergraduate and diploma programmes.

The Bachelor of Business Administration (BBA) programme continued to attract the highest number of applicants, admitting 3,290 students across the regular, evening, and weekend sessions. The BSc. Marketing and BSc. Real Estate Management and Finance programmes admitted 685 and 291 students respectively, while the BSc. Logistics and Transport Management programme admitted 523 students. The Faculty also admitted 490 students into the

Diploma in Management and 304 into the Diploma in Marketing.

A comparison of admissions over the last three academic years shows consistent growth. Total admissions increased from 3,331 in 2023/2024 and 2,768 in 2022/2023 to 5,060 in 2024/2025, reflecting the rising demand for the Faculty's programmes and the University's expanding capacity.

2025 Graduation Statistics

The University held its 17th Congregation on Faculty bases in the Kofi Ohene-Konadu Auditorium from September 26, 2025, to October 3, 2025. The Faculty of Management Studies held its graduation session on Wednesday, October 1, 2025. A total of one thousand, five hundred and eighty-three (1,583) students graduated from the Faculty: one thousand, two hundred and seventy-eight (1,278) degree and three hundred and five (305) diploma students. Of this number, 41.9% were males, while 58.1% were females.



17th Congregation for the Faculty of Management Studies

Faculty Activities

During the 2024/2025 academic year, the Faculty of Management Studies undertook several strategic, academic, and developmental initiatives aimed at strengthening teaching and learning, enhancing research and collaboration, and fostering student and staff development. These activities are aligned with the University's mission of producing innovative, ethical, and industry-ready graduates. Highlights of the key activities undertaken during the year are outlined below.

Collaboration

The Faculty held a strategic meeting with representatives from the African Institute of Mathematical Sciences (AIMS), Ghana, and the University of Koblenz, Germany. The meeting explored opportunities for knowledge and technology transfer within the University and the UPSA Enterprise and Innovation Centre (UEIC). Subsequent engagements culminated in the signing of a Memorandum of Understanding (MoU) between UPSA and the University of Koblenz to formalize collaboration.

Additionally, the Faculty, in partnership with Enterprise Properties Limited (EPL), organized a programme for Real Estate and Logistics & Transport students to strengthen industry-academia linkages.

Public Lecture on the Theme: "Sustainable Governance and Ethical Leadership: Implications for ESG"

On May 8, 2025, the Faculty of Management Studies hosted a public lecture on the theme "Sustainable Governance and Ethical Leadership: Implications for ESG." The lecture highlighted UPSA's commitment to promoting leadership and governance education, as well as its postgraduate programmes in this field, including the MPhil in Leadership, MSc in Leadership and Organisational Development, and MBA in Corporate Governance.

The session underscored the importance of sustainability-oriented governance and ethical leadership in driving long-term value creation and corporate accountability. The guest speaker for the event was Dr. Alfred Braimah, Chief Executive Officer of the Institute of Directors–Ghana.

The UPSA 1000 Project

Launched on July 17, 2025, the UPSA 1000 Project is a flagship initiative of the Faculty aimed at training and mentoring 1,000 future-ready student entrepreneurs. Implemented in collaboration with the Ministry of Youth Development and Empowerment (Youth Development Division), the project bridges academic learning with entrepreneurial practice by equipping students with practical business knowledge, ethical leadership skills, and real-world exposure.

Implementation of Phase I

Phase I commenced on Monday, September 15, and concluded on Friday, September 19, 2025, with the graduation of participants. Over 800 individuals including students, young entrepreneurs, and aspiring business owners registered for the programme, with more than 700 actively participating in the five-day training. Participants received training in business planning, finance, branding, digital marketing, and legal compliance.

Following the training, participants were invited to submit business ideas for consideration. Shortlisted applicants received further



Vice-Chancellor, Prof. Mawutor, at the UPSA-1000 Project



Dean, Dr. Abrahams, at the UPSA-1000 Project

mentorship before pitching to potential investors. The project aligned with the University's vision of nurturing innovative, business-minded students and promoting student entrepreneurship. Both state and non-state institutions sponsored this impactful initiative.

Training Programmes

The Faculty organized two training sessions during the academic year—one in-person and one virtual. These sessions focused on enhancing faculty capacity in lecture hall management, ICT integration, quality teaching and learning, and professionalism in higher education delivery.

Business Conversation

On April 3, 2025, the Faculty hosted a business conversation on the theme "Supply Chain Distribution: Developing a Resilient and Future-Proof System." The discussion emphasized the need for adaptive and resilient supply chain models capable of addressing challenges such as

geopolitical disruptions, pandemics, climate change, and technological transformation.

Industrial Visit to SG Ghana INNOV8

Students from the UPSA Enterprise and Innovation Centre (UEIC), under the supervision of the Faculty of Management Studies, participated in an industrial visit to SG Ghana INNOV8. The visit exposed students to practical applications of innovation, entrepreneurship, and business strategy beyond the classroom.

2025 Success Africa Summit – Greater Accra Edition

The Faculty, through the Department of Business Administration, collaborated with the Success Africa Foundation, LEC Group, and the LEC Cooperative Foundation to host the Greater Accra edition of the 2025 Success Africa Summit on February 15, 2025. The Summit, sponsored by ABSA Bank Ghana, aimed to empower young people through leadership development and personal growth. The event featured Albert Kusi and other distinguished guest speakers.

The Money Hub

On March 13, 2025, the Money Hub programme was organized by Eagles Network Limited in collaboration with the Association of Business Administration Students (ABAS), Department of Accounting Students Association (DASA), and the Banking and Finance Students Association (BAFSA). The event equipped students and young entrepreneurs with financial management skills and the confidence to build strong personal and

professional networks. It also provided insights into budgeting, savings, and achieving financial goals.

Global Education Fair

The Global Education Fair was held on March 15, 2025, at the Mövenpick Hotel, organized by Study in Africa in collaboration with the Association of Business Administration Students (ABAS), Worldview, and Express Group. The Fair connected students with representatives from top universities in India, Hungary, the United States, and the United Kingdom, who provided information on scholarship opportunities and postgraduate studies abroad.

ALOAPP Studentpreneur Fair

On April 25, 2025, the Faculty partnered with OYO Afrique and ABAS to organize the ALOAPP Studentpreneur Fair at the PRESEC Forecourt. The event provided student entrepreneurs with free exhibition stands to display their products and services, offering a valuable platform for networking, learning, and business exposure.



Invited guests at the UPSA-1000 Project

UPSA–Enterprise Properties Seminar

On September 30, 2025, the Department of Business Administration, in collaboration with Enterprise Properties Limited (EPL), hosted a seminar titled, “Driving Change: Equipping Tomorrow’s Real Estate and Logistics Professionals for a Sustainable Future.” The event exceeded expectations, attracting over 300 participants from the Real Estate Management & Finance and Transport & Logistics programmes. Distinguished speakers included, Professor Fidelis Quansah (UPSA), Mr. Kwadwo Nini Owusu (General Manager, EPL), and Mr. Kwame Odoi-Agyarko (Commercial Manager, EPL).

The seminar achieved key outcomes, including strengthened industry–academia collaboration, enhanced knowledge sharing, and practical career guidance through panel discussions. Participants expressed high satisfaction with the event’s impact.

Post-Moderation Review

A post-moderation review exercise was conducted to enhance examination quality. Lead Lecturers reviewed and integrated feedback from External Moderators to improve future assessments.

Examinations

All examinations for the 2024/2025 academic year were conducted in person and successfully executed without major challenges.

Course Outline Review Seminar

In preparation for the second semester of the 2024/2025 academic year, the Faculty held a Course Outline Review Seminar. The session ensured alignment of course descriptions, objectives, learning outcomes, and assessment methods. Lead Lecturers presented updated outlines for peer review and feedback.

Orientation for Project Work Students and Supervisors

The Faculty organized an orientation session for students undertaking project work and their supervisors. The session guided topic selection, proposal writing, and supervision expectations to ensure quality research outcomes.

Transport and Logistics Career Guidance Programme

In April 2025, the Department of Business Administration, in collaboration with the Association of Business Administration Students (ABAS), held a career guidance programme focusing on logistics and transport management. The event helped students explore career pathways, understand industry trends, and connect their academic studies to professional opportunities.

Strategic Priorities and Focus for 2026

The Faculty of Management Studies will align its plan of strategic priorities and focus for 2026 in the following areas, as found in the table below;

Strategic Priorities and Focus for 2026

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 have been identified and assigned to Professors for mentorship.
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 Centres	1	Develop relevant programmes/research Constitute the Stakeholder Engagement Desk to coordinate the faculty’s stakeholder engagement

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Strengthen engagement with the business community and the general Public on knowledge sharing and advancement.	All-year-round	Ongoing	Faculty Deans and Directors	2	Stakeholder Engagement Desk Training for SMEs Business Conversation/ Climate Dialogue Series Meet the Distinguished Entrepreneur Series Achievers Platform UPSA -1000 project repeats the training in 2026. Faculty is still developing marketable programmes and has centers to facilitate the stakeholders' engagement desk
Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic programmes.	All-year-round	Ongoing	Academic Deans	3	Strengthen existing collaborations with institutions (e.g., Catholic University). Institute of Directors The Faculty is still strengthening existing collaborations with institutions such as the University of Koblenz, CIMG, ICHRM, and GEA, among others.
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All-year-round	Ongoing	Academic Deans and Directors of Centres	3	Collaboration with the University of Koblenz, Germany, and others Encourage members to seek competitive research grants,
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 The Faculty is encouraging members to seek competitive grants.
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.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
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 and develop policy brief, Embark on media lobbying
Introduce guest lectureship opportunities for practitioners to share insights	Q3 2025	Ongoing	Academic Deans	5	Guest lecturers 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 once every academic year. One organized. The second will be organized in the first Quarter of 2026.
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, and industries that align with the interests of faculty members. Identify institutions for this purpose.
Continue to organize free training for SMEs in the catchment area of UPSA	Q3 of every year	Ongoing	Faculty Deans	10	Ongoing. SMES trained under the UPSA-1000 Project. This will continue.
Train graduates with an entrepreneurial mindset to create jobs	Q3 2024	Ongoing	Faculty	8	Ongoing. Graduated 16 NSS persons from the incubation training center. Explore possible financial support by investors. Some cohorts have also graduated.
Incubation centre to become the hub of entrepreneurship development	All-year-round	Ongoing		8	Ongoing. Will continue to churn out more businesses. Currently collaborating with other institutions to be more relevant. Many students have been trained in business start-ups.
Promote self-learning and group studies among students	All-year-round	Ongoing	Faculty	2	Encourage students to work in groups/teams/ assignments.
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.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Constitute teams or working groups for research publications	Q3 2023	Ongoing	Academic Deans and Directors of Centres	5	Ongoing, but will continue to work in teams. Encourage staff to work in teams for publications.
Mobilise funds to establish research Chairs	Q4 2023	Ongoing	Faculty Deans	6	Need to intensify efforts to get it done
Recruit the right persons for the research chairs	Before Q4 2023	Q4 Ongoing	Faculty Deans	6	Yet to commence
Build a research agenda around existing strengths/ expertise and nurture capacity for emerging areas	Q1 2023	Ongoing	Academic Deans and Directors	8	Ongoing. 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 2023	Ongoing	Academic Deans	8	Ongoing but needs to be strengthened. Will hold interdisciplinary workshops and seminars. Utilize academic networking platforms to connect to researchers.
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 BDC (Ongoing) to develop short courses
Seek consultancy services	All-year-round	Ongoing	Directors, BDC and all Centres, Deans of Faculties	1	Ongoing Network with the academic community. Use online platforms
Enforce ethical standards among staff and students	All-year-round	Ongoing	All heads of units	3	Ongoing, but needs to enforce the ethical standards.

Challenges

The challenges faced by the Faculty during the period under review include:

The number of students who could not graduate requires attention, so they can work extra hard to minimize the incidence of failed grades.

Recommendations

The Faculty will sensitise students more about their performance and any resit papers that need to be taken earlier in their programme.

Conclusion

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

Kindly refer to the University's Statistics Document on the website for more details.



Highlights from the Faculty of Management Studies Public Lecture delivered by Dr. Alfred Braimah, CEO of the Institute of Directors-Ghana, on "Sustainable Governance and Ethical Leadership"



Faculty of Accounting and Finance

Prof. Isaac Boadi

Dean , Faculty of Accounting and Finance

Dean's Message

As we reflect on the 2024-25 academic year, I am deeply honoured to present this message at a time when the Faculty of Accounting and Finance continues to distinguish itself as a centre of excellence, innovation, and strategic impact. This year has been marked not only by remarkable achievements, but also by our collective resilience and determination to expand the boundaries of what is possible within accounting, finance, banking, and economics education.

The past year has seen significant progress across every dimension of our work. We strengthened the Faculty's academic profile through rigorous programme reviews, the introduction of new academic pathways, and the deepening of industry partnerships that enhance practical training and professional readiness. Our students continue to excel, with improved throughput rates, enhanced academic performance, and increasing participation in national and international competitions. These accomplishments affirm the strength of our teaching, mentoring, and support systems.

A defining highlight of the year under review is our sustained commitment to impactful research and thought leadership.

Faculty members have contributed to high-quality scholarly publications, policy dialogues, and conferences that address emerging challenges within Ghana's financial landscape and the global economy. These engagements reinforce our position as a faculty that not only teaches, but also shapes conversations in academia, industry, and public policy.

The year also marked a renewed emphasis on operational efficiency and strategic alignment. Guided by the University's Strategic Plan (2022–2031) and our faculty's two-year action plan, we advanced several transformative initiatives through effective working groups and stakeholder collaboration. These efforts have strengthened internal processes, enhanced student engagement, and improved service delivery across our departments. As we move into 2026, we remain committed to accelerating this momentum through innovation, digital transformation, and cross-faculty collaboration.

Our success would not have been possible without the remarkable dedication of our faculty, staff, and students. I extend my sincere appreciation to each of you for your professionalism, commitment, and unwavering belief in our shared vision. Your contributions continue to elevate the standing of the Faculty of Accounting and Finance within UPSA and beyond.

Looking ahead, I am supremely confident that we are entering a new phase of growth, one defined by academic distinction, research excellence, strategic partnerships, and an unwavering commitment to nurturing future financial leaders. Together, we shall continue to build a faculty that remains agile, forward-thinking, and globally competitive.

On behalf of the faculty's leadership and administration, I wish you a productive, fulfilling, and impactful year ahead. Let us continue to work together with purpose, integrity, and resilience as we shape the future of accounting, finance, banking and economics education.

Strategic Objectives and Goals of 2025

The strategic objectives and goals for 2025 were to:

- Finalize and launch new academic programmes developed in 2024;
- Strengthen the research culture by increasing publications in high-impact journals;
- Operationalize the FAF Strategic Business Unit (SBU) to deliver business training and consultancy;
- Complete the establishment of the faculty's state-of-the-art laboratory for practical teaching and learning;
- Develop and implement the Issue Resolution Centre to promote harmony and effective communication within the faculty;

- Deepen partnerships with industry through the Think Tank initiatives and stakeholder dialogue series;
- Host the International Climate Change Conference (ICCC) and related policy dialogues;
- Strengthen international collaborations to support faculty and student exchange;
- Host the maiden FAF-BAFSA Alumni Homecoming to enhance alumni engagement;
- Secure sponsorship for the acquisition of a Faculty bus to support academic and outreach activities;
- Roll out the Bi-Annual Policy Brief Series to influence policy and professional practice;
- Establish the FAF Investment and Innovation Club to promote financial literacy among students;
- Organize two (2) FAF Alumni Spotlight Series and two (2) Small Business Seminars to strengthen alumni and community ties; and
- Submit at least two (2) competitive research grant proposals for faculty-led projects.

Management Team and Staff

The Faculty is led by the Dean and supported by three Heads of Department (with one position currently vacant following a resignation in November), three Department Officers, one principal

administrative staff member, and two service personnel.

- Prof. Isaac Boadi (PhD, MSc, MSc, BSc (Hons)) - Dean
- Prof. Edward Attah-Botchwey (PhD, MBA, BSc.) - Vice Dean
- Prof. John K. Amoh (BSc, MPhil, PhD, ICAG) - Head, Accounting
- Dr Isaac Ofoeda (PhD, MPhil, ICAG, BSc) - Head, Banking and Finance
- Dr Abdallah Abdul-Mumuni (PhD, MPhil, BSc) - Head, Economics & Actuarial Science

Programme Portfolios

The Faculty consists of three academic departments: the Department of Accounting, the Department of Banking and Finance, and the Department of Economics and Actuarial Science.

Currently, the Faculty offers a total of 15 academic programmes. These include six undergraduate programmes, namely: Bachelor of Science in Accounting, Bachelor of Science in Accounting and Finance, Bachelor of Science in Business Economics, Bachelor of Science in Actuarial Science, Bachelor of Science in Banking and Finance, and a Diploma in Accounting. At the postgraduate level, there are Eleven programmes: PhD in Accounting, PhD in Finance, MPhil in Accounting, MPhil in Finance, MSc Procurement Management, MSc Pensions Management, MSc Risk Management and Insurance, MBA in Accounting and Finance, MBA in Auditing,

MBA in Internal Auditing, and MBA in Petroleum Accounting and Finance. In addition to its academic offerings, the Faculty also provides four professional programmes aimed at preparing students for globally recognised certifications. These include programmes affiliated with the Institute of Chartered Accountants, Ghana (ICAG), the Association of Chartered Certified Accountants (ACCA), the Chartered Institute of Management Accountants (CIMA), and the Chartered Institute of Bankers, Ghana (CIB).

These diverse offerings reflect the Faculty's commitment to delivering quality education that aligns with industry standards and prepares students for successful careers in both the public and private sectors. Through its academic and professional training, the Faculty plays a key role in shaping the next generation of financial and economic experts in Ghana and beyond.

Programmes of the Accounting Department

The Accounting Department runs a Diploma in Accounting programme, two undergraduate and five graduate programmes as well as a PhD programme. These programmes have been designed in line with the curriculum of professional

bodies such as the Institute of Chartered Accountants, Ghana (ICAG), and the Association of Certified Chartered Accountants (ACCA). The content of our programmes allows students to be exempted from writing eight papers of ACCA and six of ICAG upon successful completion of their study. Figure 1 shows the detail of programmes:

Programmes of Banking and Finance Department:

The Banking and Finance Department runs one (1) undergraduate programme and three (3) graduate programmes, designed in line with the curriculum of professional bodies such as the Chartered Institute of Bankers (CIB), Ghana. During the recent re-accreditation of the BSc Banking and Finance programme, the Faculty worked closely with the CIB to enhance the content of the programme by including relevant topics to meet the emerging trends. All the programmes in the department are in good standing as they have all undergone re-accreditation.

Staffing

Staff Strength

The total staff strength of the Faculty of Accounting and Finance (FAF) as of

November 1, 2025, stood at one hundred and ten (110) academic staff across the three departments: Accounting, Banking and Finance, and Economics and Actuarial Science. Of this number, one (1) is a Professor, eleven (11) are Associate Professors, fourteen (14) are Senior Lecturers, seventy-one (71) are Lecturers, and ten (10) are Assistant Lecturers.

The Department of Accounting has thirty-nine (39) academic staff, the Department of Banking and Finance has thirty-six (36), while the Department of Economics and Actuarial Science has thirty-five (35). The majority of the Faculty's academic staff are of the rank of Lecturer, constituting approximately sixty-four percent (64%) of the total teaching staff.

In addition to the academic staff, the Faculty is supported by a team of administrative personnel comprising the Dean, Vice-Dean, Faculty Officer, three Heads of Department, their respective Departmental Officers, National Service Personnel and a Chief Administrative Assistant. The Faculty also engages a number of adjunct lecturers who provide specialized expertise to strengthen the Faculty's teaching and research capacity.

The table shows the distribution of academic staff in the Faculty.

Statistics of Academic and Non-Academic Staff of the Faculty

Staff/Rank	Department of Accounting		Department of Banking and Finance		Department of Economics & Actuarial Science		Total	Percentage
	Male	Female	Male	Female	Male	Female	Total	%
Professor	1	0	0	0	0	0	1	0.6%
Associate Professor	2	0	4	2	3	0	11	6.9%
Senior Lecturer	3	0	5	0	3	0	11	6.9%
Lecturer	24	5	16	8	15	2	70	44%
Assistant Lecturer	3	0	1	0	4	2	10	6.3%
Senior Research Fellow	0	0	0	0	1	1	2	1.3
Research Fellow	0	0	0	0	1	0	1	0.4%
Adjunct Lecturer	6	1	22	3	13	3	48	30%
Contract Staff	1	0	0	0	0	0	1	0.6%
Senior Administrative Officer	0	1	0	0	0	0	1	0.6%
Departmental Officer	0	1	0	1	0	1	3	1.9%
Faculty Officer	1	0	0	0	0	0	1	0.6%
Total	41	8	48	14	40	9	160	100%

Source: FAF (2025)

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

Lecturer/Rank	Accounting		Banking and Finance		Economics and Actuarial Science		Total	Percentage
	Male	Female	Male	Female	Male	Female	Total	%
PhD/Doctorate	15	1	14	5	16	1	52	47%
Non PhD/Doctorate	17	6	11	5	14	5	58	53%
Total	32	7	25	10	30	6	110	100%

Source: FAF (2025)

Award of PhD/Doctoral Degrees and Other Certificates

The following lecturers received the doctorate/PhD degrees and Certificates in various fields of study during the year under review. The Faculty congratulates them on this achievement.

Awards of Doctoral/PhD Degrees and Certificates to Academic Staff

Name	Year of Award	Programme	Institution
Accounting			
2025			
Banking and Finance			
Dr Freeman Christian Gborse	2025	PhD Business Administration Finance major	University of Cape Coast
Economic and Actuarial Science			
Dr Evans Tee	2025	PhD in Applied Statistics	C.K. Tedam University of Technology Applied Science.
Dr King Timothy Avordeh	2025	PhD in Sustainable Energy Management.	University of Energy and Natural Resources. Sunyani

Source: FAF (2025)

Awards

Dr Eric Boachie Yiadom was recognised for his outstanding scholarly contribution, earning the distinction of being the most published individual in the Delegation for Research Excellence for the second quarter of 2025. This honour reflects his exceptional dedication to research and his strong commitment to advancing knowledge within his field.

Re-Assignment of Administrative Staff

The University-wide staff reassignments have impacted one senior administrative member of the Faculty.

Students Population Statistics

The total student population based on available registration figures is six thousand, seven hundred and nine students (6709).

Comparison of Students Population by Programme and Gender, 2023 – 2025

Programme	2025			2024			2023		
	M	F	Total	M	F	Total	M	F	Total
BSc Accounting	1,258	1,092	2,350	1,112	880	1992	1108	889	1997
BSc Banking and Finance	437	417	854	358	295	653	333	289	622
BSc Actuarial Science	124	115	239	99	70	169	106	67	173
BSc Business Economics	208	148	356	142	83	225	135	84	219
BSc Accounting and Finance	1,337	986	2,323	1019	681	1,700	872	568	1440
Diploma in Accounting	260	227	487	163	158	321	195	151	346
Total	3,624	2,985	6,609	2,893	2,167	5,060	2,749	2,048	4,797

Source: USIS (2025).

For detailed statistics on student and faculty , refer to the 2025 Unersity Statistics brochure online.



Dean, Prof. Boadi with some guests at the Mid-year post budget dialogue organised by the Faculty of Accounting and Finance

This update highlights the Faculty's ongoing efforts to expand and diversify its academic portfolio to meet current market demands, enhance student options, and strengthen its contributions to national and global development goals. The Faculty continues to work closely with the Ghana Tertiary Education Commission (GTEC), the Quality Assurance Directorate (QAD), and relevant academic committees to ensure timely approval and accreditation of all new programmes.

Collaboration

The Faculty held a meeting with the following institutions to discuss issues that will strengthen collaboration between the two institutions.

1. Institute of Chartered Accountants Ghana (ICAG)
2. Chartered Institute of Bankers (CIB).
3. West Africa Monetary Institute (WAMI)
4. WA-TIPI
5. Financial Intelligence Centre (FIC) – Bank of Ghana
6. Deloitte Ghana

Start Right 2025

The Start Right programme served as a comprehensive orientation for newly admitted students. It aimed to familiarise them with the academic culture of UPSA, enhance their study skills, and prepare them for professional development opportunities within the Faculty.

Pre-Budget Dialogue 2025

In partnership with the Institute of Progressive Governance (IPG) and the Institute of Economic Research and Public Policy (IERPP), the Faculty hosted the Pre-Budget Dialogue 2025 on 10 March 2025 under the theme "Navigating Economic Stability and Growth: Expectations for Ghana's 2025 Budget." The dialogue brought together policymakers, economists, and industry experts to discuss fiscal policy expectations and their implications for national development.

Post-Budget Dialogue 2025

Following the presentation of the national budget, the Faculty co-organised the Post-Budget Dialogue 2025 on 13 March 2025 under the theme "Unpacking the 2025 Budget: Implications for Economic Stability and Growth." The event provided an academic platform for assessing the fiscal and monetary directions of the budget and its implications for national stability.

National Ethics and Banking Challenge (NEBC) 2025

The faculty facilitated the participation of UPSA students in the National Ethics and Banking Challenge 2025, held on 29 May 2025 at the Chartered Institute of Banking (CIB) Ghana Auditorium, Accra. Thirty students represented the University and gained valuable exposure in ethical decision-making, banking practice, and financial regulation.

Dialogue on Tackling Tax Revenue Leakages in Ghana

The Faculty hosted two editions of this national dialogue. The Student Edition, held on 23 April 2025, introduced students to fiscal governance challenges and tax efficiency reforms. The National



Guests Speakers at the Dialogue on Tackling Tax Revenue Leakages in Ghana Event.

Edition, held on 19 May 2025 at the Kofi Ohene Konadu Auditorium, featured discussions among officials from the Ministry of Finance, the Ghana Revenue Authority, academia, and industry experts on addressing Ghana's annual tax revenue losses.

Post Mid-Year Budget Review Dialogue 2025

This high-level academic discussion was held on 29 July 2025 under the theme, "Reassessing Ghana's Economic Direction: Reflections on the 2025 Mid-Year Budget." It provided a platform for faculty

experts and policymakers to evaluate mid-year fiscal performance and propose corrective strategies.

Mental Wellness Day & Gaming Addiction Sensitisation Programme

In collaboration with the Gaming Commission of Ghana and the Mental Health Authority, the Faculty organised a sensitisation programme on 26 May 2025 to promote mental wellness and responsible gaming among students. Themed, "Promoting Responsible Gaming: Exploring the Link Between Mental Wellness and Gaming Addiction," the initiative reflected the Faculty's commitment to holistic student development.

FAF Eminent Achievement Awards 2025

On 13th November 2025, the Faculty organised the inaugural FAF Eminent Life-Time Achievement Award to honour distinguished leaders in banking, finance, insurance, and economics. The successful event was used to recognise four eminent individuals namely;



Award Winners at the FAF Eminent Life-Time Achievement Awards 2025

Chief Alhassan Andani, Mr. Frank Adu Jnr, Mr. Edward Effah, and Mr. Kwasi Winfred Dodzih. The event was also used to present the Excellence in Community Banking & Sustainable Social Investment Award to Abokobi Area Rural Bank Plc. At the event the Outstanding Community Impact and Sustainable Development Award was given to Juaben Rural Bank Ltd. The ceremony provided a platform for meaningful engagement between industry leaders, academia and students.

Awards

Dr Eric Boachie Yiadom was recognised for his outstanding scholarly contribution, earning the distinction of being the most published individual in the Delegation for Research Excellence for the second quarter of 2025. This honour reflects his exceptional dedication to research and his strong commitment to advancing knowledge within his field.

Focus for 2026

The Faculty of Accounting and Finance (FAF) will improve its focus on initiatives that strengthen the connection between academia and industry and also ensure benefits for students, lecturers, administrative staff, and the University. Guided by the University's 2022–2031 Strategic Plan, the Faculty's priorities will emphasize programme innovation, research excellence, practical learning, industry engagement, and community impact.

1. Expansion of Programmes

The FAF will develop new academic programmes aligned with industry needs. We shall also ensure students gain relevant skills while lecturers and administrative staff contribute to and benefit from innovative teaching and programme management.

2. Enhancing Research Excellence

The FAF Synergy+ Project will empower young faculty researchers to produce high-quality publications and applied

research that address industry challenges, thereby benefiting both academic staff and the University's research profile.

3. Bridging Academia and Industry

Through the Strategic Business Unit (SBU), the FAF will provide training, advisory services, and strategic solutions to Small and Medium Enterprises (SMEs), banks, insurance companies, and other stakeholders. This engagement will provide students with practical experience, lecturers with applied research opportunities and administrative staff with participation in operational projects. Key initiatives include Small Business Training, the UPSA Tax Clinic, Turnaround Business Services, and Alumni Spotlight engagements.

4. Enhancing Teaching, Learning, and Student Support

- Establish a state-of-the-art laboratory equipped by corporate sponsors to provide students hands-on experience while allowing lecturers to demonstrate practical applications through the teaching.
- Set up Issue Resolution Centres to foster harmonious interactions among students, lecturers, and administrative staff, thereby ensuring an efficient, supportive, and legally sound learning environment.
- Pursue sponsorship for a Faculty vehicle to support operational needs and improve mobility for faculty, staff and students.

5. Industry and International Collaboration

The FAF will deepen collaborations with industry, government, and international partners through think-tank groups and initiatives such as stakeholder dialogue series, pre- and post-budget discussions, climate change conferences, mentorship programmes, and Accounting and AI training. These initiatives will enhance visibility, strengthen the University's impact, and provide students, faculty, and administrative staff with opportunities to engage with real-world challenges.

6. Innovative Alumni Engagement & Student Development Initiative

- The FAF will launch a multi-faceted alumni engagement programme that combines mentorship, practical industry exposure, and innovation challenges to benefit students uniquely.
- Activities will include:
 1. Alumni-Student Innovation Challenge: Students work in teams with alumni mentors to solve real business or community problems.
 2. Alumni-Led Industry Labs: Alumni-run short, hands-on projects where students gain practical skills and applied knowledge.
 3. Alumni Insight and Investment Forum: Students pitch ideas and receive guidance, networking opportunities, and potential seed support from alumni.
 4. Alumni Knowledge Exchange Series/Podcast: Alumni share insights on industry trends, entrepreneurship, and career pathways, with students participating actively in discussions and content creation. This initiative ensures students gain mentorship, practical experience, networking, and exposure to real-world challenges, while alumni contribute to shaping future professionals.

7. Capacity Building and Resource Development

- Resource departmental offices with modern gadgets and equipment to improve efficiency and support student learning and Faculty operations.
- Organise two FAF Small Business Seminars to provide practical skills and industry insights.
- Submit research grant proposals and introduce a bi-annual Policy Brief Series to enhance knowledge dissemination and inform decision-making.
- Establish an Investment Club to provide students with hands-on financial literacy and investment experience.



Guest Speakers at the National Dialogue on Tackling Tax Revenue Leakages in Ghana.



Guest Speakers at the UPSA-IERPP Post Budget Dialogue 2025

Conclusion

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

Kindly refer to the University's Statistics Document on the website for more details.



Faculty of Information Technology & Communication Studies

Prof. Godfred Yaw Koi-Akrofi

*Dean , Faculty of Information Technology &
Communication Studies*

Overview

The Faculty was guided by its vision to be globally recognised, delivering innovative and industry-driven education and training in Communication and Information Technology. In 2025, the Faculty prioritised the development of students' intellectual curiosity, creativity, and academic excellence, while strengthening teaching and learning within its programmes. Emphasis was also placed on research and scholarly work that advanced knowledge and informed professional practice in communication and information technology. In addition, FITCS deepened its collaboration with industry and professional bodies, ensuring that its curriculum and training remained relevant to the evolving needs of the digital and communication sectors.

Strategic Objective and Goals of FITCS

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

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

Faculty Management Team

Staff

In 2025, the Faculty of Information Technology and Communication Studies (FITCS) was led by the Dean, Prof. Godfred Koi-Akrofi, and supported by the Faculty's two departments heads, Dr. Joshua Ofoeda, Head of the Department of Information Technology Studies, and Prof. Adwoa S. Amankwah, Head of the Department of Communication Studies.

Faculty Staff Strength

Number of Teaching and Non-Teaching Staff

Gender	Senior Members		Senior Staff	Junior Staff	Total
	Teaching (Full-Time)	Non-Teaching			
Male	59	1	0	0	60
Female	25	0	1	0	26
Total	84	1	1	0	86

Lecturer Statistics By Rank

Rank of lecturer

Rank	Departments		Total
	Information Technology Studies	Communication Studies	
Professor	0	0	0
Associate Professor	1	1	2
Senior Lecturer	9	1	10
Lecturer	24	39	63
Assistant Lecturer	7	2	9
Total	41	43	84

Graduation

Department of Information Technology Studies

In 2025, the Department of Information Technology Studies graduated a total of seven hundred and forty-four (744) students. This comprised five hundred and fifty-four (554) Bachelor of

Science in Information Technology students and one hundred and ninety (190) Diploma in Information Technology Management students, respectively.

Department of Communication Studies

In 2025, the Department of Communication Studies graduated a total of eight hundred and sixty-nine (869) students. This comprised five hundred and ninety-nine (599) Bachelor of Arts in Public Relations Management students and two hundred and seventy (270) Diploma in Public Relations students, respectively.

Activities of the FITCS

Annual Faculty Guest Lecture

The 6th edition of the Guest Lecture series of the Department of Communication Studies was held on Wednesday, 5th November 2025, on the theme, “Strategic Crisis Communication in a Disruptive Era: The Role of Corporate Ghana in Promoting National Development. Misinformation and Disinformation on Elections Communication”. The Lecture was held at Dr. Kofi Ohene Konadu Auditorium. The Guest Speaker was Mr. Mawuko Afadzinu, Executive Head of Brands and Marketing – Stanbic Bank Ghana.

Partnerships and Collaborations

The Faculty collaborated with:

- Maxim Nyansa Foundation for the supply of computers and other educational equipment.
- Jim Leec and Mastercard Foundation is an entrepreneurial organisation committed to training and awarding grants to African entrepreneurs.
- Institute of Public Relations (IPR).
- Nsano – A Fintech company partnering with FITCS to provide students with practical experience in API integration.

Training Programmes

During the reporting period, the Faculty organised two in-person training sessions and one (1) virtual:

Classroom Management Training:

This was held on 20th February 2025, for lecturers in the Faculty. It aimed at enhancing faculty capacity in lecture hall management, ICT integration, quality teaching and learning, and professionalism as tools for effective knowledge delivery.

Research Seminar on Qualitative

Research Methodology Tools Seminar was held on 19th May, 2025, which focused on equipping staff and students with advanced qualitative research skills.

The Virtual Training Included:

- Training on Assessment items, examination RUBRICS, and the use of the LMS for teaching and assessment was held on 2nd October, 2025.
- Training on the topic, "Enhancing Efficiency in Reporting Systematic Literature Reviews: The Role of Generative AI" by Professor Godfred Yaw Koi-Akrofi on the 7th of November 2025

Technology Trends and Awareness Webinar Series

On 14th February 2025, the Faculty held a Technology Trends and Awareness Webinar on the theme, "Algorithms, Love and Deceptions: How Cyberspace Fuels Romance Scams." The initiative sought to raise public awareness of technology-related issues that affect everyday life.

Industrial Visits

In the industrial visits organized by the Industrial Relations Directorate in April 2025, the Faculty actively participated. Students of the Faculty visited:

- Blue Skies Company on 4th April 2025.
- GIHOC on 8th April 2025.

These visits exposed students to practical applications of innovation, entrepreneurship, and business strategies beyond the classroom.

Tech and ComSSA Wednesday

As part of community-building efforts, students were encouraged to wear ITSA and ComSSA T-shirts to lectures on Wednesdays. This initiative promotes the Faculty's image while fostering a sense of belonging and pride among students.

Institute of Electrical and Electronics Engineers (IEEE) UPSA Chapter

The IEEE UPSA Chapter was launched on 16th April, 2025, ushering the IT Department into a new era of global academic recognition, professional networking, and student-led innovation. This milestone provided a platform for students to engage in cutting-edge research, competitions, and collaborative projects within the international IEEE community. The benefits include:

- Access to annual funding of up to USD 1,500 for local chapter activities.
- Eligibility to apply for funding of up to USD 10,000 for major projects.
- Individual grants to attend any of the

200+ IEEE conferences worldwide (particularly beneficial for Master's and PhD students).

- Opportunities to apply for society-level funding ranging between USD 5,000 and USD 10,000 to implement projects both within and outside the University.

Institute of Electrical and Electronics Engineers (IEEE) Region 8 SYP Congress 2025

The IEEE Region 8 Africa SYP Congress 2025, organized by the IEEE Region 8 Student Activities Committee (SAC) and Young Professionals, was hosted at UPSA from 22nd to 25th August 2025. The event brought together IEEE student members, young professionals, academics, and industry experts from across Africa and beyond. The conference, which attracted several IEEE executives to Ghana, was held on the theme, "Empowering Africa's Future Leaders through STEM."

Coding Team

The student coding team was constituted with to enhance coding skills of students and adequately prepare students for the job market.

UPSA - Volda University College Lecture

The University of Professional Studies, Accra (UPSA), welcomed a delegation from Volda University College in Norway on 24th March, 2025. As part of their visit, the visiting delegation, which included Professor Øyvind Økland and Ms. Lulia Beleuta, delivered a joint lecture on Intercultural Communication and Culture Shock.

Highlights of Activities of the Departments of Information Technology Studies and Communication Studies:

Department of Information Technology Studies

Students' Activities

FEMITECH Conference

On 7th March 2025, selected students from the Information Technology Department had the opportunity to participate in the FEMITECH conference, which was held at the GI-Kofi Annan Centre of Excellence in ICT. This event connected students with accomplished women in the tech industry, providing mentorship, career insights, and networking opportunities that will benefit their professional growth.

Tech Trek

On 26th March 2025, the Information Technology Student Association successfully organized Tech Trek, a career guidance programme designed to help students make informed career decisions in the era of emerging technology.

Women in IT and Engineering Conference

Some female students from the department attended the "Women in IT and Engineering Conference," which was held at GIMPA. This event exposed them to industry trends, professional discussions, and career development opportunities, equipping them with knowledge to navigate the tech and engineering fields successfully.

Tech Seminar

On Wednesday, 23rd April 2025, the Information Technology Students Association held a programme on the theme, "Empowering Leadership in the Digital Age: The Role of IT in National Development" at the LBC Auditorium. The seminar focused on career development, leadership, and societal engagement, which enriched our students' educational journey. It also empowered students to make informed career decisions.

ITSA Dinner and Awards 2025

The Information Technology Students Association (ITSA) successfully organized its Dinner and Awards Night on 24th July

2025 at the forecourt of the UPSA Auditorium. The event also served as the Association's handing-over ceremony and provided a platform to recognize and reward outstanding students for their achievements. It was well attended by members, guests, and distinguished dignitaries.

ITSA Professionalism Challenge

The ITSA Professionalism Challenge was held on 9th July and lasted for 30 days. The initiative aimed to encourage Information Technology students, as well as the wider student body, to dress appropriately on campus. It sought to promote a culture of professionalism, boost students' confidence, and enhance their ability to present themselves suitably in academic and formal settings. The challenge also created awareness about the importance of personal appearance and contributed to improving overall discipline and the public image of the University.

Project Prep

The Project Prep Session was held on 15th September and focused on preparing students for their final-year projects. Participants were guided on how to select suitable project topics, plan their work effectively, understand supervision expectations, and properly organize their research.

ITSA Games

On 1st October, the Department organized the ITSA Games. This event brought students together to interact, compete, and build team spirit. It was a successful and exciting event with high participation.

Global Encryption Day

On 15th October, 2025 the Department collaborated with the Internet Society Ghana Chapter to organize Global Encryption Day with Mr. Eric Sowah as the guest speaker. He educated students on the importance of encryption, how it protects data, and why secure communication is essential in today's digital world.

Breast Cancer & Cybersecurity Awareness at Labone SHS

This programme was organised by the Office of the Women Commissioner and held on 31st October, 2025, at Labone Senior High School.

Sexual Awareness Programme

Akumaa Mama Zimbi, was the speaker and educated students on sexual health, safety, and responsible practices. Additionally, Ghana HIV/AIDS Network (GHANET) was present, giving out condoms to students and providing HIV testing for those who were interested. It took place on 5th November, 2025.

Community Outreach

As part of the department's outreach initiatives, executives visited La Nkwantanang Primary School to donate old books to students. This activity was held on 14th November, 2025.

Department of Communication Studies

Students Activities

IPR Ghana Leadership Training

On 15th August 2025, executives of the Communication Students' Association (ComSSA) were invited by the Institute of Public Relations (IPR), Ghana to participate in a leadership training programme alongside Chapter Leaders from UniMaC-IJ and AUCC. The event was graced by the President of IPR Ghana, Mrs. Esther Cobbah, and Mr. Arik Karani, President of the African Public Relations Association (APRA).

ComSSA Students Profile" Initiative

ComSSA launched an online initiative aimed at showcasing students' ideas, businesses,

skills, and talents. This platform provided exposure and opportunities by presenting profiles of students' remarkable work and achievements on ComSSA's online platforms.

Official Launch and Inauguration of UPSA IPR Student Chapter

The UPSA IPR Student Chapter was officially launched and inaugurated on 24th October, 2024. The ceremony was hosted by the Faculty of Information Technology and Communication Studies, Department of Communication Studies, and ComSSA, in collaboration with IPR Ghana. The official launch of the IPR UPSA Chapter signifies a significant milestone for ComSSA and the Department, strengthening ties with IPR Ghana, and providing a formal platform for students interested in public relations to connect with the professional body.

Career Workshop: Masterclass

ComSSA hosted a career workshop in collaboration with Africare Edu Initiatives (AEI) on 4th November, 2024. The masterclass equipped students with essential skills for the competitive job market, focusing on crafting impressive CVs, resumes, and cover letters, discovering job opportunities, and acing interviews techniques.

A Clear Voice, A Safe Ghana Social Media Campaign

ComSSA also launched a social media campaign urging all Ghanaians to engage in truthful and responsible communication to ensure a smooth and violence-

free electoral process. The campaign contributed to promoting peace and responsible citizenship by leveraging ComSSA's expertise in communication to advocate ethical discourse during the electoral period.

Freshers' Time with Industry Experts

This event was held to welcome and orient newly admitted students to the Communication Studies programme and provided early career guidance from industry professionals. ComSSA organized an interactive session featuring esteemed industry experts.

Public Relations in NGO Guest Lecture Series

The Public Relations in NGO Guest Lecture Series on the theme, Public Relations Practice in the International Non-Governmental Organisation Sector. Donations were made to the Akropong School for the Deaf and 25 street lights were donated to the University.

Public Relations Campaign by the Public Relations Campaign and Strategy Students.

A Public Relations Campaign was organised by the Public Relations students on 7th November, 2025. Students exhibited various products and services.

Level 400 CSR Class Project, 2025

The CSR project was on the theme, Education as a Transformative Equaliser: Empowering Young Dreams Through Acts of Kindness. Donations were made to the



Excerpts from the students' PR Campaign Launch

Madina Estate Cluster of Schools. The event took place on 21st November, 2025.

IPR Ghana, Award

The Institute of Public Relations, Ghana awarded ComSSA (UPSA-IPR Chapter) for an exceptional year of learning, leadership, and impact. The UPSA-IPR Chapter won the Most Outstanding Student Chapter in November, 2025.

Media Tour – Visited GBC and Gh One

Some students embarked on a media tour to GBC and GH One TV on 13th November 2025. The visit was organized to expose students to the practical operations and activities of the media industry, thereby bridging the gap between theory and practice.

The Holy Fire Drama

In commemoration of UPSA'S 60th Anniversary, the UPSA Drama troupe performed the Holy Fire, written and stage managed by Kobina Duncan, and directed by Dr. Patience Anim in December 2025.

Status of Strategic Priorities for 2025 and Outlook for 2026

People

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
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.	1. Offer excellent teaching and learning experiences to all students to equip them to excel in their chosen careers.	1. University-Wide Digital Transformation initiative in collaboration with other units and Departments: To be led by ISTD and DITS lecturers and students.	January 2026	Ongoing	Not achieved

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
	2. Work towards a bonding relationship among students, staff and alumni that promotes collaborative learning through mentorships and coaching.	2. Establishment of the IT Innovation and Research Hub.	January 2026	August, 2026	Not achieved
	3. Nurture good and close relationships with our external stakeholders, community, industry, government and partners.	3. Student Employability Initiatives: Practical class workshops and outdoor campaigns, entrepreneurial Development workshops, etc.	January 2026	Ongoing	Not achieved
		4. Support for VC's Peer-to-Peer Coding Initiative, coupled with yearly hackathons.	July 2026	Ongoing	Paritally achieved
		5. Departmental-alumni collaboration for student mentorship.	January 2026	Ongoing	Not achieved
		6. Monitoring of classes: Faculty Management and class Reps platform.	January 2026	Ongoing	Not achieved
		7. Graduation output improvement.	January 2026	Ongoing	Partially achieved.
		8. Lecturer-Student research publication drive: Lecturers are encouraged to publish with their Undergraduate, Masters and PhD students.	January 2026	Ongoing	Not achieved.
		9. Information Systems Academics and Practitioners Forum (ISAP Forum).	January 2026	Once every semester	Not achieved
		10. Staff and Student Faculty Prayer time-once a year.	January 2026	Once every year	Not achieved
		11. Technology Trends Webinars Series.	Ongoing	Once every 2 months	Achieved
		12. Guest Lecture Series.	Ongoing	Once every year	Achieved.
		13. Tech Outreach Initiatives for students.	Ongoing	At least once every semester	Achieved

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
		14. Industry and professional bodies Engagement for workshops for students	Ongoing.	At least once every semester.	Achieved.
		15. IT exhibition fair	January 2026	Once every year	Not achieved

Process

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
Strengthen the governance structure and administrative processes for institutional effectiveness and efficiency.	Automate major processes and deploy IT to go paperless as much as possible.	University-Wide Digital Transformation initiative in collaboration with other units and Departments: To be led by ISTD and DITS lecturers and students.	January 2026	Ongoing	Partially Achieved

Planet

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
Develop the teaching and learning environment into a world-class ecosystem that thrives on state-of-the-art infrastructure".	Continue to invest in information communication technologies that will enhance the quality of teaching, research and service".	Establishment of an on-campus radio station.	January 2026	August 2026	Not achieved

Relevance

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
Build a closer, stronger and mutually-beneficial partnerships with local and international actors in the communities we serve.	1. Develop a framework to ensure local, national, regional and global relevance.	Information Systems Academics and Practitioners Forum (ISAP Forum).	Januar 2026	One every semester	Not achieved

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
	2. Promote industry relations and interaction with the business community to advance the institutional goal of relevance.	2. Technology Trends Webinar Series.	Ongoing	Once every 2 months.	Achieved
	3. Establish and expand appropriate and purposeful partnerships and collaborations with institutions and networks across the sectors of society that contribute to excellence in teaching, research, consulting, and services.	3. Guest Lecture Series.	Ongoing	Once every year.	Achieved
	4. Influence policy and action to change through research.	4. Tech Outreach Initiatives for students.	Ongoing	At least one every Semester.	Achieved
	5. Engage with the public and policy makers to shape our teaching and research.	5. Industry and professional bodies: Engagement for workshops for students.	Ongoing	At least one every Semester.	Achieved
	6. Encourage staff industry attachments to gain industry experience.	6. IT exhibition fair.	January 2026	Once every year.	Not achieved
	7. Embark on community action initiatives.	7. Consultancy services, industrial attachment, research projects and grants.	January 2026	At least one every year.	Not achieved.
		8. Fundraising for various Faculty and Departmental programmes.	January 2026	Ongoing	Not achieved.
		9. Community service and CSR.	January 2026	Ongoing	Partially Achieved

Impact

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
Make a strong impact through quality teaching, research and service	1. Promote academic excellence in teaching using the highest standards and best journals	1. One lecturer, one journal article per year policy.	January 2026	Ongoing	Not achieved
	2. Create an institution of active and reflective teaching and continuous learning.	2. Research clinic series.	January 2026	At least twice every semester	Not achieved

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
	3. Produce quality graduates that contribute to changing the world for the better.	3. Capacity Building for lecturers for Grantsmanship.	January 2026	At least twice every semester	Not achieved
	4. Strengthen the research capacity and research professionalism of faculty including grantsmanship.	4. Encourage paper submissions to the Faculty journals: Journal of Information Systems and Computer Science and Journal of Language, Communication and Media Studies. Through this plan and the associated ones such as research clinic series, the department seeks to increase its publication output by some 20%.	January 2026	Ongoing	Not achieved
	5. Increase publications in high-impact ranking outlets or journals.	5. Promote trans and interdepartmental research collaboration and mentorship drive among faculty members.	January 2026	Ongoing	Not achieved
	6. Establish Research Chairs in all faculties, particularly in high-impact areas.				
	7. To be regionally and globally recognised for research excellence.				
	8. Promote quality and innovative research that addresses emerging issues in UPSA's research niches.				
	9. Disseminate research findings effectively.				

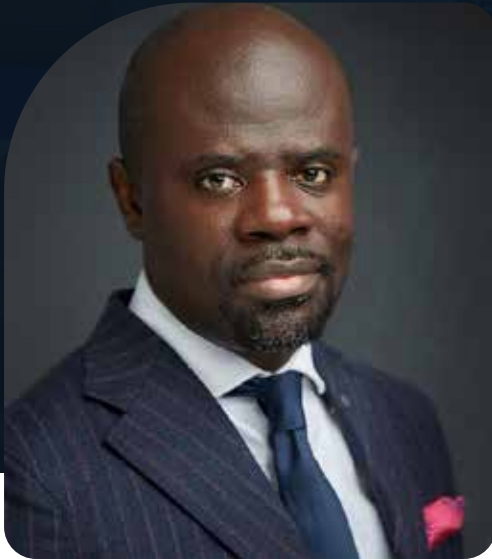
Sustainability

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
Generate and manage financial resources and other capitals to ensure resilience, sustained growth and long-term sustainability.	Raising funds to support and sustain all the activities of the Faculty	Fundraising for various Faculty and Departmental programmes	January 2026	Ongoing	Not achieved

Continuous improvement

Goal	Objectives	Strategic Initiative/s	Commencement Targets	Completion Targets	Status
Build an institution of proactive, active and reflective learning for continuous improvement and transformation.	Develop new, innovative and transformative academic programmes at the diploma, undergraduate, and postgraduate levels and review old ones to ensure that Our portfolio offerings reflect industry needs.	1. Develop short IT and Communication courses and run them.	January 2026	September 2026 and ongoing	Not achieved
		Programme Expansion and Accreditation: Information Technology: 1. Bachelor of Science in Artificial Intelligence and Software Engineering. 2. Bachelor of Science in Artificial Intelligence and Business Informatics. 3. Bachelor of Science in Creative Technology and Innovation. 4. Bachelor of Science in Digital Asset Management.	January 2026	October 2026	Not achieved
		Communication Studies: 1. Master of Arts in Development Communication. 2. Master of Philosophy in Development Communication. 3. Doctor of Philosophy in Media & Digital Communication Management. 4. Doctor of Philosophy in Development Communication.			

Kindly refer to the University's Statistics Document on the website for more details.



UPSA Law School

Prof. E. Kofi Abotsi
Dean, UPSA Law School

The Dean's Message

In 2025, the management of the UPSA Law School focused on delivering a strategic vision for the school in tandem with the overall mission of UPSA. In this regard, the school focused on the four (4) key areas, namely brand projection and sustainability, strengthening programme delivery and quality, faculty capacity building, and research. Delivery on the strategic goals over the last five (5) years has ensured that the school has seen growth in key indicators and areas of its operation and management including faculty hiring and retention, student numbers and applications from prospective students, partner interest to engage with the school, and general visibility in the public space.

Introduction

This report highlights the activities and accomplishments of the UPSA Law School from January to November 2025. 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.

General Information About The School

Aims and Objectives

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

The specific objectives of the programme is to:

- i. Equip students with sound theoretical foundation that builds their conceptual capacities.
- ii. Build upon the sound theoretical foundation by exposing students to clinical legal education that gives them the opportunity to participate in community and professional programmes through attachments.
- iii. Equip students with knowledge and skills of multidisciplinary research methodologies and orientation.
- iv. Give students the opportunity to acquire their professional practical skills through course and by so developing the level of skills necessary to become practitioners in these roles in the future.

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

Academic Programmes offered by the School

The UPSA Law School offers the following programmes:

1. A Four (4) year LLB for Non-Degree holders. This is a full-time programme whose entry requirement is a grade C6 or better in three (3) core subjects and three (3) elective subjects. Selection is now limited to single digit aggregates and admission is cut off when the desired class size is attained.
2. A Three (3) Year LLB Degree. This is an evening programme whose entry requirement is a good first degree from an institution recognized by GTEC and a pass in a selection test and an interview.

Departments of the Law School

The Law School is made up of two Departments, these are

1. Department of Private Law
2. Department of Public Law

Strategic Goals and Objectives

- 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.

Staffing

The Law School is managed by a seven-member Management Team led by the

Dean, responsible for strategic leadership and administrative oversight. The team comprises the Dean, Vice-Dean, Heads of the Private and Public Law Departments, Faculty Research Officer/LLM Coordinator, Non-LLB Programme Coordinator, and the School Officer.

During the year under review, the Law School had a total staff strength of forty-four (44), consisting of thirty-four (34) full-time lecturers, seven (7) adjunct lecturers, and three (3) administrative staff.

Student Enrolment

Registration Statistics

Registration statistics for the two cohorts of students for the 2024/2025 academic year is as shown in the tables below. The total number of students stands at six hundred ninety five (695).

4-Year LLB Programme

Level	Male	Female	TOTAL
Level 100	0	0	0
Level 200	34	59	93
Level 200 (Fee-paying)	7	29	36
Level 300	43	108	151
Level 400	36	99	135
Total	120	295	415

3-Year LLB Programme

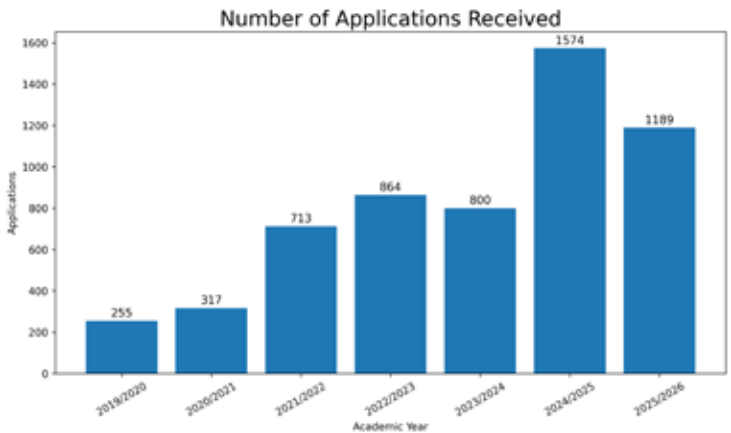
Level	Male	Female	TOTAL
Level 200	49	52	101
Level 300	47	24	71
Level 400	60	48	108
Total	156	124	280

Entrance Examination and Admission

The Entrance examination was written on Saturday 17th May, 2025 and selection interview held from 27th May, 2025 to 30th May, 2025 .The table below gives the statistics of applicants who applied for the Post First Degree LLB programme and the number admitted.

Number of Applications Recieved	505
Applicants Shortlisted for Entrance Examinations	486
Qualified for Interview	257
Admitted	149
Percentage Admitted	29.50%

4-Year LLB Admissions



At the time of generating this report, the total number of applications received stood at 1189, and out of the number, 80 applicants already had results in the system and were qualified for admission. The proposed cut-off aggregate was set at seven (7) and the proposed quota for admission at 150. Application into the programme was still open.

Graduation Statistics

The UPSA Law School presented two hundred and sixty-three (263) candidates for graduation but successfully graduated two hundred and twenty three (223) students at the first section of the 17th Congregation comprising one hundred and twenty-one (121) 4-year LLB students and one hundred and two (102) students from the 3-year LLB programme. The tables below highlight the statistics.

3-Year LLB Programme

Number Presented	Graduated	Could Not Graduate	Graduation Rate	Non-Graduation Rate
115	102	13	88.7%	11.3%

4-Year LLB Programme

Number Presented	Graduated	Could Not Graduate	Graduation Rate	Non-Graduation Rate
148	121	27	81.8%	18.2%

Overall for both Programmes

Number Presented	Graduated	Could Not Graduate	Graduation Rate	Non-Graduation Rate
263	223	40	84.8%	15.2%

Academic Award Winners

Mr. Kwadwo Kwarteng Boapong and Ms. Vanessa Elikem Kudoh won the best graduating student male and female category respectively.

Major Activities Undertaken In 2025

Engagements with the Community

The UPSA Law School has been actively engaged in various initiatives and programmes aimed at promoting legal education

and professional development. Here are some of the recent activities.

- **Jollof and Justice 2025**- Luxe and Learned Awards - Law Students Union Awards scheme.
- **Entrance Exams and admissions** for the 2025/2026 academic year- two hundred and fifty-four (254) applicants sat for the exams, and one hundred and forty-nine (149) applicants were admitted
- **Point of Law Series** - A weekly education on aspects of the Law.
- **Launch of the Seventh (7th) Law Students' Union (LSU) week** celebrations with the theme: Young lawyers within a changing world; Adaptability, Resilience and Growth,
- **Public Lecture on Building a Community Court of Justice that Works for the Citizens of ECOWAS:** Some Reflections- the speaker was Justice Edward Amoako Asanti, immediate past president of the ECOWAS Court of Justice and Chaired by the Minister of Foreign Affairs, Hon. Samuel Okudzeto Ablakwa
- **Legal Clinic Advocacy Series**, a programme aimed at educating the populace
Topic: Affordable Rent, Quiet Possession. Securing Homes for all Ghanaians.

Topic: Labour; Duties and Obligations of both employees and employers

Topic: Land Acquisition in Ghana

- **Absa-UPSA Law School Quarterly Banking Roundtable XI** - Special guest Dr. Johnson Asiamah, Governor, Bank of Ghana.
- **Grand Commissioning of the UPSA Law School Moot Court** by His Lordship Justice Paul Baffoe-Bonnie, Chief Justice of Ghana.
- **Affronomics Law Masterclass** on Climate Finance, the Green Transition, and Sovereign Debt.
- **Final Q and A with the Dean**, a programme designed for interaction between final year students, faculty and the Dean.

2025 in Review

The following activities are worth revisiting

Faculty Spotlight Series



The Point of Law Series

Simplifying the Law in clear language for the public which is c circulated on Social Media twice a week.

UPSA
LAW SCHOOL

POINT OF LAW SERIES

“

Everyone in Ghana, including the organs of government, its agencies, and private individuals or groups, must respect and uphold people’s fundamental human rights and freedoms, and if these rights are violated, the Courts can enforce them.

Source: Article 12(1), Constitution of the Republic of Ghana, 1992.

SUPPORTED BY

Verna

SUBSIDIARY SUPPORT BY

STC

MEDIA PARTNER

JOY NEWS

UPSA
LAW SCHOOL

POINT OF LAW SERIES

“

The only ground for which a court will grant a petition for divorce is that the marriage has broken down beyond reconciliation.

[Section 1(2) of the Matrimonial Causes Act, 1971 (Act 367)]

SUPPORTED BY

Verna

PUBLICITY SUPPORT BY

STC

MEDIA PARTNER

JOY NEWS

UPSA
LAW SCHOOL

POINT OF LAW SERIES

“

The President will appoint as many Ministers of State as necessary for the efficient running of the country, with the prior approval of Parliament. These Ministers will be chosen from members of Parliament or individuals qualified to be elected as members of Parliament, but the majority must come from Parliament.

Article 78(1) & (2) of the 1992 Constitution

SUPPORTED BY

Verna

PUBLICITY SUPPORT BY

STC

MEDIA PARTNER

JOY NEWS

Public Lecture



Constitutional Day



Afronomicslaw Masterclass



The Law School in 2026

In 2026, the Law School will focus on the following;

- Further push on internationalization and global visibility agenda.
- Improved scholarship and publication output by faculty.
- Growth in numbers of terminal degree holders (about 8 presently in school and at various stages of completion).
- Improved consulting and social impact drive of faculty research.
- Improved consulting and social impact drive of faculty research.

Kindly refer to the University's Statistics Document on the website for more details.

MEET OUR Heads of Departments



Mr. Albert Quarshigah
Ag. Head of Department,
Public law



Dr. Ethel Fiator
Ag. Head of Department,
Private law



Prof. Adwoa S. Amankwah
Head of Department,
Communication Studies



Dr. Joshua Ofoeda
Head of Department,
Information Technology



Dr. Abdallah Abdul-Mumuni
Head of Department,
Economics & Actuarial Science



Dr. Isaac Ofoeda
Head of Department,
Banking & Finance



Prof. John K. Amoh
Head of Department,
Accounting



Dr. Abdul-Hamid Ibn Kailan
Head of Department,
Marketing



Dr. Ummu Markwei
Head of Department,
Business Administration



Institute of Professional Studies

Directorate

Prof. Fidelis Quansah

Director, Institute of Professional Studies

Director's Message

The Institute of Professional Studies Directorate (IPSD) remains a leading institution in business and professional education. It holds the distinction of being Ghana's oldest provider of accountancy and management tuition. The IPSD is committed to nurturing industry-ready professionals through practical, market-oriented training that leads to globally recognized professional certifications.

The past year has been one of steady progress, resilience, and collective accomplishment for our Institute and the professional community we serve. Together, we have advanced knowledge, strengthened our networks, and upheld the standards of excellence that continue to define our legacy.

As we look to the year ahead, our focus will be on consolidating this progress by deepening professional development, embracing innovation, and fostering stronger collaboration across our stakeholder networks. We will continue to advocate for the highest ethical and professional standards, while ensuring that our members remain equipped to respond effectively to the evolving demands of industry and society.

We take great pride in the continued success of our students and alumni, whose achievements reflect the quality and impact of our programmes. As we move forward, the IPSD reaffirms its

commitment to remain at the forefront of professional education in Ghana. We also seek to extend its influence across the global professional landscape.

Our Mission

The IPSD delivers exceptional tuition and resources for industry-oriented professional courses in accounting and management. We foster a supportive learning environment that enhances the knowledge, skills, and ethical standards of its learners to meet the demands of the global workforce.

Objectives

Within a conducive environment that fully supports the teaching and learning of professional accounting and management programmes, IPSD will achieve the following:

- Offer industry-relevant professional programmes and courses that align with national and international standards to equip students with the requisite practical knowledge and skills;
- Conduct regular curriculum reviews to ensure alignment with current industry practices and examination requirements;

- Establish formal partnerships with relevant professional bodies or corporate organizations;
- Organize professional development workshops and seminars with industry leaders to provide practical insights and networking opportunities for students;
- Foster critical thinking, entrepreneurial initiatives, problem-solving, and leadership skills; and
- Integrate cutting-edge technology and digital resources into our courses.

Programme Portfolio

The following programmes were offered in the Directorate:

- Association of Chartered Certified Accountants (ACCA);
- Institute of Chartered Accountants – Ghana (ICAG);
- Chartered Institute of Marketing (CIM)-UK;
- Chartered Institute of Marketing, Ghana (CIMG); and
- Institute of Project Management Professionals (IPMP).

Staffing

Staff Strength

The staff strength in the Directorate as of October 2025 stood at four (4). This comprised two males and two females. The IPS Directorate managed by the Director and supported by three (3) other staff since January 2025.

Teaching Staff

The Directorate engaged a total of twenty-four (24) teaching staff, comprising both full-time and adjunct lecturers, during the period under review.

Statistics of teaching Staff in the IPSD.

Gender	Qualification		Total
	Full-time Lecturers	Adjunct Lecturers	
Male	8	11	19
Female	4	1	5
Total	12	12	24

Source: IPSD, 2025

Professional Students Enrolment

Professional students’ enrolment for the period under review (February-October 2025) stands at one thousand, and twenty-seven (1027).

Enrolment figures from 2023-25.

Programmes	Admission /Year	2023	2024	2025
CIM –UK	First Semester	19	22	24
	Second Semester	11	1	24
ACCA	First Semester	17	11	17
	Second Semester	13	0	11
ICAG	First Semester	56	15	19
	Second Semester	39	1	11
CIMG		465	380	516
	Aug. / Sept.	152	21	286
ICAG-Public Sector Accounting	Second Semester	N/A	N/A	43
IPMP	Second Semester	N/A	N/A	76
Total		772	451	1,027

Source: IPSD, 2025

Meeting with Lecturers

The Directorate met with all Lecturers who teach the various professional programmes to address matters of mutual concern.

The objective of the meeting, which was to improve the image of the programmes for the satisfaction of both students and Management, was achieved.

External Examination

Students registered and took part in their various external professional examinations during the period under review.

Commendation and Award Received by IPSD

Letter of Commendation by CIM UK.

The Chartered Institute of Marketing (CIM) UK has commended the University of Professional Studies, Accra for the excellent

performance of its students during the July 2025 assessment session.

The following statement(s) of commendation were issued by the Awarding Body:

Innovation in Marketing: The Awarding Body at The Chartered Institute of Marketing (CIM) commended the University of Professional Studies, Accra for the excellent standard of results achieved for assessments submitted during the July 2025 assessment session. This was for the Innovation in Marketing module of the Diploma in Professional Marketing programme.

Global Marketing Decisions: The Awarding Body at The Chartered Institute of Marketing (CIM) commended University of Professional Studies, Accra for the excellent standard of results achieved for assessments submitted in the July 2025 assessment session for the Global Marketing Decisions unit of the CIM Postgraduate Diploma in Professional Marketing programme.

Corporate Digital Communications: The Awarding Body at The Chartered Institute of Marketing (CIM) commended University of Professional Studies, Accra for the excellent standard of results achieved for assessments submitted in the July 2025 assessment session for the Corporate Digital Communications unit of the CIM Postgraduate Diploma in Professional Marketing.

Creating Entrepreneurial Change: The Awarding Body at The Chartered Institute of Marketing (CIM) commended University of Professional Studies, Accra for the excellent standard of results achieved for assessments submitted in the July 2025 assessment session for the Creating Entrepreneurial Change unit of the CIM Postgraduate Diploma in Professional Marketing.

ICAG Part One July 2025 Examination Best Student Award

Ms. Agyei Adwoa Nyamekye from UPSA ICAG Professional class received the overall best candidate and overall best female candidate for the ICAG PART ONE July 2025 examination award.

Key Activities

The IPSD undertook numerous activities during the year under review including the following:

- Admitted and registered Professional students;
- Organized orientation exercise for professional students;
- Met with Professional bodies representatives both in person and virtually;
- Initiated and signed an MOU with CIHRM to run the Chartered Institute of Human Resource Management programme at UPSA;

- Introduced and commenced the Institute of Project Management Professionals, Ghana programme, thereby adding yet another professional programme to our portfolio;
- Organized and ran a professional certificate in Company Compliance and Administration.
- Organized a guest lecture on:
 1. Introduction to Sustainability Reporting; and
 2. Securing a top Job After School. A step-by-step guide.

Major Achievements

- Rolled out the Institute of Project Management Professionals, Ghana programme;
- Signed an MOU with the CIHRM to run the Chartered Institute of Human Resource Management programme at UPSA;
- Organized and ran a professional certificate in Company Compliance and Administration;
- Gained an appreciable increment in student enrolment; and
- Successfully organized and celebrated the IPS professional students week.

Kindly refer to the University's Statistics Document on the website for more details.

Strategic Priorities and Focus For 2026

The IPSD will align its plan of strategic priorities and focus for 2026 in the following areas as found in the table below.

Strategic Priorities and Focus for 2026

Strategic Initiatives	Commencement Target	Completion Target	Responsibility	Objective	Remarks
Attract and admit eligible students from all backgrounds using our flyers	Q1 2026	All year round	Director	1	Collaborate with PAD to get the flyers done
Retain and retrain alumni in executive continuous professional development programmes	Q2 2026	Q3 2026	Director	4	Training sessions shall be organized.
Work towards a bonding relationship among students, staff and alumni that promotes collaborative learning through mentorships and coaching	All year round	All year round	Director	6	The Directorate shall engage some alumni mentorship and coaching programmes.
Eliminate all barriers that limit equal opportunity and inclusiveness	Q1	All year round	Director	6	The Directorate shall ensure shared responsibility.
Identify areas where the University/ Institute can make a significant impact and develop action plans for execution such as development of marketable professional programmes	Q1 2026	All year round	Director	10	The Directorate shall work on new professional programmes to be added to the portfolio.
Promote industry relations and interaction with the business community to advance the institutional goal of relevance	Q2 2026	Q3 2026	Director and Lecturers	2	The Directorate shall identify opportunities for joint research projects, consultancy services and community service.
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	Q1 2026	All year round	Director	2	The Directorate shall collaborate with professional bodies on knowledge sharing.
Engage with the public and policy makers to shape our teaching and research	All year round	Ongoing	Director	5	The Directorate shall organize two guest lectures in the year.
Promote academic excellence in teaching using the highest standards and best practices	All year round	All year round	Lecturers	9	Training programmes will be organized for lecturers on the professional programmes. Also lecturers will be evaluated.
Develop marketable short courses for training	All year round	All year round	Directors, BDC and all Centres.	1	IPSD shall collaborate with BDC and other stakeholders.
Enforce ethical standards among staff and students	All year round	All year round	Director	3	The Directorate shall enforce the ethical standards.
Aggressively seeking for research grants	All year round	All year round	Director		The Directorate shall network with the business community.

Source: IPSD, 2025



Institute of Work, Employment and Society (IWES)

Dr. Mrs Erika Mamley Osae

Director, Institute of Work, Employment and Society

Introduction

This report presents a summary of the key activities and achievements of the Institute of Work, Employment and Society (IWES) for the period January to December 2025. The year under review was marked by steady progress and productive engagement across the Institute's core mandate areas, supported by strong institutional backing from the Management.

About the Institute

The Institute of Work, Employment and Society (IWES) is a research- and policy-oriented Institute committed to advancing knowledge and practice in the areas of work, employment, and broader societal issues. Through research, consultancy and advocacy, the Institute contributes to evidence-based policy reflection and informed decision-making within organisations, communities and the public sector.

At the core of IWES's philosophy is the principle that work and employment relations should enhance, rather than diminish, human dignity and well-being. The Institute seeks, therefore, to improve individuals' working lives, organisational practices and employment systems through innovative research and critical inquiry into contemporary labour and workplace challenges.

Its overarching objective is to promote employee well-being, strengthen organisational effectiveness and support sustainable socio-economic development across all sectors of the economy.

In pursuit of increased productivity and impact, IWES remains committed to undertaking high-quality research, delivering consultancy and advisory services, and strengthening collaborative partnerships with key stakeholders, including local and international institutions. These collaborations are central to the Institute's efforts to broaden its reach, enhance relevance and achieve measurable outcomes.

Mission

The mission of the Institute of Work, Employment, and Society is to advance knowledge and practice through research, training, consultancy and advocacy aimed at the development of human resources, public and private sector organisations, and the society at large.

Strategic Objectives

- Commission academic research on work, employment and societal issues.

- Provide consultancy services to multinational organisations, governments, industries and individuals within the West Africa sub-region.
- Publish and disseminate publications.
- Contribute to public discourse on work, employment and social issues through the media, community debates and public fora.
- Provide advice and other services to industrial participants and governments.
- Promote models of work arrangements which promote economic efficiency, while respecting employment rights and standards.
- Work co-operatively with academic and community organisations which share similar objectives.

Human Resource

Staff Strength

As of November 2025, the Institute had a total staff strength of six (6) members. The staff complement comprised one (1) Director, four (4) Research Fellows and one (1) Junior Assistant Registrar. Of the total number of staff, three (3) were male and three (3) female, thus reflecting a balanced gender representation within the Institute.

Staff Development

Members of the Institute attended conferences, webinars, seminars, workshops, and other meetings which were organised during the period under review.

Retirement

Dr Mrs Mary Naana Essiaw, founding Director of IWES, retired from active service of the University on September 30, 2024. The institute extended its heartfelt congratulations to her for her dedicated service and wished her all the best in her future endeavours. Dr Erika Mamley has been acting as Director since February, 2025.

Consultancy Services

Professional Training

During the period under review and in line with Strategic Initiatives one, two, three, five and eight we were able to, inter alia, develop connections to market the University and other stakeholders through continuous professional development programmes. The Institute sustained its supervisory development programmes with two leading mines, namely, AngloGold Ashanti, and Asante Gold Corporation by offering their employees the professional Certificate in Supervisory Management, and also the post-graduate programmes namely; Post-Graduate Diploma in Leadership and Organisational Development (PGDLOD), and the MSc in Leadership and Organisational Development (MScLOD) programmes.

Siguiri Anglogold Ashanti, Guinea (SAGS)

In line with Strategic Initiative five (5) - seek partnerships and collaborations that will enhance the image and reputation of the University through consulting services, IWES secured a contract to deliver training for employees of Siguiri AngloGold Ashanti, Guinea (SAGS), a subsidiary of AngloGold Ashanti Company in Ghana. This followed the successful submission and acceptance of a proposal by IWES-UPSA to SAGS. A list of names was submitted by the Siguri Management for two distinct training programmes: Certificate in Supervisory Management, and Post-graduate Diploma in Leadership and Organisational Development.

The University will receive full payment at the end of the programme as specified by the MOU. Fifteen (15) employees of SAGS were taken through two intensive on-site training at Konan, Siguiri in Guinea for two visits comprising five (5) intensive days training to cover all the five (5) modules under the Supervisory Management programme. Their training covered the five (5) modules, namely, Supervision and Effective People Management Practices; Commercialising Innovation; Marketing and Customer Service Management; Teambuilding; Team Development and Team Effectiveness; and Economics for Managers. It was an interactive, highly participative session which ended with a closing ceremony. The graduation could not be held at the slated time due to an incident on site which preoccupied the attention of the entire top Management and participants. This incident also affected

the commencement of the Post-Graduate Diploma in LOD programme.

The University received a one-time full payment before the end of the programme as specified by the MOU.

Asante Gold Corporation Limited

Professional Certificate in Supervisory Management-Joint Cohort

The training of the joint cohort of staff from Asante Gold Corporation made up of the three operational sites plus the head office in Accra began on Saturday, May 17, 2025, following the successful signing of a Memorandum of Understanding between UPSA and Asante Gold Chirano Limited. A total of fifty-four (54) employees from various departments participated in the programme. The in-person training ended on Sunday, September 14, 2025, and participants graduated at an elaborate ceremony in Bibiani.

The Institute successfully completed the Certificate in Supervisory Management training programme for the joint cohort of employees from Asante Gold Corporation Limited, namely, Chirano, Bibiani and Kubi sites as well as the corporate head office in Accra. UPSA Management, led by the

Vice-Chancellor, Registrar and Director of Academic Affairs attended the graduation ceremony in Bibiani, in the Western North region on the 17th October 2025.

The client has received the invoice and is currently processing payment. The University is expected to receive the full payment of GH¢648,000.00 in two instalments as specified by the MOU.

Master of Science in Leadership and Organisational Development Programme

A total of twenty-two (22) students from Asante Gold Chirano Limited pursuing the Master of Science in Leadership and Organisational Development (MSc LOD) programme completed lectures, wrote exams and duly submitted their respective theses in line with the requirements for the award of a Master's degree. All courses for this cohort are being delivered and assessed online. The Institute collaborated with the Department of Business Administration, and Academic Affairs Directorate to ensure the smooth running of the programme. Students were expected to graduate in December 2025. The total income to be generated by IWES from this programme is presented was US\$37,400.00.

Master of Science in Leadership and Organisational Development Programme – Cohort 2 (Joint)

A total of thirty (30) students from Asante Gold Corporation Limited from the three (3) operational sites and head office are pursuing the Master of Science in Leadership and Organisational Development (MSc LOD) programme. They comprise 14 from Bibiani, 11 from Chirano, 2 from Kubi and 3 from Accra head office. Lectures commenced October 2025. All courses for this cohort are being delivered and assessed online. The Institute is collaborating with the Deans of the Faculty of Management Studies, and School of Graduate Studies, the HoD of Department of Business Administration, and Director of the Academic Affairs Directorate to ensure the smooth running of the programme. Students are expected to graduate in December 2026. The total income to be generated by IWES out of this programme was US\$51,000.00.

The invoice has been submitted to the client for payment of the initial 50 percent before the close of the year. An amount of US\$25,500.00 equivalent in Ghana cedis is expected to be paid.



Ashanti Gold Professional Certificate in Supervisory Management-Joint Cohort



Ashanti Gold Cohort 5

Teambuilding Training for Processing Unit of Chirano Gold Mines Ltd

The Management of Asante Gold Chirano Mines Limited requested for a departmental team-building training for some employees of the Processing Department. Training of the relevant employees commenced 3rd May 2025 and ended 25th July 2025. In all, 147 employees were trained on a pro bono basis. The Invoice has, however, been submitted to the client to cover only the issuance of certificates for participants as agreed. The total income to be generated by IWES out of this programme was ₵73,500.00. An invoice has been submitted to the client for full payment. However, the client is still in negotiations for a reduction in the cost per head for issuance of certificates for participation.

Anglogold Ashanti, Obuasi Mines Limited

In line with the Strategic Initiative 8 – Nurture good and close relationships with our external stakeholders, community, industry, government and partners, as well as Strategic Initiative 3 – Seek partnerships and collaborations that will enhance the image and reputation of the University through academic programmes – AngloGold Ashanti, Obuasi mines resumed its partnership with IWES. This came after break of a year and a half. The client attributed the break to a refocus on training employees to be technologically savvy as they plan on deploying AI in their operations. Upon completion of the training, Anglogold Ashanti deemed it fit to continue developing the people management skills

of their employees and reached out to us. Discussions were held and potential students were presented for enrolment onto the two programmes—professional certificate, which targets all employees without a strict entry requirement, and the MSc programme which targets managers and superintendents.

Master of Science in Leadership and Organisational Development Programme – AngloGold Ashanti, Obuasi Mines

A total of thirty (30) students from AngloGold Ashanti, Obuasi Mines (Ghana) Limited enrolled on the Master of Science in Leadership and Organisational Development (MSCLOD) programme. Online lectures for first semester courses for the 2025-26 academic

year started on Saturday, October 11, 2025, with the first semester expected to end 19th April 2026. The total income generated by IWES out of this programme was US\$ 51,000.00. The University received payment of the total amount in two installments as specified by the MOU.

Asanko Mines Limited

In our quest to expand consultancy services, the Institute held a meeting with the Learning and Development Superintendent of Asanko Mines Limited. Asanko Mines Limited is a multinational company in the mining industry. The discussion focused on opportunities to provide employee training. Several meetings were held on phone and virtually. However, their asking price was too low and consequently stalled negotiations. The Institute is optimistic about a favourable collaboration in future.

Collaborations

Expression of Interest

The Institute actively sought 'Call for Research Proposals' and 'Expression of Interest' that aligned with its mandate. In line with those objectives, the Institute submitted some proposals, awaiting favourable responses. The Institute also followed up on some previously submitted proposals to various organisations and engaged with those organisations regarding their status.

Programme Design

Reaccreditation of Programme

The Institute worked diligently with the Dean of the Faculty of Management Studies, and Department of Business Administration to restructure some courses to reflect clients' needs for the Postgraduate Diploma and MSc in Leadership and Organisational Development Programme. The programme is accredited by the Ghana Tertiary Education Commission (GTEC).

New Programme Design

The Institute sought Management's support to complete the necessary documentation for the development of new programmes. Consultations with different organisations were made in Health and Safety, Environment and Sustainable Development, and Disaster Management. In this direction, collaboration letters were received from various industries and public organisations/institutions. 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 included

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

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

Lecturing Academic Programmes

Research Fellows in IWES supported faculties in lecturing various courses. The Fellows also supervised students' dissertations, project work or case studies at the undergraduate level. They engaged in other community services by providing career and guidance services to students as well as referring them to the counselling centre for further assistance.

Policy-Driven Research

Learning Workshop

During the period under review, IWES research fellows participated in a number of training workshops, webinars, seminars and conferences both in-person and virtually.

Labour Day Public Lecture

International Labour Day Public Lecture and Celebration

In line with its mandate, the Institute hosted a public lecture on Thursday, 24th April 2025, in commemoration of the 2025 May Day celebrations. The main speaker was Alhaji Ibrahim-Tanko Amidu, the Executive Director of the STAR Ghana Foundation and also a member of the Constitutional Review Committee. The theme for the lecture was "Lessons from Experience: A Civil Society Leader's Journey in a Changing World". This was couched from the International Labour Day theme for 2025.

In addition, IWES proposed an annual May Day celebration at the University on the last Friday before 1st May of every year to recognise the invaluable contributions of all staff members. Management approved the proposal and the public lecture was successfully carried out. This created an opportunity for Aboagye Barima Yaw Sekyi Asaah, a Level 300 student of the Finance Department to an internship position at Star Ghana Foundation.

Research Grants

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

Research Publications

Our Research Fellows worked on diverse range of papers, a selection of which have already been published in reputable journals. Meanwhile, many other papers are presently undergoing peer-review, with a few already at advanced stages in the publication process.

This Table provides the number of publications for the period.

No. of Publications of IWES Staff – 2024

Name	No. of Publications
Dr Mrs Erika Mamley Osae	2
Dr Isaac Yeboah	2
Mr Andrew Kweku Conduah	2
Mr Ransford Kwaku Afeadie	2
Ms Hilda Appiah	2

Association of Retirees of UPSA (ARUPSA)

The activities of the Association began in 2024 and IWES continued to support the association's executive. IWES facilitates the meetings of the executive and is conducting research into the lived experiences of members of retired UPSA staff. The findings would be shared in a seminar to be organised in the first quarter of 2026. Members of the Association of Retirees of UPSA (ARUPSA) engaged in activities to support one another. They are planning to organise their annual executive and general meetings.

Collaboration with the office of the Registrar - Pre-Retirement Training Programme for UPSA Staff

IWES proposed the organization of a Pre-Retirement Training Programme to empower UPSA staff so that they can embrace retirement confidently and with adequate preparation. The target audience were staff approaching retirement (e.g., within 3-5 years of retirement). This initiative helped participants gain insights into financial planning, emotional adaptation, healthcare management, and opportunities for meaningful engagement post-retirement.

Organisational/Institutional Collaboration

In order to engender more exposure and secure partnerships with different organizations, the Institute participated in several activities. These included Vice-Chancellor's faculty authored textbook and journal programme, and fundraising activities with GLICO Group, Republic Bank and Ghana EXIM Bank, amongst others.

IWES collaborated with the following organisations and institutions:

- Gamey and Gamey Group to jointly develop a proposal for training parliamentarians;
- People's Dialogue Ghana to explore possibilities of accessing their African Cities Research Consortium (ACRC) fund (Discussions still ongoing);
- Women in Informal Employment: Globalising and Organising (WIEGO) explored possible collaborations and funding of research into women in the informal economy; and
- STAR Ghana Foundation, lead sponsor of 2025 Labour Day lecture.

Plan for 2026

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

- Enhance the Institute's global presence through international conferences, seminars and research publications;
- Undertake corporate social responsibility (organisation of UPSA May Day employee fun day games);
- 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;
- Sustain partnership with existing extractive industry clients; and
- Solicit for collaboration and partnerships.

Kindly refer to the University's Statistics Document on the website for more details.

07



Centres

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



Research and Consultancy Centre

Prof. Alexander Preko

Director, Research and Consultancy Centre

Overview

The Research and Consultancy Centre (RCC) is responsible for promoting, administering, and overseeing all research, scholarly and consultancy activities within 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; and
- vi. Marketing Unit.

Mission

The vision of the RCC is to engage the University community, industry, society and governments in research uptake that inures to the benefit of mankind.

Strategic Focus Areas and Objectives

During the 2025 reporting year, the RCC's activities were concentrated around seven major strategic priority areas aimed at strengthening research productivity, institutional systems and external partnerships:

1. Consultancy and Research Grants: Targeting policy-driven projects and commercial research for institutional growth.
2. Academic Research Support and Capacity Building: Improving faculty research quality, grantsmanship, and academic mentoring.
3. Student Research Ecosystem Development: Enhancing supervision, assessment, research skills training, and thesis management.
4. University Research Visibility and Publications: Promoting faculty publications, indexing opportunities, and research dissemination.
5. Stakeholder Engagement and External Collaboration: Building strategic partnerships with industry, the Government of Ghana, and development agencies.

6. Innovation in Research Processes: Proposed the introduction of digital systems for the management of student project work and developed a guideline for the implementation of the interdisciplinary undergraduate project work.

These strategic pillars shaped the execution of the RCC's activities, decisions, collaborations and programmatic interventions throughout the year.

Staff Composition

The Management team comprised one (1) Director and one (1) Deputy Director, supported by a Coordinator. The Centre's research capacity was strengthened by five (5) Senior Research Fellows. The administrative functions of the Centre were supported by one (1) Senior Assistant Registrar, and one (1) Chief Administrative Assistant. This staffing structure ensured effective leadership, robust research output, and efficient administrative support.

New Appointment

Prof. Gladys A. A. Nabieu was appointed as Coordinator of the Centre toward the end of the reporting period.

Highlights of Activities and Achievements

Research Projects and Consultancies

PURC Consultancy Project

The Research and Consultancy Centre (RCC) successfully delivered its flagship consultancy project for the Public Utilities Regulatory Commission (PURC) titled "Impact of Electricity Tariff Structure on Consumers' Willingness and Ability to Pay."

All contractual deliverables were completed and duly submitted, including the final technical report, a policy brief, presentation slides, and the final payment request. The successful receipt of the final payment marked the formal completion of the project. This engagement further demonstrated RCC's strong capacity to undertake high-impact consultancy assignments and deliver policy-relevant research outcomes within agreed timelines.

UNFPA Project

In collaboration with the Otumfuo Centre of Traditional Leadership, the RCC advanced discussions with the United Nations Population Fund (UNFPA) on a national field research project. An inception report was developed on "Traditional norms and practices of cultural groups in Ghana."

Sightsavers UK Research Collaboration

Meetings were held with Sightsavers UK to explore joint research. An MoU to operationalise collaboration was prepared and submitted.

Madina Municipal Assembly Market Research

The RCC led collaborative engagements to study constituents' expectations and perceptions of development through research.

Narcotics Control Commission Collaboration

Meetings were held with the La Nkwantanang-Madina District Command on substance abuse research.

Grant Seeking and Applications

The RCC consistently engaged in institutional and faculty-level grant acquisition, including:

- ACU Gender and Research Grants – application unsuccessful;
- GIZ Baseline Study on Living Income for Cocoa Farmers – application unsuccessful; and
- Universal Impact / The Conversation media training call – shared faculty-wide.



"DECADE OF PROGRESS: BRIDGING ACADEMIA AND INDUSTRY FOR BUSINESS RESILIENCE IN EMERGING ECONOMIES"

29TH - 30TH APRIL, 2025

UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA (UPSA)



Conferences

During the period under review, the 10th ICBMED conference was held from 29–30 April 2025 under the theme A Decade of Progress: Bridging Academia and Industry for Business Resilience in Emerging Economies. The two-day event convened a diverse group of stakeholders, academics, industry leaders, government officials, and representatives from the startup ecosystem to focus on bridging the longstanding gap between academic research and industry needs.

Capacity-Building Seminars and Training

Staff Development and Knowledge Transfer

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. These initiatives focused on equipping participants with the skills needed to develop successful research proposals, academic papers, and grant applications, ultimately boosting research productivity. Key activities included:

1. Practical Training in Research Methods on Referencing with Mendeley held on Thursday 27th February 2025. The workshop was facilitated by Dr. Adam Salifu.

2. Inter-faculty Seminar on Designing Impactful Research held on Thursday 10th April 2025. The workshop was facilitated by Prof. Simon Signé of Athabasca University in Canada and University of Witwatersrand in South Africa.
3. Practical Training in Research Methods on From Rejection to Publication held on Thursday 29th May 2025. The workshop was facilitated by Dr. Timothy King Avordeh.
4. Public Lecture on Using Black Liberatory Practices to Advance International Collaborations held on Thursday 26th June 2025. The workshop was facilitated by Prof. Candace M. Moore, University of Maryland, USA.
5. Inter-faculty Seminar on Research for Policy Formation held on Thursday 28th August 2025. The workshop was facilitated by Mr Selorm Branttie, Vice-President, Imani Center for Policy and Education.

Training for Early Career Lecturers

Delivered a hands-on session on Breaking into Reputable Journals: Why Papers Get Rejected & How to Write for Acceptance for newly appointed faculty members.

Seminars for PhD and MPhil Students

During the last quarter of 2025, the RCC organised a series of targeted research capacity-building seminars for postgraduate students. The sessions focused on academic writing, referencing, qualitative and quantitative methods and the responsible use of AI in research. Details are as follows:

- 10th November 2025: Referencing using Mendeley Software – facilitated by Dr Adam Salifu.
- 12th November 2025: Writing in the Sciences facilitated by Dr Samuel Koomson.
- 18th November 2025: How to Do Document Analysis (Qualitative Research) facilitated by Professor Alexander Preko (In-person, 5th Floor – Library).

These seminars strengthened postgraduate research competence, enhanced methodological rigour, and supported the RCC's mandate to build a vibrant research culture within the University.

Interdisciplinary Project

The RCC provided orientation and training for Level 400 students from 2nd-4th October 2022 regarding the interdisciplinary project work for Research Officers and Supervisors. The sessions focused on supervision expectations, interdisciplinary research processes and group project management. This ensured all stakeholders were prepared to guide and undertake interdisciplinary research aligned with UPSA's applied learning agenda.

Staff and Student Satisfaction Surveys

The survey explored staff and student experiences and suggestions for improving their overall satisfaction at UPSA. The Student Satisfaction Survey report was successfully completed.

Tracer Studies

The tracer study has been completed. However, due to limited access and respondent constraints, data was successfully obtained only from alumni respondents. Further engagement efforts will be required to capture employer-level data in the next phase.

Assessment of Business Case, Dissertation, Project Work, Thesis for 2024-25

In 2025, the RCC collaborated with the Departments, Schools, and Faculties to gather, assign, and reassign project work to authorised supervisors and reviewers. The final-year MBA project work and MSc/MPhil dissertation/theses for the 2024–25 academic year were processed, marked, and validated by the RCC. The RCC sent students' work along with written feedback for editing and confirmation that the students had responded to the remarks. The research contributions of 386 diploma, 602 undergraduate and 569 graduate students were evaluated for the 2025 October graduation.

University Research Publications

In the year under review, the RCC successfully gathered and compiled on a quarterly basis, new publications by faculty members. The publications for the first and second quarters of 2025 by departments and faculties are displayed in these reports.

Publications by Faculty Members for 2024 and 2025 (1st & 2nd Quarters)

	2024				2025			
Department	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Accounting	7	6	3	9	5	4		
Banking and Finance	5	11	4	7	9	9		
Economics and Actuarial Science	4	5	9	5	3	2		
Business Administration	12	22	15	10	4	7		
Marketing	9	12	6	4	3	3		
Information Technology	4	8	1	3	2	2		
Communications Studies	5	4	3	1	1	4		
Faculties and School	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Law (Private and Public)	1	2	5	8	1	1		
Accounting and Finance	10	14	14	15	11	11		
Management Studies	18	32	20	12	7	9		
IT and Communication Studies	8	12	4	4	3	6		

Source: RCC, 2024 and 2025.

Introduction of Research Performance Monitoring

During the year, the RCC introduced a comprehensive institutional review of research performance across all departments. The initiative assessed lecturers' visibility and output on major academic platforms including Google Scholar, ORCID, and Scopus. The findings revealed significant visibility gaps in many units, with some departments recording up to 89% of lecturers without Google Scholar accounts and over 90% without Scopus-indexed publications, while a few departments such as Marketing showed stronger profiles. The review provides a basis for targeted

interventions to enhance research visibility, strengthen indexing compliance, and support UPSA's positioning in international ranking systems.

Outlook for 2026

The RCC will continue to carry out activities that are consistent with the UPSA Strategic Plan's 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 Objective No.	Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2025	Remarks for 2026
2	Conduct biannual tracer studies	Q3 2022	Ongoing (Biannually)	Data from past students of UPSA were collected for analysis.	Data will be collected from organisations.
3	Improve the conditions 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.
3	Organise seminar on promotions	Q2 2022	Ongoing (Biannually)		Continue to organise seminars on promotion
3	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 surveys to provide management with issues for consideration.

Relevance

Strategic Objective No.	Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2025	Remarks for 2026
3	Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All-year-round	Ongoing		
4	Organise training workshops on using research to influence policy.	Q3 2022	Q3 2022		Continue to organise seminars of this nature

Strategic Objective No.	Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2025	Remarks for 2026
4	Organise training workshop on the writing of policy briefs.	Q2 2022	Q2 2022		Continue to organise seminars of this nature
4	Provide support to researchers to write policy briefs	All-year round	Ongoing		Continue to organise seminars of this nature
7	Conduct feasibility studies to support the agenda to establish satellite campuses	Q2 2024	Q2 2024	None yet	

Impact

Strategic Objective No.	Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2024	Remarks for 2026
4	Organise capacity building workshops on grantsmanship	Q2 2022 and every other year	Ongoing	An inter-faculty seminar was organised on grantsmanship.	Continue to organise seminars of this nature.
4	Organise practical research training for faculty and students.	Bi-monthly	Ongoing	Seminars were organised	Continue to organise more practical research training for faculty and students.
4	Sensitise the University community on ethics and professionalism in research.	Q2 2022 and every other year	Ongoing	-	Organise seminar on ethics: Policy and Practice
4	Subscribe to grants' databases	Q1 2023	Ongoing		Explore and subscribe to more grant databases.
4	Continue to organise international conferences at the University.	Q2 2022	Ongoing	Organised the 10th ICBMED successfully.	Organise 11th ICBMED in person and online.
5	Promote research publications in ranked or recognisable journals.	All-year-round	Ongoing	A seminar on "Navigating the reviewer's lens: Unveiling what reviewers look for in a manuscript" was organised.	Organise two (2) seminars.
7	Promote research publications in journals indexed in Science Direct and Scopus.	All-year-round	Ongoing	-	Organise two (2) seminars on publications.

Strategic Objective No.	Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2024	Remarks for 2026
8	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 to specific academic databases.	In-progress
8	Define areas of research that constitute UPSA's niches based on the faculty's strengths, capacity and expertise.	Q4 2022	Q4 2022	The project has been initiated. Members have been encouraged to sign up to specific academic databases.	In-progress
9	Organise fairs to showcase the University's research output.	Q1 2023	Ongoing	-	
9	Continue to compile and publish new academic publications.	Quarterly	Ongoing	First and second quarter academic papers have been compiled and published.	Produce quarterly publications report of UPSA.
9	Compile and publish the University's annual research report.	Q4 2022	Ongoing	Annual Research report completed	Publish 2025 research report

Sustainability

Strategic Objective No.	Strategic Initiative	Commencement Date	Completion Date	RCC Activity 2024	Remarks for 2025
1	Seek consultancy services	All-year-round	Ongoing	PURC project completed	Seek for more consultancy services.

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

1. Rebrand the Centre by repositioning and improving the image of the Centre.
2. Establish a full Institutional Ethical Review Committee with sub-panels for student and staff research.
3. Implement the Thesis Management System to digitize assessment, plagiarism checks, and archiving.
4. Formalise consultancy frameworks to scale external research partnerships and revenue streams.
5. Increase central budget allocation for research dissemination (books, workshops, policy briefs).
6. Institutionalise interdisciplinary undergraduate projects as a residency-style compulsory module.
7. Support faculty research outputs via coaching clinics, publication funds, and indexed journal hosting.

8. Improve grant proposal writing of faculty members.
9. Collaborate with local and international universities to jointly apply for grants.
10. Continue to improve the Journal of Business and Professional Studies (JBPS) with the aim of it being hosted by a reputable publisher and or ranking institutions.
11. Organise the three minutes thesis competition to improve the research skills of students.
12. Expand consultancy services offered to various sectors that are likely to generate additional revenue and community impact.
13. Introduce a university wide research award and recognition ceremony.
14. Organise the 11th international Conference on Business and Entrepreneurial Development (ICBMED).

Conclusion

We are hopeful that the coming year will bring greater success for the Centre. The RCC hereby wishes to thank the Management, entire University community and especially individual faculty members, for promoting the research agenda of the University.

Kindly refer to the University's Statistics Document on the website for more details.



Drolor Centre for Strategic Leadership

Dr. Joseph Gerald Tetteh Nyanyofio

Ag. Director, Drolor Centre for Strategic Leadership & Otumfuo Centre for Traditional Leadership

Executive Summary

This is a report on developments at the Drolor Centre for Strategic Leadership (DCSL) for the calendar year of 2025. During the period under consideration, the Centre was hived off the Otumfour Centre for Traditional Leadership. Dr Joseph Gerald Nyanyofio was appointed as Ag. Director, with the responsibility to provide high-level executive leadership with skills to stir passion and ignite the desire for change and accelerated development in Africa.

Introduction

The University of Professional Studies, Accra, in line with its mandate to promote scholarship in academic and professional disciplines, established the Drolor Centre for Strategic Leadership (DCSL) in 2015. This is in furtherance of the quest to build strategic leadership capacity, develop sound governance mechanisms and social capital among the next generation of ethical leaders in Ghana and beyond. The recent separation of the Centre from the two others (OCTL and CPA) marks a sufficient resolve by Management to leverage the platform to promote positive impact on the African continent and beyond.

Strategic Focus for 2026

The strategic focus for the coming year includes the following:

People

The Centre will work at attracting participants for our strategic leadership training programmes through a two-prong approach:

1. The traditional approach of advertising our programmes to the general public through flyers
2. Designing training programmes for various organisations

Relevance

Establish beneficial partnerships with local, international and multinational institutions across business, politics, academia, and religion; to deliver superior training experiences that build capacity and meet the strategic needs of their institutions.

The Centre will also organise quarterly Guest Leadership Seminars, facilitated by multi-sectoral leadership practitioners who will share their lived leadership experiences with the University community and contribute to various topical leadership issues in Ghana and

beyond. Additionally, the Centre will design regular weekly bulletins to educate the general public on various leadership issues.

Impact

Make a strong impact and attract a broader range of participants by developing highly relevant, high-impact leadership courses. The Centre in this regard will be developing relevant training programmes for target participants drawn across various fields-business, politics, academia and religion. Leadership Capacity Training for industry leaders will be prioritised. The Centre will

transform the University into a strategic leadership hub, grooming the next generation of leaders for Africa's politico-socio-economic transformation. For instance, the Centre will organise Strategic Leadership Master Classes for all student leaders and all final-year students before their graduation (similar to the Practitioners' Forum). In the long run, the Centre will attract international Guest Lecturers to share their lived leadership experiences with the University and the nation, while maintaining its reputation as the "University for the community".

The Centre will foster strategic partnership with the GaDangme Community, integrating GaDangme values into its academic fabric while driving sustainable development in Accra and beyond.

Sustainability

The Centre will strive to generate 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 harnessing of organisational sponsorship packages.

Otumfuo Centre for Traditional Leadership

Executive Summary

This is a report on the activities of the Otumfuo Centre for Traditional Leadership (OCTL) for the calendar year of 2025. There were a few changes in the appointment to the Director position. Prof. Frederick Doe proceeded on Sabbatical leave, and Prof. Raymond Dziwornu was subsequently appointed as Acting Director. Since then, Dr. Joseph Gerald Nyanyofio, a newly appointed Ag. Director of the Drolor Centre for Strategic Leadership has been given additional responsibility for the OCTL.

Staff Strength

The current staff strength of the OCTL is four, comprising an Ag. Director, an Assistant Registrar, a Chief Administrative Assistant, and a National Service Person.

Activities

In its quest to become more visible and relevant through its planned projects for 2025, the following activities were carried out.

Collaboration for Research and Programme Development

The Centre secured a partnership with the United Nations Population Fund (UNFPA), under which the UNFPA is supporting the University (via OCTL) in developing a GTEC-accredited two-year Diploma programme in chieftaincy-related areas. The UNFPA is also supporting the Centre with funds to research into cultural and developmental issues in Ghana, to inform the Centre's policy briefs for the seminar series, which the Centre plans to organise bi-annually.

Training Programmes

The Otumfuo Centre for Traditional Leadership organised two (2) training sessions for chiefs, queen mothers, staff of traditional councils, and regional houses of chiefs from June 9-13, 2025, and from December 8 -12, 2025, respectively. A total of 39 chiefs, queen mothers and staff of traditional and regional councils took part in the first training, while 35 participants enrolled in the second training, bringing the total to 74. Out of this, queen mothers represented 20% and 14% respectively in the first and second training sessions, while chiefs dominated with a whopping 80+ majority.

Stakeholder Engagement Seminar

The Centre, in collaboration with the United Nations Population Fund (UNFPA), organised a Stakeholder Engagement Seminar



2025 Graduating Class of the OCTL Training Session for Chiefs, Queen Mothers, Staff of Traditional Councils and Regional House of Chiefs

on the theme,, "Gender-Based Domestic Violence, The Role of Traditional Leaders". The programme was fully funded by the UNFPA. This was the second in the series of policy briefs the Centre planned to execute as part of its Strategic Plan. The seminar, which included a panel discussion on cases of gender-based violence, attracted key stakeholders (legal professionals, social activists, academics), chiefs, queen mothers, media houses, and the general public. Specifically, panellists were drawn from traditional leaders who are passionate about gender-based advocacy, social activists, as well as representatives of the Ministry of Gender, Children and Social Protection, the Ghana Legal Council, and the Ministry of Chieftaincy and Religious Affairs. The Special Guest of Honour was His Excellency John Mikal Kvistad, the Norwegian Ambassador to Ghana, who took the stage to address the audience.

The event coincided with the graduation/closing ceremony of a week-long training programme organised for traditional leaders drawn from across the length and breadth of the nation. Several dignitaries and institutions graced the occasion and contributed expertise and perspectives on the subject.

- Amb. John Mikal Kvistad –Norwegian High Commissioner
- Rep. of Hon. Dr Naa Momo Lartey –Min for Gender, Children and Social Protection
- Mr Baafi Nsiah – Rep of the Ministry for Chieftaincy and Religious Affairs
- Hon. Francis Sosu Xavier – Rep of the Ghana Legal Council and MP for Madina
- Manye Amponsah Dokua III – Paramount Queenmother, Osudoku Traditional Area
- Naana Lomokie Lomo I –Queenmother, Lomobiawe Ada Traditional Area

The goals of the panel discussion were

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 the harm caused by these variances to 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) rights issues with a view to enhancing their appreciation of these rights.
2. Challenging and stimulating the need and willingness in traditional leaders to modify or adapt cultures to the exigencies of today to enhance the achievement of the developmental needs of women and children, in alignment with the UN goals. The Seminar, which was organised as a panel discussion, brought together 200+ participants, including traditional rulers, lawyers, civil society, gender advocates, the media, and the general public.

The speakers were united in their call for traditional leadership to serve as vanguards of our time-tested values and norms, helping to salvage the seemingly helpless situation of deteriorating traditional value systems that continue to creep into the fabric of Ghanaian society. The Norwegian Ambassador was full of praise for the initiative and expressed a desire to collaborate between his Embassy and the Centre, particularly in the area of security.

The Pro-Vice-Chancellor, who was the Chairman for the occasion, expressed

optimism about the interests expressed by the various presenters and looked into the future with the hope that we would be able to leverage the platform provided by the OCTL to address more teething local and national problems through our various traditional channels and bring sanity to our communities.

Collaborations with External Parties/Stakeholders

UNFPA: The OCTL has entered into and has working relationships with the United Nations Population Fund (UNFPA). UNFPA has partnered with OCTL to undertake policy dialogues with traditional leaders and to bring them up to speed on various developmental issues, especially the UN Conventions on the Rights of the Child and the Sustainable Development Goals. They are one of the Centre's key sponsors.

RAES (Le Réseau Africain pour l'éducation, la Santé et la Citoyenneté): RAES is a Senegalese NGO that uses innovative communication strategies to enrich quality of life, particularly in health, education, and citizenship. Through its subsidiary OASIS Centre (Open And Socially Impactful Storytelling), RAES contacted the OCTL to collaborate on supporting communities in communicating their societal challenges through storytelling. Although a formal agreement has not yet been signed with OASIS, they were

invited to attend and observe the training. They were also involved in the first policy dialogue of the Centre, where they provided a dramatised film on the ill effects of forced girl marriages.

External Engagements of the Centre

The Centre was invited to participate in the launch of the documentary on Yaa Asantewaa, which took place at the Cedi Centre of the University of Ghana. It was attended by the Acting Director, Prof. Frederick Doe, who gave a solidarity message on behalf of the Centre.

Recommendations

The Centre recommends the following to Management for consideration;

- Strong collaborations with the mainstream faculties to forge partnerships in delivering customised courses to chiefs and other stakeholders of the Centre, such as Alternative Dispute Resolution (with UPSA Law School), Accounting for Traditional Councils (Accounting Department), and Public Speaking and Public Relations (FITCS). It also recommends collaborations for research with programmes such as the MSc and MPhil in Leadership, with the support of the Research and Consultancy Centre.

- The relocation and expansion of office space to provide adequate space to host and hold meetings with the Centre's clients and partners.
- The acquisition and adornment of the Centre with traditional artefacts, such as talking drums, to distinguish it as a Centre for Traditional Leadership
- Finally, the Centre requests an accountable imprest on a semester basis to undertake pre-training planning activities, etc.

Conclusion

The year under review brought new partnerships and programmes to the Centre. These partnerships and programmes aim to equip traditional leaders with leadership skills that enhance their ability to manage their communities and the resources under their care, delivering value to their people. The Centre hopes to broaden its boundaries while, at the same time, taking advantage of existing partnerships in the coming year.

In summary, it is envisioned that the Centre will become a fully-fledged research unit capable of conducting scientific research and contributing to nation-building efforts.

Focus For 2026

The strategic focus for the coming year includes the following:

People

The Centre will work at increasing the number of enrolments for its training programmes through a two-prong approach:

1. The traditional approach of advertising programmes through flyers and the medium of the traditional councils, as well as the Ministry of Chieftaincy and Religious Affairs
2. Designing and taking the training programmes to the regional centres

Relevance

Establish beneficial partnerships with local and international organisations, including multinational organisations, to deliver

initiatives that address the development needs of communities or tribes. The Centre will strengthen its collaborations with the various regional councils to offer training programmes in selected regional capitals.

Impact

Make a strong impact and attract a broader range of learners by developing highly relevant, high-impact courses. The Centre, in this regard, is developing and updating its curriculum to add a GTEC-accredited Diploma to its current offerings. Conducting national research on traditional values.

Sustainability

The Centre will continue to generate 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 harnessing of organisation sponsorship packages.

New Programmes of the Centre For 2026

The following programmes have been introduced for mounting in the ensuing year.

Programme	Status
National Research on Traditional Values	To Commence in March
Diploma in Chieftaincy and Traditional Leadership	Programme Document Submitted to Academic Audit and Review Committee
Regional Training Programmes	Consultation with Traditional Councils
Certificate in Chieftaincy Law and ADR	Selection of Faculty and Partnering Officials to Design Programme
Certificate in Customary Land Administration and Revenue Mobilisation	Selection of Faculty and Partnering Officials to Design Programme

Kindly refer to the University's Statistics Document on the website for more details.



Business Development Centre

Mr. Gyeke-Darko

Director, Business Development Centre

Overview of Business Development Centre

The Business Development Centre (BDC) is the commercial wing of the University. It has the mandate to generate additional streams of income 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 the BDC in 2025.

Mission

Ensuring sustainable financial inflows into UPSA through the identification, development, and efficient management of its businesses, leveraging on UPSA's strengths, opportunities and relationships.

Staff Statistics

The Directorate currently has a total staff strength of 74 employees, made up of 35 permanent staff and 39 contract staff. Of the 35 permanent staff members, 11 are Senior Members, 19 are Senior Staff, and 4 are Junior Staff. In terms of gender distribution among the permanent staff, there are 22 males and 13 females. The

contract staff consists of 39 employees, comprising 21 males and 18 females.

Alignment of Business Portfolio With UPSA Strategic Plan

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

Commercial Venture	UPSA Strategic Focus
Rentals, UPSA Hostels & Kofi Ohene – Konadu Auditorium	Strategic Focus 6: Sustainability Strategic Initiative 1: Competitively promote the use and hire of all UPSA facilities within a regulatory framework
Vice-Chancellor's Endowment Fund & Water Business	Strategic Focus 6: Sustainability Strategic Initiative 2: Develop and implement a comprehensive plan of fundraising from alumni and philanthropists
Training - Short Courses & Certificate Courses	Strategic Focus 6: Sustainability Strategic Initiative 3: Develop marketable short courses for training

Recap of 2025 Strategic Objectives

The projections for 2025 were based on the strategic plan of the University. They were:

Sustainability

Strategic Initiatives	Commencement	Completion Target	Responsibility	Objective Number	Remark
Promote BDC commercial activities to faculties/ departments and the Public	First Quarter, 2025	Fourth Quarter, 2025	Director, BDC Deputy Directors	1	The Centre created both internal and external awareness for BDC resources and Services
Diversifying income sources for BDC by developing new services. E.g. Bread Baking, souvenir shop	First Quarter, 2025	Second Quarter 2025	Director, BDC Deputy Directors	1	New services for students, staff and the University Community. Efforts were made to introduce UPSA branded bread.
Engaging more with directorates and faculties for commercialization.	First Quarter, 2025	Fourth Quarter 2025	Director, BDC Deputy Directors	1	The BDC encouraged other internal stakeholders to generate IGF for the University
Growing excess income over expenditure by 20% which is equivalent to GH¢34,057,980.30	First Quarter, 2025	Fourth Quarter 2025	Director, BDC Dep. Directors Hostel Management Rentals/ Auditorium	1	BDC generated financial resources for growth and long-term financial sustainability

Impact

Strategic Initiatives	Commencement	Completion Target	Responsibility	Objective Number	Remarks
Expanding the scope of training programmes	First Quarter, 2025	Fourth Quarter 2025	Director, BDC	1	BDC worked hand-in-hand with Alumni & Institutions to develop CPDs

People

Strategic Initiatives	Commencement	Completion Targets	Responsibility	Objective Number	Remarks
Developing staff capacity	First Quarter, 2025	Second Quarter, 2025	Director, BDC	5	BDC Staff with Marketing Functions and VCEF Team were trained

Major Achievements

The centre exceeded its target of GH¢34,057,980.30 by GH¢2,797,072.80 with a total income of GH¢36,855,053.10 as at the third quarter of 2025.

Other Achievements

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

a) To date, the list of rental facilities at UPSA are as follows:

- UPSA Hostels
- Kofi Ohene-Konadu Auditorium
- Campus outdoor spaces
- Lecture hall facilities
- Astroturf
- Shops (Hostel & campus)

b) Rentals (Tenants Information)

- The University has a total of thirty-four (34) tenants who pay rent every quarter.
- Ghana School of Law renewed its tenancy at UPSA from October 2025 to July 2026.

c) Hostels

- The Hostels ("A", Opoku Prempeh and Amon Kotei) accommodated 4,474 students (UPSA students only) during both semesters.
- During the long vacation, 13 organisations resided at the UPSA Hostels, generating a total income of GH¢1,130,320.00.
- All routine maintenance works during the year were done.

d) Kofi Ohene - Konadu Auditorium

- The Auditorium (including the Conference rooms) hosted 145 events as of October 2025.

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

Develop and implement a comprehensive plan of fundraising from alumni and philanthropists

a) Vice-Chancellor's Endowment Fund

From January-October 2025, a total of GH¢180,134.00 donations were made to the VCEF account as specified below:

- SUPA Sachet Water - GH¢108,900.00
- SUPA Bottled Water - GH¢37,234.00
- UPSA Credit Union - GH¢10,000.00
- JCR - GH¢24,000.00

Total VCEF cash in investment is GH¢414,658.22.

The team's revised fundraising strategies implemented during the period under review are as follows:

1. Internal Mobilization (Individual monthly donation / periodic donations by various unions and associations;
2. Corporate appeals for 2024 (Including the diplomatic community);
3. Proceeds from sale of UPSA branded water and sale of items from souvenir shop (when operations commence).

b) SUPA Water (Both sachet and bottle)

Proceeds from the sale of SUPA water between January and October 2025 amounted to

GH¢146,134.00 (Sachet – GH¢108,900.00 and Bottle – GH¢37,234.00), which was paid into the VCEF account.

Strategic Initiative 3 - Training - Short Courses & Certificate Courses

Develop marketable short courses for training

a) The following training Courses were held from January to September 2025:

Courses	Date	Attendees	Gross Income GH¢	Net Income GH¢
Leadership and Corporate Governance	13th to 15th May, 2025	8	20,000.00	9,430.00
Practical Budgeting and Financial Planning Skills	20th to 22nd May, 2025	11	26,400.00	14,900.00
Brands Management	10th to 12th June, 2025	6	14,500.00	5,210.00
Information and Documentation Management	10th to 12th June, 2025	9	19,800.00	9,050.00
Developing Administrative Executives and Report Minutes Writing	10th to 13th June, 2025	12	28,800.00	17,690.00
Public Relations and Corporate Communication Management	17th to 19th June, 2025	10	25,000.00	13,890.00
Forensic & Investigative Accounting & Auditing	27th to 30th October, 2025	12	30,000.00	13,800.00
Public Relations and Communication Management.	8th November, 2025	9	22,500.00	9,050.00
(For 3 Saturdays)	15th November, 2025			
	22nd November, 2025			
Total			187,000.00	93,020.00

The short courses schedule for 2026 are currently prepared on for circulation to human resource directors of public and private organisations for advance planning.

Strategic Focus 7: Continuous Improvement

Strategic Initiative 1

Enforce ethical standards and professionalism among staff and students

a) Professional Capacity Development

i. BDC Staff Training

Training on customer care was organized for all client service executives on Tuesday, 7th October, 2025. It was facilitated by Mr. Robert Gyeke-Darko, Director of the BDC and Mrs. Duchess Hinson, the Deputy Director.

ii. BDC Staff Training

Training for Hostel cleaners on effective cleaning was held on 8th March, 2025. The facilitator was Mr. Richard Asiamah from the Physical Department & Works Department.

For the third quarter of 2025, actual revenue exceeded expenditure. Total income surpassed the budgeted figure by an impressive 34 per cent, while total expenditure was 9 per cent below budget. The Centre's income performance, however, reflected mixed outcomes, marked by substantial gains in some areas and notable shortfalls in others.

Revenue Performance

Access Professional Programmes (Fees & Forms) performed strongly, generating 6 per cent more revenue than budgeted, indicating sustained demand for these programmes. However, the sale of forms fell short of the budgeted target by 44 per cent.

Income from Students' Hostel, a major revenue source, performed strongly, generating 31% more revenue than budgeted. This positive variance may be attributed to recent bookings and subsequent payments by students for the first semester of the 2025-26 academic year.

Consultancy: Otumfuo Centre for Traditional Leadership (OCTL) Income – The Consultancy also performed well, exceeding its budgeted revenue by 24 per cent, thus indicating sustained demand for the consultancy services offered by the OCTL.

UPSA Water Income – UPSA Water was an exceptional performer on the revenue side, generating GH¢734,860.00 in the third quarter alone – a remarkable 227 per cent increase over the budgeted amount. This suggests that water sales significantly outperformed initial projections.

Auditorium Rentals – Revenue from auditorium rentals also exceeded expectations, surpassing the budget by 45 per cent. This impressive performance may be attributed to enhanced marketing efforts, referrals from satisfied clients, and repeat patronage from loyal customers.

Short Courses & Consultancy – Revenue from short courses and consultancy, however, fell 27% below budget, raising concerns about the marketability and relevance of these offerings.

Other Rentals – Income from other rentals also declined, recording a 37% shortfall against the budget, suggesting the need to

review pricing structures and strengthen marketing strategies for these facilities.

Expenditure Performance

BDC/Hostel Running Expenses were 15 per cent below budget, reflecting strong operational efficiency and prudent financial management.

UPSA Water Income: Despite impressive revenue performance, UPSA Water's expenditure was a major concern. The company spent GH¢625,850.00 – representing a 518 per cent overrun of the budgeted amount. This substantial cost escalation indicates that, although revenue generation is high, profitability may be adversely affected by excessive production or distribution costs.

Auditorium Running Expenses: Expenditure exceeded the budget by 40 per cent. This significant variance warrants investigation to identify the key factors responsible, particularly as revenue generation is nearly at par with expenditure at 45 per cent.

Consultancy (IWES & OCTL): Expenditure for the consultancy exceeded the budget by 13 per cent, likely due to additional

spending required to sustain the higher-than-expected revenue performance such as increased consultant fees or other operational costs.

BDC Staff Salaries and Part-Time Overload: These exceeded their respective budgets by 13 per cent and 17 per cent. The notable variance should be investigated to ascertain whether it resulted from salary adjustments, additional hires, or other unforeseen factors.

Conclusion

The BDC's financial performance in the third quarter of 2025 was a strong demonstration of its ability to generate income and control overall spending. The successful performance of the Hostel facilities, Auditorium, Access Programme, Consultancy, and UPSA Water ventures drove the positive results. However, the significant underperformance of short courses and other rentals, combined with a few expenditure overruns presents a clear and present risk. To ensure sustainable long-term growth, the BDC must address the profitability of its high-growth ventures and re-evaluate the relevance and market strategy of its underperforming offerings.

Outlook for 2026 - Alignment of 2026 Outlook to the Strategic Plan

The projections for 2026 are based on the strategic plan of the University. They are:

Sustainability

Strategic Initiatives	Commencement	Completion Target	Responsibility	Objective Number	Remark
Promote BDC's commercial activities to faculties/ departments and to the general public	First Quarter, 2026	Fourth Quarter, 2026	Director, BDC Deputy Director	1	The rationale is to create internal and external awareness for BDC resources and services

Strategic Initiatives	Commencement	Completion Target	Responsibility	Objective Number	Remark
Diversifying income sources for BDC by developing new services and services. E.g Bread making, shuttle transport business, printing press	First Quarter, 2026	Fourth Quarter 2026	Director, BDC Deputy Director	1	As the University grows there is growing demand for new services by the students, University and the Community
Engaging more with directorates and faculties in commercialization.	First Quarter, 2026	Fourth Quarter 2026	Director, BDC Deputy Director	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 2025, by 10% which is equivalent to GH¢40,540,558.41	First Quarter, 2026	Fourth Quarter 2026	Director, BDC Dep. Director Hostel Management Rentals/ Auditorium	1	BDC should aim at generating financial resources for growth and long-term financial sustainability

Impact

Strategic Initiatives	Commencement	Completion Target	Responsibility	Objective Number	Remarks
Expanding the scope of training programmes	First Quarter, 2026	Fourth Quarter 2026	Dep Directors	1	The Training team to work hand-in-hand with Alumni & Institutions to develop CPDs

People

Strategic Initiatives	Commencement	Completion Targets	Responsibility	Objective Number	Remarks
Developing staff capacity	First Quarter, 2026	Second Quarter, 2026	Deputy Director HR Department	5	BDC staff with Marketing Functions and VCEF Team will be trained

Recommendations

1. Access Control Systems should be considered at the Hostels to improve security.
2. BDC should be allocated a vehicle for its activities.
3. Internet services should be restored to ensure smooth operations of the Centre

Kindly refer to the University's Statistics Document on the website for more details.



Quality Assurance Directorate

Prof. Joseph Kwadwo Tuffour
Director, Quality Assurance Directorate

Introduction

The Quality Assurance Directorate (QAD) continues to pursue initiatives aimed at enhancing the quality of teaching and learning, ensuring that the University's academic programmes align with the standards set by the Ghana Tertiary Education Commission (GTEC) and meet the expectations of stakeholders as well as the UPSA Strategic Plan Initiatives assigned to the QAD. This 2025 report gives an overview of activities undertaken by the Quality Assurance Directorate in the year 2025.

The Quality Assurance Directorate is mandated to establish systems and procedures to maintain and enhance the standards and quality of teaching, learning, and student support services across the University.

Staff Strength

The Directorate had a total staff strength of seven in 2025. This included the Director, a Deputy Registrar, three Assistant Registrars, a Junior Assistant Registrar, and a Principal Administrative Assistant, collectively ensuring the smooth administration and operational effectiveness of the Directorate.

Major Activities Undertaken

Summary of Key Activities

During the reporting period, the Directorate advanced its mandate through the implementation of key strategic and operational initiatives. Major activities included the accreditation of both existing and newly developed academic programmes, as well as comprehensive monitoring of teaching and learning through the Lecturer Electronic Attendance System (LEAS), Lecture Class Attendance Monitoring System (LCAMS), the Learning Management System (LMS), and examination oversight.

The Directorate also progressed the ACBSP re-accreditation process through extensive data collection, preparation of required documentation, and submission of the Self-Study Report. Academic quality assurance remained a central focus, encompassing student evaluations of lecturers and courses, exit and satisfaction surveys, assessment of admission processes, and review of examination questions.

In addition, the Directorate strengthened institutional performance monitoring through the deployment of the Strategic Plan Initiatives Application.

Accreditation of Academic Programmes

As of November 17, 2025, there were 62 academic programmes (in terms of accreditation processes, there were 66 programmes, including the four Distance Learning programmes). The breakdown of the 62 academic programmes is as follows:

1. Diploma - 5
2. Undergraduate - 14
3. Postgraduate Diploma - 1
4. Masters:
 - a. MPhil - 7
 - b. MBA - 9
 - c. MSc - 7
 - d. MA - 4
 - e. Higher Ed - 4
 - f. LLM - 3
 - g. Doctoral - 8

TOTAL = 62

The table below presents the new and ongoing academic programmes currently undergoing accreditation through the Academic Management Information System (AMIS) in respect of faculties and departments

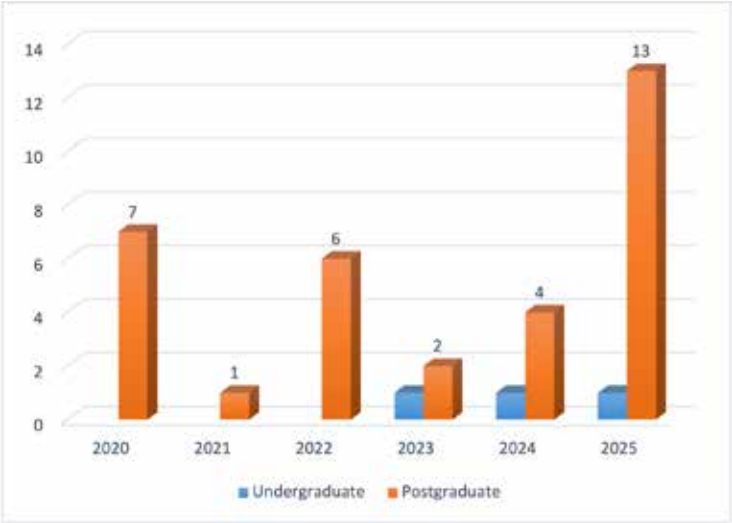
New Ongoing Programmes for Accreditation (Through AMIS)

Faculties	Departments	Programmes
Faculty of Accounting & Finance	Accounting	
	Banking & Finance	
	Economics and Actuarial Science	i. MSc Actuarial Science
		ii. MPhil Actuarial Science
		iii. MSc Financial Analytics
		iv. BSc Applied Statistics and Analytics
		v. MPhil Applied Statistics and Analytics
		vi. MSc Applied Statistics and Analytics
		vii. MPhil Economics and Statistics
Faculty of Management Studies	Marketing	
	Business Admin	Master of Business Administration in Human Resource Management
Faculty of IT & Com Studies	IT	
	Communication Studies	BA Professional French and Communications
Law School	Private / Public Law	i. Master of Arts in International Business and Commercial Law
		ii. Master of Arts in Competition and Consumer Protection Law

Statistics of New Programmes Submitted on AMIS and Outside AMIS

Faculty	Department	Submitted on AMIS	Submitted Outside AMIS	Total
FAF	Economics & Actuarial Science	8	1	9
	Accounting			
	Banking and Finance		1	1
FMS	Marketing		1	1
	Business Administration	1	1	2
ITCS	Information Technology			
	Communication Studies	1		1
Law School	Public Law	2		2
	Private Law			
Total		12	4	16

Programme Development Trend (2020-2025)



Programmes Expiring in 2026

A total of thirteen (13) academic programmes are due to expire in 2026. All thirteen (13) programmes due to expire in 2026 have been submitted for review. The Quality Assurance Directorate (QAD) notified the respective faculties at the beginning of February and subsequently issued reminders to commence the re-accreditation process.

In early 2025, the Ghana Tertiary Education Commission (GTEC) mandated all institutions to process applications for accreditation and re-accreditation through its newly introduced Accreditation Management Information System (AMIS). Consequently, the University's applications for the accreditation of new programmes and the re-accreditation of existing ones were submitted via the AMIS.

Re-Accreditation of Programmes Expiring in 2025

Ten (10) out of the twelve (12) programmes due to expire in 2025 have been re-accredited by the Ghana Tertiary Education Commission (GTEC) and certificates received. The University is yet to receive the certificates of the remaining two (2) programmes: PhD International Security and Intelligence and PhD Interdisciplinary Studies.

Proposals Submitted to GTEC for Policy Approval & Accreditation

Presented are the statuses of nineteen (19) new programmes submitted to the Ghana Tertiary Education Commission (GTEC) for policy approval and accreditation:

No.	Programme	Status
1.	PhD Public Policy and Leadership	Approved, waiting for certificate.
2.	MBA Hospitality Management	Programme was assessed by GTEC on 9th October ,2024. Panel report received on 1st November, 2024. Responses and revised documents were submitted to GTEC on 21st February, 2025. Additional queries received from GTEC on June 30, 2025. Department is still working on panel chairs' queries.
3.	MBA Leadership and Strategy	Approved, waiting for certificates.
4.	BSc Agribusiness and Finance	a) Programme proposal submitted to GTEC for policy approval on 14th November, 2024.
		b) GTEC panel visited to assess the programme on Thursday 20th March, 2025
		c) Panel report received on 25th April, 2025
		d) Responses and revised documents were sent to GTEC on 27th May, 2025 (received by GTEC on 4th June 25)
		e) Additional comments received on Friday 29th August, 2025
		f) Revised document was submitted to GTEC on 7th October, 2025
		g) Outstanding responses were submitted to GTEC on 23rd September (received by GTEC on 9th October, 2025)
5.	MA Natural Resources and Climate Change Law	i. The GTEC panel visited to assess the programme on Thursday 21st March, 2025
		ii. Panel report received on 27th June, 2025 (letter written on 24th June, 2025)
		iii. Responses were sent on 8th August and received by GTEC on 13th August, 2025.
6.	MSc Energy Economics and Finance	Approved, waiting for certificate.
7.	MBA Human Resource Management	Programme was assessed on the 20th August, 2025.
		Panel report was received on 28th August, 2025. Responses and revised documents submitted on the AMIS.
8.	BA Professional French and Communications	Programme assessed on 3rd October, 2025. Panel report received. Upload of responses and documents revised.
9.	Post graduate Diploma in Applied Statistics and Analytics	Programme assessed on 28th July, 2025. Panel report received. Panel Chair suggested that the proposed programme should be offered as an MSc programme.
10.	BSc Applied Statistics and Analytics	Programme assessed on 28th July, 2025. Panel Report received. Responses and the revised document have been submitted to GTEC on the AMIS.
11.	MPhil Applied Statistics and Analytics	Programme assessed on 28th July, 2025. Panel report received. Responses and the revised document have been submitted to GTEC on the AMIS.
12.	MSc Applied Statistics and Analytics	Programme assessed on 28th July, 2025. Panel report received. Responses and revised documents have been submitted to GTEC on the AMIS.
13.	MPhil Economics and Statistics	Programme assessed on 25th July, 2025. Panel report received on 1st October, 2025. The Department is working on the queries.
14.	MSc Economics and Statistics	Programme assessed on 25th July 2025. Panel report received on 1st October, 2025. The Department is working on the queries.

Certificates Received in 2025 (Existing Programmes)

The following are reaccreditation certificates for existing programmes received during the period:

- 1. Bachelor of Laws
- 2. BB Administration
- 3. BSc Accounting
- 4. BSc Accounting and Finance
- 5. BSc Actuarial Science
- 6. BSc Applied Marketing
- 7. BSc Business Economics
- 8. BSc Logistics and Transport Management
- 9. MA Media and Digital Communication Management
- 10. MBA Accounting and Finance (DL)
- 11. MBA Auditing (DL)
- 12. MBA Corporate Governance (DL)
- 13. MBA Internal Auditing
- 14. MBA Marketing (DL)
- 15. MBA Petroleum Accounting and Finance
- 16. MPhil Accounting
- 17. MPhil Finance
- 18. MPhil Media and Digital Communication Management
- 19. MSc Pensions Management
- 20. PhD Accounting
- 21. Post Graduate Diploma in Leadership and Organisational Development

Accreditation Granted by GTEC

A three-year accreditation was granted by GTEC to the University to run the following new programmes during the year 2025:

- 1. BSc Data Science and Analytics

- 2. LLM Competition and Consumer Protection Law
- 3. LLM International Business and Commercial Law
- 4. LLM Natural Resources and Climate Change Law
- 5. MBA Assets and Wealth Management
- 6. MBA Business Management
- 7. MBA Leadership and Strategy
- 8. MBA Management Information Systems
- 9. MPhil Management
- 10. MPhil Marketing
- 11. MSc Energy Economics and Finance
- 12. MSc Information Security Management
- 13. 1PhD Management
- 14. PhD Public Policy and Leadership

Status of Programme Proposals Submitted for the Consideration of the Academic Audit and Review Committee (AARC)

The following proposals were submitted to the QAD for Academic Audit and Review Committee's consideration. Most of these proposals have gone through accreditation process beyond the AARC stage. The status details are shown in the table below.

Programme Proposal Submitted to Academic Audit and Review Committee

No.	Programmes	Status
1.	BA Professional French and Communications	Reviewed on 24th January, 2025
2.	MSc Energy Economics and Finance	Reviewed on 24th January, 2025-
3.	BSc Applied Statistics and Analytics	Reviewed on 31st January, 2025
4.	MPhil Applied Statistics and Analytics	Reviewed on 31st January, 2025
5.	MSc Applied Statistics and Analytics	Reviewed on 31st January, 2025
6.	MSc Economics and Statistics	Reviewed on 14th February, 2025
7.	MPhil Economics and Statistics	Reviewed on 14th February, 2025
8.	BSc Economics and Statistics	Reviewed on 14th February, 2025
9.	MSc Actuarial Science	Reviewed on 16th May, 2025
10.	MPhil Actuarial Science	Reviewed on 16th May, 2025
11.	BSc Cyber Security and Information Assurance	Reviewed on 11th July, 2025
12.	MPhil Data Science and Analytics	Reviewed on 11th July, 2025
13.	MSc Data Science and Analytics	Reviewed on 11th July, 2025
14.	MSc Sustainable Finance and Innovation	Yet to be reviewed

Recommendations

1. In addition to the Quality Assurance Directorate conducting periodic progress reviews and providing technical support where needed to prevent last-minute delays, each Faculty was asked to designate a Re-accreditation Officer responsible for monitoring progress and ensuring timely submission of programme documents.
2. The programme documents pending upload on the AMIS were reviewed about three months ago. It is recommended that each Department designate and train an officer in the use of AMIS to ensure that reviewed documents are promptly uploaded, facilitating timely submission and accreditation.

Accreditation Council for Business Schools and Programmes (ACBSP)

In achieving the initiative under Impact Pillar of the Strategic Plan 'Sustain ACBSP accreditation and seek other international accreditations', the University received accreditation for 17 academic programmes (then in operation) in 2016. Since then, various Quality Assurance (QA) reports have been submitted to ACBSP. As the 10-year period expires, UPSA is seeking reaffirmation of accreditation through the submission of Self-Study report. This report is due on 15th December, 2025 on the ACBSP Amateur Platform. However, UPSA submitted the Self-Study report on 11th December 2025. Also, the site visit by ACBSP Panel of Commissioners is planned to take place on March 10 -13, 2026. After the visit and the incorporation of the Commissioners' comments into the Self-Study Report and responses to queries if any, the new ACBSP accreditation will be offered at the June 2026 Annual Conference. The UPSA Team that worked on the Self-Study report are Prof. Joseph Kwadwo Tuffour (Team Lead), Dr. Edwin Ayernor (IT Expert), Mrs. Edna Kwami, Mrs. Letecia Apieleg Ayarna-Gagakuma and Mrs. Freda Nana-Ekua Larweh.

Monitoring

Lecture Class Attendance Monitoring System (LCAMS)

The Quality Assurance Directorate (QAD) oversees the Lecture Class Attendance Monitoring System (LCAMS) to strengthen teaching and learning effectiveness. The system's dashboard enables the review of attendance records by session, class, and course, supporting data-driven decision-making. Monitoring focuses on lecturer punctuality, adherence to assigned lecture hours, and coverage of approved course content in line with lecture plans.

The monitoring process follows a structured methodology comprising preparation, data collection, analysis, reporting and feedback, and follow-up evaluation. Findings indicate that lecturers covered over 75% of planned course topics, reflecting satisfactory compliance with curriculum requirements.

However, technical challenges, particularly poor internet connectivity and time constraints for student representatives with back-to-back classes, affected timely data entry. Addressing these infrastructures and scheduling constraints will further enhance the effectiveness of the system and improve the overall quality of lecture delivery

Learning Management System (LMS)

The Learning Management System (LMS), accessible through the UPSA-Virtual platform, supports the University's blended approach to teaching and learning by enabling lecturers to upload course outlines, lecture materials, assignments, and assessments. Introduced as part of enhanced online learning during the COVID-19 period, the platform remains integral to instructional delivery.

The Quality Assurance Directorate (QAD) monitors the LMS to ensure that course materials are uploaded, regularly updated, and aligned with approved curricula. Monitoring for all courses in the 2024/2025 academic year has been completed, and reports for both semesters have been submitted to Management.

While notable progress has been made in the use of the platform, gaps remain in the consistent upload of comprehensive course outlines and complete course materials. It is therefore recommended that the upload of detailed course outlines be made mandatory, that lecturers regularly update materials, and that all courses maintain complete and current content to strengthen the quality of online learning.

Lecturer Electronic Attendance System (LEAS)

The University introduced the Lecturer Electronic Attendance System (LEAS), an in-house solution developed by the IT Department in collaboration with QAD and ISTD, to improve the monitoring of lecturer attendance and lecture hall activities. Following a pilot phase held from 17th February to 7th March 2025, full implementation commenced on 24th March 2025 under the leadership of QAD, with ISTD providing ongoing technical support. Faculty members were trained on the system, provided with a comprehensive user guide detailing attendance recording and course and class group management procedures, and given access to a dedicated LEAS WhatsApp support line for continuous assistance.

Academic Quality Assurance

Academic Quality Assurance – 2024/2025 Course/Lecturer Evaluations (Summary)

The Quality Assurance Directorate (QAD) conducted evaluations of courses and lecturers across all student levels as part of the University's Strategic Plan. Semester reports were shared with Deans and Heads of Department, who were advised to discuss feedback with lecturers, file the reports, and submit documented follow-ups to QAD.

The evaluation questionnaire was updated to include course learning outcomes and piloted in six Level 100 courses. Students highlighted strengths such as lecturer competence, positive learning impact, and effective course organisation. Areas needing improvement included more practical, hands-on learning, better pacing of content, and clearer teaching methods.

Recommendations to enhance the process included integrating evaluations into the LMS, sharing feedback results and actions with students, and allowing time in classes for completion. The final report was shared with Academic Deans on 25th June 2025 for action and follow-up.

Assessment of Admission Process

the QAD in collaboration with the Internal Audit Unit initiated a joint review of admission process, from call for applications to students onboarding-completion of registration of students. The activity

was supported by the Academic Affairs Directorate and DIMC. The report has since been shared with Management. This activity was in line with the initiatives: 'institutionalise peer review among lecturers, and institutional self-evaluation' (under Continuous Improvement Pillar) and 'carry out annual performance review and appraisal' (under Processes Pillar) of the Strategic Plan.

Research and Surveys

The Directorate undertook three students' satisfaction surveys for different levels of students: Level 100, levels 200-400 and PhD students. There were 103 respondents for the PhD students survey, 416 respondents for the Level 100 students and 1,626 respondents for the continuing undergraduate students' survey.

The reports for the various surveys have been shared. The students generally are satisfied with the teaching and learning systems offered by the University. Through the surveys, the concerns of students such as chairs have received attention, as new comfortable chairs have been provided at the lecture halls in the Twin Towers. Also, the Internet issues are being resolved.

Review of Examination Questions

The QAD undertook an assessment of the examination questions administered to students for the first and second semesters of the 2024/25 academic year.

For the first semester, 60 courses were randomly selected for review and analysis, while in the second semester, 63 samples were selected. Findings / observations on each of the sampled questions were provided in the report. Generally, the questions followed the Bloom's taxonomy according to the levels of programmes. However, what was recommended was in the inclusion of the programme of study names on the cover page of the question sheet.

Monitoring of Examinations

The Directorate undertook examination monitoring for the first and second semester of the 2024/2025 academic year for all levels of students. It was observed that the Academic Affairs Directorate put numerous measures in place that helped in conducting a smooth and successful first and second semester examination for the 2024/2025 academic year. About Fifty-eight (58) students

were involved in examination malpractice during the first and second semester examinations.

Students Exit Survey

The QAD undertook an exit survey as part of the processes of clearing students for certificate collection. For 2025 graduation, 4,094 students provided responses. This feedback provided pieces of information which helped in completing some aspects of the ACBSP Self-Study report.

SOP Development

The QAD in collaboration with the Office of the Registrar, initiated a process of developing and harmonising Standard Operating Procedures (SOP) for various activities in the University. In this direction, a template has been developed by QAD and shared, as well as training conducted for Deans and Directors who have responsibilities for various initiatives in the Strategic Plan. The development will be completed in the coming days.

The Strategic Plan Monitoring App

In collaboration with a team from the IT department and ISTD, the QAD developed an App to help record and monitor progress of the 198 initiatives contained in the UPISA Strategic Plan. The App is ready to be rolled out beginning the first quarter of 2026. This replaces the manual record of quarterly reporting.

Outlook / Action Plan For 2026

The activities the Quality Assurance Directorate intends to undertake are rooted in the strategic focus areas of the UPISA Strategic Plan. Thus, the QAD activities are built around these tasks. In the coming year, the Directorate plans, among other things, to:

Accreditation (Programme and Institutional)

- Lead and facilitate accreditation of new academic programmes
- Lead and facilitate accreditation of existing academic programmes
- Continue ACBSP self-study report and reaffirmation of accreditation
- Initiate processes for UPISA to join African Association of Business Schools

Seminar / Training for Productivity & Quality Improvement

The following are itemised trainings:

- Organize a seminar on the UPISA Strategic Plan and the implementation roles of various stakeholders.
- Organize a seminar on new academic programme development and re-accreditation of programmes.
- Develop training modules to respond to the practical teaching needs of lecturers on setting of examination questions.
- Organise a training on data analysis and numerical records keeping for QAD staff.
- Organise a seminar on Faculty promotion.

Research / Survey / Evaluations for Quality Enhancement

- Undertake a survey to identify practical teaching needs.
- Collaborate with RCC to undertake Faculty evaluation as well as students' evaluation of teaching and service in the University.
- Collaborate with RCC to undertake Tracer study.
- Initiate the processes to conduct a survey to measure and track the reputation of the University among key stakeholders.

- Initiate Panel study (for Level 100), gather baseline data.
- Students' evaluation of lecturers and courses
- Undertake 1 students' exit survey
- Undertake 3 in-semester Students' satisfaction surveys

Monitoring of Quality Management Systems

- Track the implementation of the UPSA Strategic Plan (2022-2031) from the perspective of the assigned roles (responsible persons/units/centres/faculties, etc.) using the Strategic Plan App
- Monitor and report on the Lecturer Electronic Attendance System (LEAS)
- Monitor and report on Lecture Class Attendance Monitoring System (LCAMS)
- Monitor and report on Learning Management System (LMS)
- Monitor of examinations
- Monitoring of AMIS

Reviews for Quality Assurance

- Initiate the processes to institutionalise peer review among lecturers, and institutional self-evaluation, (a) Develop the peer review policy, (b) develop peer review tools, (c) train faculty on tools use and (d) undertake a

pilot on Faculty peer review.

- Initiate the processes to subject the University's teaching to a peer review mechanism, i) develop University's peer review policy and ii) peer review tools, iii) pilot the tools.
- Collaborate to enhance safeguarding and feedback system in collaboration with CIEC.
- Review Admission processes in collaboration with Internal audit Unit
- Review Examination questions
- Quality Management / Report
- Intensify a Quarterly Quality Management Systems Report to Management.
- Complete the standard operating procedures development and compilation. Review/audit some Standard Operating Systems for improvement in the University.

Conclusion

The Directorate was able to carry out most of the activities it set out to do, although few of these activities were not completely achieved. In the coming year, QAD hopes to intensify efforts. It is our hope that 2026 will be a more successful year for the Directorate.

Kindly refer to the University's Statistics Document on the website for more details.

Outlook for 2026 Based on the Strategic Plan Initiatives

Strategic Focus	Strategic Objective Number	Strategic Initiative	Commencement Date	Completion Date	Update / Progress (Measurable Targets / KPIs)
People	2	Conduct faculty evaluation regarding teaching, research and service	One month prior to the commencement of the academic year	Ongoing (yearly)	Collaborate with RCC to undertake faculty evaluation as well as students evaluation of teaching and service in the University. RCC has existing instruments for both faculty and student satisfaction. Two reports expected in the year
People	8	Conduct periodic surveys to measure and track the reputation of the University among key stakeholders	Q3 2022	Q4 2022	Analyse the 2025 exit survey data to unearth the University's reputation from graduating students as one key stakeholder of the University. One report is expected.
Processes	3	Carry out annual performance review and appraisal	Q4 2022	Ongoing (Annually)	Produced Annual quality Assurance report on quality system including LMS, Course-lecturer evaluations, admission, examinations, student experience and satisfaction among others. Q4
Processes	3	Provide constructive feedback on performance appraisal	Q3 2022	Ongoing (Annually)	
Impact	1	Participate in global rankings of universities in teaching	All-year round	Ongoing	UPSA will be involved in the THE rankings. Times Higher Education (THE) 2026 Impact Rankings. Collaborate with DIMC
Impact	1	Sustain ACBSP accreditation and seek other international accreditations	All-year round	Ongoing	- The self-study report has been submitted to ACBSP on 11th December 2025. - The Team will prepare documentary evidence for the site visit (Q1). - The QAD will coordinate with DIMC to receive the ACBSP site Visit Team in March 2026. - Incorporate any comments from the ACBSP site visit team into the Self Study report (Q1) - The QAD expects to receive the ACBSP reaccreditation in June 2026 (Q2)

Strategic Focus	Strategic Objective Number	Strategic Initiative	Commencement Date	Completion Date	Update / Progress (Measurable Targets / KPIs)
Impact		Develop training modules to respond to the practical teaching needs of lecturers	Q3 2022	Q2 2023	Facilitate various training needs identified including the setting of examination questions suitable for various levels of students (Q1).
Continuous Improvement	1	Institutionalise peer review among lecturers, and institutional self-evaluation	2022	Ongoing	(a) Develop the peer review policy, (b) develop peer review tools, (c) train faculty on tools use and (d) undertake a pilot Faculty peer review (Q2)
Continuous Improvement	1	Subject the University's teaching to a peer review mechanism	Every five years, starting from 2023	Ongoing (five-yearly)	i) Develop University's peer review policy and ii) peer review tools, iii) pilot the tools (Q3)



Industry Relations Directorate

Rev. Theophilus Tetteh
Director, Industry Relations

Introduction

In 2025, the Industry Relations Directorate (IRD) continued to serve as the vital link between academia and industry at the University of Professional Studies, Accra (UPSA). The Directorate facilitated internship placements, coordinated national service programmes, fostered industry collaborations, organized career fairs and professional education visits, and supported capacity-building initiatives and research linkages. By acting as UPSA's primary interface with the corporate and professional sectors, IRD ensured that students gained meaningful practical exposure and developed competencies that complemented their academic training. These efforts significantly contributed to the University's mission of producing ethically grounded, professionally competent, and industry-ready graduates.

Mission

Industry Relations Directorate strives to provide and promote quality professional industrial experience to UPSA students, to enable them gain the required practical exposure and position them as the preferred choice for industry.

Staff

The Directorate was led by the Director-Rev. Theophilus Tetteh, and supported by a Chief Administrative Assistant, a Principal Administrative Assistant, and two service personnel.

Highlight of activities

The 2025 academic year marked a period of significant progress, with enhanced partnerships, coordination improvements, and expanded opportunities for students through both internal and external engagements.

Internship Placement

The internship programme remains a cornerstone of IRD's operations and a defining pillar of UPSA's experiential learning model. In 2025, the Directorate intensified its efforts to broaden access to internship opportunities, ensuring that every eligible student benefited from practical exposure relevant to their field of study. Close collaboration with both public and private institutions helped create a more structured and supportive placement process.

External Internship Placements

A total of six thousand, nine hundred and ninety-two (6,992) students secured internship placements across a wide range of public and private organizations nationwide.

This figure represents an increase of 2,725 placements, equivalent to 63.8% growth over the 4,267 placements recorded in 2024. This achievement demonstrates UPSA's strengthened relationships with industry stakeholders and the growing confidence of employers in the professional readiness of UPSA students.

These internship placements spanned multiple sectors including accounting, finance, marketing, information technology, management, real estate, and communications, giving students exposure to practical work environments aligned with their studies.

Partner institutions and organizations that hosted UPSA students in 2025 included the following:

1. Blue Skies Products (Ghana) Limited;
2. GIHOC Distilleries Company Limited;
3. CBL West Africa Limited;
4. Lexbert Multimedia Ghana;
5. PrimeStrategy;
6. University of Ghana Medical Centre (Estate Management Unit);
7. SEEPP Engineering & MH Services Ltd.;
8. Remgee Engineering Services;
9. Bank of Africa Ghana Ltd.;
10. Graphic Communications Group Ltd.;
11. Adenta Municipal Assembly; Prudential Bank;
12. Hub Consult;
13. Oyster Agribusiness;
14. Savvy Logistics and Equipment Ltd.;
15. Ghana Police Service;
16. MTN Ghana;
17. Telecel Ghana;
18. Ghana American Football Federation;
19. Omnibsic Bank Ghana;
20. Ghana Standards Authority;
21. COCOBOD;
22. Ghana Revenue Authority;
23. Volta River Authority;
24. Driver & Vehicle Licensing Authority (DVLA);
25. Ghana National Fire Service; Rana Motors;
26. Imperial Homes;
27. Internal Audit Agency;
28. UNIMAC;
29. Agricultural Development Bank (ADB);
30. Apex Health Insurance;
31. Ghana Water Company Limited;
32. Ministry of Energy;
33. Ministry of Lands and Natural Resources;
34. Ghana Education Service;
35. Department of Urban Roads;
36. Ghana Airports Company Limited;
37. Ghana Ports and Harbours Authority;
38. National Health Insurance Authority;

39. Office of the Head of Civil Service;
40. Ministry of Gender, Children and Social Protection;
41. Ghana Atomic Energy Commission;
42. Parliamentary Service;
43. Ghana Water Limited;
44. Ecobank Ghana;
45. College of Humanities (University of Ghana);
46. Controller and Accountant General's Department;
47. Ga West Municipal Assembly;
48. Lands Commission;
49. Forestry Commission;
50. Environmental Protection Agency (EPA);
51. GRIDCo;
52. SPC Engineering & Transport Ltd.;
53. Ghana Accreditation Service; and
54. EduProof.

These collaborations yielded both short-term and long-term internship opportunities. Notably, institutions such as CBL West Africa Ltd., Lexbert Multimedia Ghana, and PrimeStrategy expressed strong interest in retaining high-performing UPSA interns for extended professional engagements, affirming the value of UPSA's practical training approach.

Pre-posting orientation sessions for Interns

In line with the Directorate's mandate to ensure that all students undertaking internships are adequately prepared for the

world of work, the Industry Relations Directorate (IRD) organized a series of pre-internship briefings and informal training sessions for students who opted to serve with partner organizations.

The sessions were designed to familiarize students with employer expectations, workplace responsibilities, and organizational standards across various sectors as well as their expectations. Topics covered included:

- Workplace ethics and professional behavior;
- Effective communication and interpersonal skills;
- Time management and productivity;
- Teamwork and collaboration;
- Personal branding and presentation skills;
- Professional dress code and workplace decorum; and
- Understanding organizational culture and hierarchy.

Emphasis was placed on discipline, accountability, and integrity as essential values that define UPSA in the corporate environments.

Feedback from both students and partner organizations was highly positive, with many employers commending the preparedness and professionalism of UPSA interns. The Directorate intends to scale up this initiative into a formal, comprehensive orientation and training programme for all students prior to the commencement of their internships.

Comparison of external internship by UPSA students for three years

From 2022/2023 to 2024/2025 academic years (three years) the trend is presented in the table below.

Internship Placements (2022/2023 – 2024/2025)

Academic Year	Number of Students
2022/2023	6,823
2023/2024	4,267
2024/2025	6,992
Total	18,082

Internal Internship Placements

In line with the University's policy of promoting practical learning on campus, the Directorate facilitated thirty-seven (37) internal internship placements of students within key UPSA administrative and academic units.

In addition, IRD coordinated 16 internal internships for students from other tertiary institutions such as the University of Ghana, Accra Technical University, Koforidua Technical University and Pentecost University, who requested placements at UPSA. This exchange enhanced inter-institutional collaboration and knowledge sharing.

Revenue from Internship Introduction Letters

The Industry Relations Directorate (IRD) generated revenue from the issuance of internship introduction letters to students engaged in non-compulsory industrial attachments. These include Level 100, Level 200, and Level 400 undergraduate students, as well as Level 200 diploma students who independently apply to various organizations for voluntary internships.

National Service

The Directorate successfully facilitated the submission of final-year student data to the National Service Authority (NSA), organized a pre-service orientation session, supported national service personnel during and after posting, and maintained strong collaboration with corporate partners to enhance service placement opportunities.

Pre-National Service Orientation

As part of efforts to adequately prepare final-year students for National Service, the IRD in collaboration with the National Service Authority (NSA), organized a comprehensive pre-National Service Orientation on 25th April, 2025 at the Kofi Ohene Konadu Auditorium (KOKA).

Submission of Final-Year Students' Data

In response to official request from the National Service Authority (NSA), the Directorate successfully compiled and submitted data for five thousand, four hundred and ten (5,410) final-year students across undergraduate and diploma programmes for the 2025/2026 service year.

Number of UPSA students sent to NSA according to programmes

Qualification	Programme	No. of Students
Bachelor's Degree	Bachelor of Arts in Public Relations Management	668
	Bachelor of Business Administration	1,210
	Bachelor of Science in Accounting	490
	Bachelor of Science in Accounting and Finance	439
	Bachelor of Science in Actuarial Science	41
	Bachelor of Science in Banking and Finance	168
	Bachelor of Science in Business Economics	49
	Bachelor of Science in Information Technology Management	678
	Bachelor of Science in Marketing	242
	Bachelor of Science in Real Estate Management and Finance	46
	Bachelor of Laws	254
University Diploma	Diploma in Accounting	150
	Diploma in Information Technology Management	266
	Diploma in Management	223
	Diploma in Marketing	131
	Diploma in Public Relations	294
Professional Diploma	Diploma in Professional & Digital Marketing	2
Professional Advanced Certificate	Professional Advanced Certificate in Marketing	10
Professional Advanced Diploma	Professional Advanced Diploma in Marketing	2
Professional Certificate	Professional Certificate in Marketing	26
Professional Diploma	Professional Diploma in Marketing	21
Grand Total		5,410

2.3 National Service Personnel Submitted to NSA (2023/2024 – 2025/2026)

The number of potential National Service Personnel submitted to the NSA over the past three academic years is presented in the table. The figures reflect the steady progression of UPSA's student population and the Directorate's efficiency in meeting submission deadlines and data accuracy standards.

Number of Final-Year Students of UPSA Submitted to NSA (2023/2024 – 2025/2026)

Academic Year	Number of Personnel
2023/2024	4,738
2024/2025	6,380
2025/2026	5,410
Total	16,528

Placement requests by institutions

Organizations formally requested the placement of UPSA graduates to serve within their institutions during the 2025/2026 National Service period, including as follows: Graphic Communications Group Ltd. (Marketing, Accounting, and Communication graduates), Bank of Africa Ghana Ltd. (Finance, Economics, and Business Administration graduates), SEEPP Engineering & MH Services Ltd. (Marketing and Accounting graduates), and Remgee Engineering Services (Sales and Customer Relations graduates).

Transition from National Service to Full-Time Employment

The Directorate played a critical role in facilitating the smooth transition of UPSA graduates from National Service to full-time employment.

Feedback received from partner organizations such as ABSA Bank, Bank of Africa Ghana Ltd., Abokobi Area Rural Bank PLC., CBL West Africa Ltd., Lexbert Multimedia Ghana, and PrimeStrategy indicated that several high-performing National Service Personnel from UPSA were retained for full-time employment following the completion of tenure.

Farewell Interaction with 2024/2025 National Service Personnel

On 4th September, 2025, the Directorate organized a farewell and appreciation session for the 2024/2025 cohort of National Service Personnel who had served in various Departments, Units and Directorates of the University.

Support for incoming 2025/2026 National Service Personnel

The IRD provided technical and administrative support to newly assigned 2025/2026 National Service Personnel to

the University. Assistance has been provided to individuals experiencing challenges with the National Service registration portal, documentation verification, and institutional postings. The Directorate also liaises directly with the National Service Authority (NSA) to resolve issues such as redeployment, corrections of personal data and confirmation of institutional postings.

General request for National Service Personnel by UPSA entities

As part of preparations for the 2025/2026 National Service year, the Industry Relations Directorate (IRD) submitted a general request for National Service Personnel to be posted to the University of Professional Studies, Accra (UPSA). A total of one hundred and fifty-five (155) personnel with various academic backgrounds were requested from the National Service Authority, reflecting the University's multifaceted human resource needs.

Request for UPSA Students for National Service by Institutions

The following institutions officially requested for UPSA students to be posted to them for National Service and were accordingly served by the Directorate. These requests demonstrate the increasing confidence that industry partners have in UPSA's training quality and the readiness of her graduates for the world of work.

The organizations include Bank of Africa Ghana Ltd., GB Foods Ghana Ltd. and Graphic Communications Group Ltd. (GCGL).



Orientation for 2025/2026 cohort of National Service Personnel in UPSA

In anticipation of the release of the 2025/2026 National Service postings, the Directorate has initiated preparatory plans to organize an orientation programme for newly assigned National Service Personnel who will be posted to various Departments, Units and Directorates of the University.

Professional Educational Visits

The Directorate facilitated several professional educational visits during the 2025 reporting year. In total, one hundred and twenty (120) students participated in the year's professional visits, representing various academic programmes. The visits provided opportunities for experiential learning, industry exposure, and career development. Key partner organizations that hosted UPSA students during 2025 included:

- Blue Skies Products (Ghana) Limited
- GIHOC Distilleries Company Limited

Collaboration and Industry Engagements



Students participating in an interactive presentation on GIHOC's operations and marketing strategies with the HR Manager.



Students were taken through the processing of beverages



The Directorate held several strategic meetings, courtesy visits, and follow-up engagements with corporate institutions to expand UPSA's corporate footprint and enhance opportunities for students in internships, research, and employment.

Key organizations engaged during the year included:

- Lexbert Multimedia Ghana
- CBL West Africa Limited
- Accra Brewery Limited (ABL)
- Fan Milk Ghana Limited
- Deseret School of Design

These engagements focused on renewing partnership agreements, exploring internship placements, and identifying areas for collaborative research and career development programmes.

Several partners, including CBL West Africa Limited and Lexbert Multimedia Ghana, expressed their intent to retain high-performing interns and expand future placements.

Lexbert Multimedia Ghana





UPSA students and officials at the Lexbert Multimedia clothing and laundry shops with their trainees and staff

CBL West Africa Limited



Officials of IRD and CBL West Africa Ltd. in pose after discussion on strengthening collaboration between UPSA and CBL West Africa

Accra Brewery Limited (ABL)



Officials of IRD at the Accra Brewery Limited premises

Deseret School of Design



Officials of IRD in a pose with Executive Director and Administrator of the Deseret School of Design

Strategic Plan of IRD

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
People				
Connect students to industry coaches.	Q2 & 3, 2024	Ongoing	Industry collaboration increased. About 120 students were coached through professional industry visits and lectures.	6
Increase internship opportunities for both staff & students	Q3 2024	Ongoing	- More students enrolled on internship programme. About 6,992 students undertook internship in 2025. - Opportunities being explored for staff.	6
Relevance				
Foster collaboration between the University & industry.	Q2 2024	Ongoing	Collaborated with 53 organisations/companies	2
Facilitate staff industry attachments	All-year-round	Ongoing	Staff yet to contact IRD for linkage to industry	2

Recommendations

- Rectification of the issue of absence of functional air-conditioners would boost work output of staff,
- Supply of a new printer and tonners would solve the problems associated with printing of letters for students,
- Additional office space is required to ease the pressure at the current place, and
- Provision of good transport arrangement for the Directorate would facilitate effective monitoring of students on internship.

Outlook for 2026

- Increase collaboration with corporate organisations/companies to derive benefits for students and UPSA in resource mobilization,
- Promote 10 industrial visits for students,
- Offer 5 capacity building trainings to develop students' skills in commercial business,
- Increase students career fairs to 20,
- Promote increase in internship placement in organisations, and
- Increase monitoring and evaluation of internship placements.

Conclusion

The year 2025 was good as many strides for the Industry Relations and UPSA in terms of partnerships, sponsorship for students-oriented activities, career fairs, etc. were made.

Kindly refer to the University's Statistics Document on the website for more details.



Internal Audit Directorate

Mr. Baba Hananu

Director, Internal Audit Directorate

Brief Profile of Internal Audit Directorate

The Internal Audit Directorate is both an institutional and national establishment designed to add value by providing an independent, objective assurance and consulting services to the University. It assists the University to achieve 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 audit approach in line with the Internal Audit Agency (IAA) directives and the risk policy and procedures manual of the UPSA, by submitting a risk-based (four-quarterly) annual Audit Work Plan (AWP) to the Management, the Audit Committee of UPSA and the IAA (the State regulator of Internal Auditing). The Internal Audit Directorate is guided by the fact that it forms an integral part of the internal control systems of the University.

Mission of the Directorate

To proactively provide independent, objective assurance, advisory, and consulting services designed to add value and improve the University's operations through a systematic, disciplined approach

to evaluate and improve the effectiveness of risks management, systems of internal control, and governance processes.

Staff Strength

The Directorate has a staff strength of eight (8); consisting of four (4) male and four (4) female with six (6) Senior Members and two (2) Senior Staff.

This report of the Internal Audit Directorate highlights the activities of work done for 2025.

Training, Workshops, and Conferences

During the year, members of the Directorate attended various training, workshops, and conferences organised in Ghana by the Institute of Internal Auditors, the Internal Audit Agency, and UPSA.

Execution of 2025 Risk-based Internal Audit Work Plan

Several thrust areas were outlined for the year 2025, and the table below summarizes the quarterly execution of the assignments

Assurance Engagements during the year 2025

Thrust Area	Qtr 1	Qtr 2	Qtr3	Qtr4
NACAP				√
Human Resource Management	√			
ICT Management			√	
Academic Affairs: Admissions	√			
Cash Management	√	√	√	√
Procurement of works goods, and services	√	√	√	√
Assets and Property Management		√		
Payroll	√			
Hostels Management			√	
Security			√	
Statutory Obligations			√	
Stores management	√			√
Pre-audit	√	√	√	√
Post-audit	√	√	√	√
Special assignments				N/A
Budgets and budgetary control		√		
Financial Statement	√			
Governance				YT
Enterprise Risk Management (ERM)			√	
Follow-ups	√	√	√	√

Enterprise Risk Management (ERM)

The Risk Management Committee and its Charter are central to effective risk management of the University. Consequently, the draft Risk Management Committee Charter has been submitted to Management for review and adoption.

It is hoped that by the first quarter of 2026, Management would have modified, adopted the Charter, and formed the Risk Management Committee therefrom.

Draft Risk-Based Annual Internal Audit Work Plan for 2026

In accordance with the requirement by the Internal Audit Agency Act 2003 (Act 658) and the revised Internal Audit Charter, the Internal Audit Directorate has prepared a Risk-based

Annual Internal Audit Work Plan for the financial year ending 31st December 2026 subject to approval of Management and the Audit Committee. The focus of the risk-based work plan is the objectives outlined in the strategic plan of UPISA.

The plan is designed to facilitate effective planning, proper execution and effective communication of its activities. Risk-based approach was adopted and constitute an integral phase in the preparation of the audit plan as it is a requirement of UPISA Policy and the Internal Audit Agency.

The risks assessment was necessary as it aligns the Internal Audit Directorate's resources to the University's activities especially activities that may pose as high risks to achieving the strategic objectives. The assessment considered risk-ranking of these activities so as to ensure that they remain robust, comprehensive, and relevant to the risk profile of the University.

The Directorate also considered the experiences it had gathered through its work with Faculty, Schools, Directorates, Departments, and Units during the year to arrive at the risks as considered appropriate. However, the annual work plan has been drafted pending Management discussions and further directives of the Internal Audit Agency. The table below presents the thrust areas for the twelve months to December 31, 2026.

Audit Thrust Areas for 2026

Thrust Area	Audit Objectives	Q1	Q2	Q3	Q4
Human Resource Management	To review internal controls over new entrants and those leaving, including unavoidable separation.	✓			
ICT Management	To find out if the University is leveraging existing Information and Communication Technology in delivering services to staff and students. To check the level of exposure of ICT systems to cyber attacks		✓		
Academic Affairs: Admissions	To find out if the University is leveraging existing Information and Communication Technology in delivering services to staff and students. To check the level of exposure of ICT systems to cyber attacks	✓			
Cash Management	To verify whether cash from expanded sources of IGF are received and recorded. To check that the controls over cash receipts exist and are adequate			✓	
Procurement of works goods, and services	a. To verify that all procurement is carried out in accordance with the approved procurement plan and also in adherence to the Public Procurement Act 2003, (Act 663) and Amendment Acts 2016, (Act 914), and 2025 b. To determine the extent to which the entire procurement processes have been carried out economically, efficiently and effectively (value for money). To ascertain the existence of Procurement Register and its adherence	✓	✓	✓	✓
Assets and Property Management	To verify that all fixed assets are accurately entered in the Fixed Assets Register and that the register is updated regularly. To verify that all the University fixed assets are properly labelled / tagged. To ascertain that all movement / transfers of assets are properly controlled	✓			
Payroll	To verify legitimacy of payroll allowances for staff and approved compensation budget	✓		✓	
Hostels Management	To find out if the hostels generate surplus to warrant additional investment in hostels To review the internal controls over hostel management	✓		✓	
Security	To check if the security mechanisms are sufficient and that staff and property are secured by such		✓		
Statutory Obligations	To find out if the UPSA complies with the tax laws, pensions and other legal obligations				
Stores management	To ascertain whether there is appropriate controls and safeguards in the receipt, management and issuance of inventories. To verify completeness of inventory records and accounting To ensure there is safety and adequate security for inventories	✓			✓

Pre-audit	To provide reasonable assurance that all financial transactions are appropriately executed and with all the relevant supporting documents	✓	✓	✓	✓
Thrust Area	Audit Objectives	Q1	Q2	Q3	Q4
Post-audit	To ensure that all vouchers are appropriately posted to their respective ledgers timely and accurately. To ascertain that all other transactions have been appropriately recorded with the required adequate and sufficient supporting documents. To assess whether payment vouchers with its associated relevant supporting documents are properly filed	✓	✓		✓
Special assignments	To conduct any special assignments from management.	✓	✓	✓	✓
Budgets and budgetary control	To review that budgets are prepared and submitted to the budget committee That budgets are approved and distributed to the key stakeholders Budgets reflect the activities for the ensuing year.		✓	✓	
Financial Statement	To establish whether the financial statements for the year ended 31st December, 2025 have been appropriately prepared in accordance with the relevant standards. And that the balances have been carried forward to 1st January 2026 accordingly and accurately. To ensure full disclosure and inclusion of all transactions relating to the 2025 financial year.	✓			
Governance	To review that policy sufficiency and governance structure match the growth of the University.	✓		✓	
Enterprise Risk Management (ERM)	To review the extent of application of the risk management policy of UPSA	✓	✓	✓	✓
Follow-ups	To follow-up on the status of implementation of audit recommendations and those of other monitoring institutions.	✓	✓	✓	✓
NACAP	The review the compliance with NACAP requirements	✓			
Transport and Fuel Management	To ensure that there is existence of appropriate procedures for the purchase, issuance and documentation of fuel coupons and that all fuel purchases are logged in the vehicle log books. To ascertain that all the vehicles are insured and roadworthy and that all the vehicles have first aid boxes as well as fire extinguishers in them. To establish whether or not the movements of vehicles are properly authorized and monitored.	✓	✓	✓	✓
Commitment Control Measures	Verify the extent of compliance with the CCC measures	✓	✓	✓	✓
Stores Management	To verify that there is sound stores management practices in line with stores regulatons	✓		✓	
Library Management	Review Library management procedures are sound	✓			
Health, Sanitation and safety	Find out if health, sanitation and safety systems in place support staff and students.		✓		

Achievements

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

Conclusion

We look forward as a Directorate to work on adding value to the various activities of the University, minimizing the external audit infractions and other irregularities. The Directorate expresses its profound gratitude to Management for their enormous support during the 2025 financial year.

Kindly refer to the University's Statistics Document on the website for more details.



Fixed Asset Coordinating Unit

Mr. Samuel Seshie
Head, Fixed Asset Coordinating Unit

Introduction

The Fixed Asset Coordinating Unit (FACU) was established in July 2020 in compliance with Regulation 156 of the Public Financial Management (PFM) Regulations, 2019 (LI 2378). FACU's creation ensures proper management, monitoring, and reporting of all fixed assets owned by the University. The unit works closely with the Physical Development Directorate, Procurement Unit, Stores, and Finance Directorate to facilitate effective asset governance and compliance with statutory requirements.

Responsibilities of FACU

FACU is mandated to:

- Assist the Principal Spending Officer in conducting inventories of fixed assets.
- Maintain accurate records of all fixed assets.
- Prepare an annual report on the University's fixed assets.
- Coordinate the retirement, disposal, or transfer of fixed assets.

- Update the register of lands, buildings, and other fixed assets following acquisitions, disposals, or transfers.

In accordance with Section 15 of the Audit Service Act, 2000 (Act 584), the Ghana Audit Service conducts annual fixed asset verification audits, while the University's Internal Audit Unit performs quarterly audits of FACU activities and reports to the Audit Report and Implementation Committee of the Governing Council.

Staff Strength

FACU currently comprises an Acting Head and a Chief Administrative Assistant.

Highlights of Activities

Asset Verification and Inventory Management

FACU conducted extensive verification and management of the University's fixed assets across multiple categories:

Buildings and Structures

The University has invested significantly in infrastructure, with a gross value of approximately Gh¢582.6 million across various buildings, hostels, auditoriums, and ongoing construction projects.

Land

UPSA owns a total of 59 acres of land across multiple locations in Ghana, valued at Gh¢188.6 million. This includes 29 acres of the original UPSA land, 25 acres at Asante Bekwai, 2 acres at Mempeasem-East Legon, 3 acres behind Atraco-East Legon, and purchases in Madina (10 acres) and Ogojo (5 acres) – details can be found in Physical Development Directorate report.

The FACU is responsible for maintaining updated records of all land acquisitions and transfers.

Motor Vehicles

The University's fleet, comprising buses, mini-buses, saloon cars, pickups, and other vehicles, has a gross value of Gh¢11.4 million.

Furniture, Fixtures, and Fittings:

Lecture desks, office furniture, and library furniture are valued at Gh¢18.9 million.

Office Equipment

Printers, projectors, air conditioners, and other office equipment total Gh¢13.6 million.

Plant and Machinery:

Generators, water dispensers, laboratory machines, and other machinery have a total gross value of Gh¢3.2 million.

Computers and Accessories:

Desktop computers, laptops, servers, UPS systems, and networking equipment are valued at Gh¢6.2 million, with some systems noted as non-functional in offices and labs.

Accounting Software:

Sage Evolution accounting software is valued at Gh¢209,257.

Other Assets:

Investments in academic gowns, street lights, water storage facilities, and biogas systems total Gh¢2.6 million.

Depreciation is applied using the straight-line method, with specific rates assigned according to asset type to ensure accurate accounting and financial reporting.

Asset Labelling

The FACU team continued classification and labeling of new assets during the reporting period. However, some recently purchased items, such as 2,000 student chairs for Amartey Towers, had not yet been labeled.

Asset Verification Findings

The FACU submitted asset reports to the Ministry of Finance's Fixed Asset Coordinating Unit for verification. The audit confirmed the presence of all identified assets. Notable findings included:

Furniture relocated from the School of Graduate Studies and Office of Doctoral Studies to Amartey Towers without completed asset transfer forms, later corrected.

New assets distributed to end-users without registering them with FACU.

Damaged or broken assets removed without reporting.

The FACU recommends that all asset transfers and disposals be approved and documented through FACU and the Physical Development Directorate to ensure accurate records.

Policy Proposals and Recommendations

The FACU proposed revaluation of assets every five years to maintain fair market values and accurate financial reporting under IPSAS. The Unit prepared staff education materials on asset management, including transfers, maintenance, and compliance with reporting standards. Recommendations include:

Copying the FACU on all purchase, sale, or transfer documents for accurate register updates.

Training staff on the Asset Module of Pastel Evolution to improve reliability in asset reporting.

Prompt reporting of damaged or faulty assets for replacement or removal from the register.

Constituting an Asset Survey Committee with the FACU representation to oversee asset transfers and disposals.

Implementing sanctions for unreported asset transfers or damages.

Sustainability

Effective asset management enhances financial planning, operational continuity, and academic service delivery. It also ensures compliance with IPSAS 17, reducing audit queries and supporting institutional governance and sustainability.

Asset Disposal

No assets were disposed of during the reporting period. FACU has

prepared processes, in collaboration with relevant directorates and Management, for efficient asset disposal in 2026.

National Anti-Corruption Action Plan (NACAP)

The FACU's Acting Head served as liaison with NACAP and CHRAJ, implementing SDG-focused reporting on Goal 16.5 (reducing corruption) and Goal 16.6 (developing accountable institutions). The unit developed questionnaires to ensure accurate annual reporting and promoted transparency and accountability across the University.

Conclusion

The FACU recognizes its critical role in managing the University's assets and will pursue the following strategic objectives in 2026:

- Align fixed asset management policies with broader University goals.
- Ensure regular updates to the fixed asset register in line with operational needs.
- Facilitate staff training on SOPs and asset management tools.
- Conduct periodic audits and real-time monitoring of asset status.
- Enforce strict compliance with asset transfer and reporting policies.

These initiatives aim to strengthen accountability, accuracy, and efficiency in asset management, supporting the University's operational and academic objectives.

Kindly refer to the University's Statistics Document on the website for more details.



Legal Directorate

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

Introduction

The Legal Directorate of the University of Professional Studies, Accra has been in existence since 2017. The Directorate is a Law Chamber licensed by the General Legal Council as an Independent Legal Chamber to prosecute its own cases and also to defend cases against the University.

The Directorate is currently manned by a Director of Legal Services, an Assistant Registrar (Lawyer), a Junior Assistant Registrar and a Senior Administrative Assistant.

Activities of the Directorate/Chamber In The Year 2025

The Directorate as a Legal Chamber, played a dual role: (i) Internal Solicitors Work (ii) External Solicitors work.

(i) The Directorate's Role in Internal Solicitors work:

The Internal Solicitor's work formed part of the greater role the Directorate has played in the last twelve months. It entailed drafting legal instruments, proffering legal opinions on legal matters, reviewing contractual agreements, proposals and MOUs.

It also involved advising the Vice-Chancellor and other Senior Management staff on critical legal issues in the University.

Historically, the main role the Legal Directorate was to represent on committees. These include the Investigative and Disciplinary Committees. The Senior Assistant Registrar of the Directorate also sits on both the Entity Tender and Evaluation Committees of the University.

(ii) Role in Land Acquisition

As part of the expansionary efforts to increase the infrastructural assets of the University, the University Management took the bold decision to acquire various lands across the East Legon / Mempeasem area in the Greater Accra Region. All the necessary paper work has been done and preparatory steps are going on for the final registration of the said lands.

Lands Acquired In 2025

The Ogbojo Land (10) Plots

The University's Management acquired ten (10) plots of land with the approval of the University Council. The land is situated at

Ogbojo main road, off the American House - Ogbojo main road. All documentations were secured and final payments made for the acquisition of the said land. Preparations are underway to secure approval from the necessary statutory agencies to make the funds available for the construction of a wall around the land. This will ensure complete control of the said land.

The Akosombo Junction Land - 10 Plots

This was also a ten (10) plot piece of land situated at Akosombo Junction near Rawlings Circle, Madina, Accra. The University acquired it with the Council's approval. The full amount has been paid, and the land has been vacated by the preparatory school that was previously located there. As a result, the University has full possession of the land.

The Asanka Local Property: Four (4) Storey

The said property was acquired by the Management of the University with the approval of the University Council. The full

amount has been paid, and the University has full possession.

The Red House Property: Four-Bedroom House

This is a four-bedroom house acquired by Management with the approval of Council. The property is situated behind the eighth floor of the Executive Hostel, under construction behind the Kofi Ohene Konadu Auditorium. The full amount in consideration for the acquisition of the property has been paid. The University has secured all the necessary documentation. The occupants were given of November 2025 to vacate the premises.

In all these acquisitions, the legal officers of the University played a critical advisory role to ensure that things were properly done.

Pending Cases At The Law Courts

Currently the University has nine (9) cases pending at various courts in Accra. Seven (7) of these are in the High Court Accra; and the remaining two are at the District Court,

Madina, Accra. They are:

1. *Edem Bansah vrs Upsa*
2. *Daniel Mckorley Alias Mcdan vrs UPSPA*
3. *Kenneth Biitr vrs UPSPA*
4. *Adafula & 2 Others vrs UPSPA*
5. *UPSPA vrs Yahya Abdulai*
6. *James Kofi Afedo vrs UPSPA 1*
7. *James Kofi Afedo vrs UPSPA 2*
8. *Tropical Developers vrs UPSPA and Another*
9. *Repographic Copy Rights Ghana vrs UPSPA.*
10. *UPSPA vrs Napoleon Twum (Club House Case)*
11. *Phase II Consultant vrs Access Bank & UPSPA*
12. *Daanaa Nangtomah vrs UPSPA (1 and 2)*

Kindly refer to the University's Statistics Document on the website for more details.



Transport Unit

Mr. Thomas A.K. Asante
Head , Transport Unit

Introduction

The Transport Unit continued to play a vital role in supporting the operational activities of the University throughout the 2025 reporting year. The Unit provided reliable transport services for academic, administrative, and ceremonial engagements across the University community. Despite increased demand for transport and fuel, the Unit remained responsive and efficient in meeting all requests. This report outlines the staffing structure, transport operations, fuel usage, vehicle and driver assessments, maintenance expenditure, and the challenges encountered during the period under review.

Current Staffing

The Transport Unit was led by Mr Thomas Appiah Kubi Asante, an Assistant Registrar. He was supported by a Chief Administrative Assistant, and a total of eight (8) drivers. Out of this number, five (5) are assigned as official drivers to Management members. This leaves the Unit with only three (3) drivers available for regular operational duties.

Although the five (5) Management drivers occasionally return to the transport pool and assist, their involvement has not

sufficiently addressed the underlying staffing gap. The current staffing level, though functional, places a considerably heavy work burden on the drivers due to increasing demands from Departments, Faculties, Directorates and Management, especially during university events.

Transport Services

During the 2025 operational year, the Unit successfully met all transport requests submitted by the University community. Key services provided include:

- Conveyance of staff for official duties;
- Support for academic field trips and departmental activities;
- Shuttle and special movement services during events;
- Transport services for Management, visitors, and delegates; and
- Delivery services for logistics, documentation, and supplies.

Supply of Fuel to Generator Sets

A total of GH¢298,500.00 was spent on diesel for generator sets powering the following facilities: Central Administration, Kofi

Ohene Konadu Auditorium, Student Centre; and Hostels A, B, and C.

Fuel for Pool Services (Vehicles)

The Unit spent GH¢87,600.00 on fuel for pool vehicles used for official business by the University. This includes transportation for administrative duties, academic support, logistics movements and other errands.

Routine Servicing and Maintenance Costs

Routine servicing, repairs, and preventive maintenance of University vehicles and generator sets amounted to approximately GH¢400,000.00. Preventive maintenance helped reduce major breakdowns and extended the operational life of the fleet.

Assessment of University Vehicles

- A significant number of vehicles are aging and require frequent repairs, thereby increasing maintenance costs;
- Some vehicles have exceeded their optimal operational lifespan and are, therefore, due for replacement; and
- Only a few vehicles are in excellent working condition and require minimal maintenance.
- Operational Efficiency
- Breakdown frequency has increased for older vehicles, thereby affecting response time during peak service periods.

Assessment of Drivers

A performance assessment of the drivers shows that:

- All drivers demonstrated high levels of professionalism, punctuality, and dedication.

- Drivers complied with safety protocols, and there were no major incident reports involving misconduct or accidents.
- The drivers continued to support trip requests by Management and pool services when required.

In 2025, the Transport Unit maintained a commendable level of service delivery despite operational constraints, limited staffing, and fleet challenges. The Unit effectively supported the University's administrative, academic, and ceremonial activities, ensured proper maintenance of vehicles and generators, and adhered to safety standards. Looking ahead, investment in fleet expansion, driver capacity improvement, and operational logistics will significantly enhance the Unit's efficiency and service quality.

Recommendations

- Recruitment of additional drivers.
- Continuous refresher training in defensive driving and customer service.
- Provision of welfare support to maintain driver motivation.
- Gradual replacement of obsolete vehicles.
- Acquisition of additional buses and utility vehicles.
- Enhanced tracking and monitoring of vehicle performance.
- A driver who can double as a motorbike rider and an automobile driver as well.

Conclusion

In 2025, the Transport Unit maintained a commendable level of service delivery despite operational constraints, limited staffing, and fleet challenges. The Unit effectively supported the University's administrative, academic, and ceremonial activities, ensured proper maintenance of vehicles and generators, and adhered to safety standards. Looking ahead, investment in fleet expansion, driver capacity improvement, and operational logistics will significantly enhance the operations of the Unit.

Kindly refer to the University's Statistics Document on the website for more details.



Security Directorate

Mr. Peter Ataburo
Head , Security Directorate

Introduction

The year 2025 marked substantial operational progress for the UPSA Security Directorate. Through enhanced patrols, strengthened surveillance, and improved collaboration with stakeholders, the Directorate maintained a safe and secure academic environment. This report outlines the Directorate's achievements, challenges, operational statistics, and recommendations.

The UPSA Security Directorate is responsible for maintaining safety and security on the University campus as well as the Hostels. In 2025, the Directorate continued to deliver intelligence-led security operations, rapid incident response and 24/7 surveillance to support the University's academic and administrative activities.

Key Achievement For 2025

- Improved Campus Security visibility through intensified day/night patrols.
- Enhanced incident reporting and documentation system.
- Strengthened collaboration with external agencies (Ghana Police Service)

- Effective management of access control systems and visitor regulation.
- Successful security coverage of all major campus events without major security breaches.

Despite the progress, the Directorate encountered several constraints, including limited staff, logistical constraints and student misconduct.

The Security Directorate had a total strength of forty-six personnel, organized into three functional units. Internal security personnel formed the largest component with twenty-six members, ensuring the safety and order of the premises. The Ground Force, comprising sixteen personnel, supported operational and field security duties, while Mace Security contributed four personnel responsible for specialized protection tasks. Together, these units operated in a coordinated manner to provide an effective and comprehensive security framework.

Security Strength

Internal Security Personnel	Ground Force	Mace Security	Total
26	16	4	46

Hostel duty posts were distributed across Hostel A, Hostel B, and Hostel C to ensure continuous coverage. At each hostel, the porters' lodge was manned during the day with one personnel assigned, while one officer was also deployed for night duty. In addition, the Main Gate serving Hostels A and B was covered by one officer during the day and two at night, whereas Hostel C's main gate had one officer assigned for both day and night shifts.

During the year, several incidents were recorded across the campus hostels. In 2025, theft cases were the most prevalent, with a total of seven incidents, including two reported in Hostels A and B and five in Hostel C. Assault cases amounted to three, with one case in Hostels A and B and two in Hostel C. No accident or lost-and-found cases were recorded within the period under review.

Recommendations

To strengthen the Directorate's efficiency, the following recommendations are proposed:

- **Increase Staffing:** Even though, the Security Directorate managed to deliver through tactical deployment, it is the Directorate's hope that Management considers recruiting direct contract guards through the Business Development Centre (BDC) to help deliver quality service. This is due to the increase of student population and infrastructure.
- **More Training and Professional Development:** Thanks to the Registrar for the training provided by Management for security personnel within the period. The Security Directorate, on the other hand, conducted five (5) MASTER PARADES within the period and intend to increase it in the coming year and beyond. The purpose of such parades is to check guards turnout and address challenges that the Directorate faces in carrying out its duties. Regular refresher courses in emergency response, customer service, conflict management, and intelligence

gathering were recommended. Joint simulation exercises with the Police and the Ghana National Fire Service is also in the Directorate's plans.

- **Improve Logistics and Operational Resources:** Provision of patrol vehicles/motorbikes, radios, and safety equipment. Ensure regular servicing of communication devices and surveillance infrastructure.

Special Events Covered in 2025

The Directorate successfully provided security for several major events, including:

- Matriculation Ceremony
- Graduation Ceremony
- SRC Week Celebrations
- Local and International Conferences
- End of Semester Examinations
- Public Lectures and University Ceremonies

All events were incident-free due to effective coordination, teamwork, and deployment planning. Thanks to the UPSC Cadet squad and other administrative staff who supported the Security Directorate to achieve its purpose.

Conclusion

The UPSC Security Directorate demonstrated professionalism, resilience, and efficiency throughout 2025. Although challenges persisted, the Directorate ensured the safety of the University community and contributed to UPSC's academic mission. Implementing the above recommendations will further enhance operations in 2026 and beyond.

Kindly refer to the University's Statistics Document on the website for more details.



Counselling and Gender Directorate

Rev. Dr. Stephen Acheampong

Director, Counselling and Gender Unit

Introduction

This report presents a summary of the major activities and interventions, including the 228 counselling sessions undertaken by the Counselling and Gender Directorate during the 2024-25 Academic Year. Throughout the period, the Directorate played a pivotal role in promoting students' mental health, academic success, and overall psychosocial well-being. This was done through individual and group counselling, outreach programmes, training activities, and crisis response interventions.

Executive Summary

During the 2024-25 Academic Year, the Counselling and Gender Directorate delivered comprehensive psychosocial support services to a broad segment of the student population. This was done through lecture hall and hostel outreach programmes, individual counselling sessions, seminars, and digital platforms. The Directorate remained focused on addressing students' academic, psychological, social, and behavioural needs in line with the University's commitment to holistic student development.

The key highlight of the year under review was a sustained increase in demand for individual counselling services, particularly for academic, emotional, and relationship-related concerns. There were 228 of such counselling sessions. Group counselling was also done involving 144 student-clients. The sessions revealed a growing need for mental health support, early detection, and timely intervention. Financial hardship and family-related stress emerged as recurrent challenges, often contributing to academic difficulties.

The Directorate also expanded its outreach activities and psychoeducational initiatives by making more use of social media and video content. This enhanced awareness, accessibility, and utilisation of counselling services across the University community.

Staff Strength

The Counselling and Gender Directorate was led by Rev. Dr. Stephen Acheampong, the Director. He was supported by a team of experienced professional counsellors and administrative staff. Dr. Mrs. Patience A. Mba, a Senior Assistant Registrar, served as a Counsellor and held the position of Gender Officer for the Directorate. Rev. Dr. Emmanuel Boateng, a Senior Assistant

Registrar also served as Counsellor. Mrs. Augustina Atkinson Dadebo and Dr. Mrs. Akua Bema Asante, Assistant Registrars served as Counsellors. Dr. Asante transitioned to a Faculty appointment during the year under review. The Directorate's administrative operations are supported by Mr. Elliot S. Quaye, Junior Assistant Registrar.

Summary of Major Activities

Overall, the Directorate's efforts throughout the year strengthened the visibility of counselling services across the University. This helped students and staff access the services they needed.

Individual Counselling

The counselling caseload reflects a total of 228 individual sessions conducted across a range of student concerns. Emotional issues accounted for the highest number of sessions, with 78 students seeking support in this area. Academic-related concerns were also significant, with 50 students attending individual counselling for academic matters

Counselling Caseload

Total Caseload Overview (Session Type)	No. of students
Individual Counselling – Academic	50
Individual Counselling – Family	23
Individual Counselling – Relationship	25
Individual Counselling – Financial	8
Individual Counselling – Abuse	16
Individual Counselling – Emotional	78
Individual Counselling – Addiction	19
Individual Counselling – Others	9
Total Number of Sessions	228

Group Counselling Sessions

Group sessions were conducted on key psychosocial themes such as:

- Stress management and emotional regulation;
- Academic integrity and examination conduct;

- Study skills and time management; and
- Motivation, goal-setting, and self-discipline

These sessions allowed students to build coping mechanisms and share experiences in supportive settings.

Counselling for Students Involved in Examination Malpractice

A total of 30 students involved in examination misconduct underwent mandatory counselling. The sessions emphasized ethical conduct, self-reflection, and personal accountability, with guidance drawn from the Student Handbook. The interventions included intake assessments, psychological screening (DASS-21), and virtual group counselling focused on coping with sanctions, academic honesty, and personal development.

Support for Students with Low CGPA

The Academic Affairs Directorate referred 454 students with low CGPAs to the Counselling and Gender Directorate. Following the referrals 454 students (115 females and 339 males) were contacted. However only 91 students responded and received targeted counselling.

Family Therapy

The Directorate conducted three (3) family sessions addressing communication breakdowns and emotional conflicts impacting students' well-being. The collaborative approach resulted in improved family support and student stability.

The details of all the group counselling cases have been captured in the table and narration below.

Group Counselling Cases

Counselling Sessions	No. of Clients
Group Counselling(Psychological issues)	20
Family Counselling	3
Examination Malpractice Cases	30
Low CGPA cases	91 (Out of 454 Referred prospective clients)
Total Number of Sessions:	144

Counselling Outreach Programmes

Hostel and Campus Outreach

The Directorate conducted outreach programmes across Hostels A, B, and C. Over 663 students were engaged through interactive sessions on:

- Academic honesty and consequences of examination malpractice;
- Managing exam stress and anxiety;
- Substance abuse prevention;
- Time management and goal-setting; and
- Responsible social media use.

Lecture Hall Outreach

Outreach programmes in lecture halls reached 2,771 students. Emphasis was placed on academic integrity and mental health awareness. Most notably, 330 Evening students were met through the outreach programmes. Outreach, thus, remained a highly effective means of sensitizing students and promoting early help-seeking behaviour.

Classification of Outreach Programmes

Outreach programmes	Number of students reached
Hostel Outreach	19 outreach programmes, 663 students
Lecture Hall Outreach	16 halls, approx. 2771 students
Evening School Outreach	3 halls, approx. 330 students
Examination Hall Outreach	10 outreach programmes
Hall Orientations (Hostels A & B)	1 orientation, 270 students
Freshmen Orientation	All first-year students
Suicide Prevention Day Campaign in Lecture Halls	950

Peer Counsellor Training

Two structured training sessions were held for forty-six (46) newly recruited Level 100 prospective peer counsellors. The training sessions covered the following topics:

- Foundations and ethics of counselling;
- Stress and crisis management;

- Emotional intelligence and empathy; and
- Dealing with involuntary clients.

The 46 trainees demonstrated readiness for field engagement and have become formally recognised by the Directorate as peer counsellors. These peer counsellors assisted in outreach and peer mentoring programmes.

Staff Counselling Intervention

A month-long counselling programme was conducted for a member of staff. Sessions focused on ethics, accountability, and emotional self-management. This resulted in demonstrated remorse and professional improvement.

Programmes/Seminar/Conferences

World Mental Health Day

The peer counsellors produced a video and flyer campaign for World Mental Health Day. This was widely circulated across student and staff platforms.

GIZ Ghana Mental Health Forum

Mrs. Augustina Atkinson Dadebo, Assistant Registrar/Counsellor, moderated a national panel on Cyberbullying and Suicide during the 2025 Mental Health Awareness Forum. This forum was hosted by the Ghanaian-European Centre for Jobs, Migration, and Development. The event assembled psychiatrists, psychologists, and other mental health professionals to address cyberbullying's linkages to suicide risk.

World Drug Day 2025 – Adorable Foundation International

The Directorate delivered a presentation on Illicit Drug Use and Youth Mental Health at the Kofi Ohene-Konadu Auditorium. These presentations were attended by students from several basic and secondary schools across Accra.

Breast Cancer Awareness Seminar

The Gender Desk in collaboration with the Women's Association of UPSA (WAUPSA), UPSA Medical Directorate, and the SRC Women's Commission, organized a Breast Cancer Awareness Seminar. These events were held from 15th to 18 October, 2025 at the LBC Auditorium.

Mental Health Awareness Campaign

The Counselling and Gender Directorate also organised a campus-wide mental health awareness campaign titled "Your Mind Matters: Speak Up for Wellness" at the forecourt of the LBC. The event aimed to equip students with practical strategies for managing stress and consistent self-care. It was also an opportunity to highlight the essential support services offered by the Counselling and Gender Directorate.

Orientation for National Service Personnel

On 10th November 2025, the Industrial Relations Directorate held an orientation programme for the new National Service Personnel posted to the University. During the session, the Counselling and Gender Directorate educated participants on sexual harassment. This included behaviour that constitutes harassment, its consequences, and the penalties associated with such misconduct.

Campaign Against Abuse in Relationships

This campaign involved delivering talks to students in lecture halls on identifying and addressing abuse in relationships. The goal was to raise awareness, particularly among female students, about the importance of prioritizing their safety and wellbeing.

Practicum and Internship Supervision

- Two graduate Psychology students from the University of Ghana, Legon, completed the first half of their six-month practicum with the Counselling and the Gender Directorate.

They were slated to resume in September 2025 for the second part of their training practicum.

- Ms. Dorcas Asantewaa Ofosu, a Ghana Psychology Council (GPC) intern, successfully completed her one-year internship. She received a comprehensive recommendation and formal endorsement of her training logbook.

Achievements

The Directorate sustained counselling services by making it an integral part of the University's programmes. This is no mean feat in an environment where psychological and mental health issues are heavily stigmatised. We shall continue to maintain client confidentiality and the highest ethical standards as part of our achievements in an otherwise open working environment is an exemplar for others to emulate.

Projections for 2026

- The Directorate will extend its services to the Evening and Weekend Schools, and School of Graduate Studies. A rotational schedule has been drawn for staff to reach out to the Evening, Weekend and Graduate Students with counselling and guidance services.
- The Directorate will collaborate with the Deans of various faculties to run seminars for students on study skills, time management and goal setting.
- Psychometric testing and targeted interventions will be implemented to address any possible illicit drug use among students.
- The Directorate will also facilitate interactive sessions with new international students during orientation to promote adjustment and inclusion.
- Outreach programmes to hostels and lecture halls will be intensified.
- The Directorate will also update its data on students with disabilities and special needs.

Focus for 2026: Alignment of Focus to the Strategic Plan

This projection for 2026 is based on the strategic plan of the University.

People

Strategic Initiatives	Objective Number	Commencement Targets	Completion Targets	Responsibility	Remarks
To collaborate with the Wellness Unit to provide continuous professional training for Counsellors of the Unit to build their counselling knowledge and skills	Objective 5: Support staff in personal and professional growth and development	First Quarter, 2023	Ongoing	Director	A meeting will be held with the Head of the Wellness Unit to improve upon the training programme.
The Directorate will extend its services to Evening and Weekend Schools, and the School of Graduate Studies.	Objective 7: Promote the health and wellness of students and staff through psycho-social support systems	First Quarter, 2026	First Quarter 2026	The Director will work with the Deans of SOGS and Weekend School.	A rotational schedule has been drawn for Counsellors to reach out to the Evening, Weekend and Graduate Students with counselling and guidance services. The Schedule will be discussed with the Dean.
The Directorate will collaborate with the Deans of various faculties to run seminars on study skills, time management and setting goals for students.		First Quarter, 2026	Second Quarter 2026	Director	Meetings will be held with the Deans and Director of Academic Affairs to discuss the implementation
Implement psychometric testing and targeted interventions to address illicit drug use among students.		First Quarter 2026	Third Quarter 2026	Director	Proposal has been submitted for Management's approval
Intensify counselling outreach programmes to the hostels and lecture halls		First Quarter 2026	On-going	Director will work with the Deans and Director of BDC.	Directorate will use Peer Counsellors, Counselling students on internship and practicum under the guidance of professional counsellors
Employee Assistance Programmes will be introduced to help address personal, social and mental health of staff and job-related issues		Second Quarter 2026	Fourth Quarter 2026	Director	Proposal on Employee Assistance Programme will be submitted to Management for consideration

Planet

Strategic Initiatives	Objective Number	Commencement	Completion	Responsibility	Remarks
Update data on students with disabilities and special needs	Objective 6: Create an equal opportunity environment for inclusiveness	First Quarter, 2024	Ongoing	Director	To work with Academic Affairs to update information on students with disability and special needs
The Counselling Unit will propose the need to operationalize the Disability Policy		First Quarter 2026	Third Quarter 2026	Director	Proposal will be submitted to Management

Conclusion

In conclusion, the work of the Counselling and Gender Directorate during the 2024-25 academic year was crucial in addressing the multifaceted academic, emotional, and social needs of students. It is regrettable that due to the Directorate's inadequate staff capacity we could not extend our work with the same intensity to the prospective staff-clients of the University. Our extended services and the overwhelming results/impact clearly demonstrate the need to expand the resources, facilities of the Directorate.

Recommendations

- We recommend that the Academic Affairs Directorate provides us with a list of students who have low CGPAs immediately after their results are released. This will help us implement swift interventions.
- We also recommend that a permanent office is provided for the Directorate. This will help us implement the aforementioned much needed crucial interventions.
- Furthermore, we hereby respectfully suggest that mandatory counselling should be integrated into all certified offences for which students/staff are sanctioned. We further suggest that the official letters indicating the sanctions should include the locations of the counsellors' offices and their email addresses. This will enable the affected persons to initiate contact.
- Finally, we recommend the establishment of a Disability Desk to take care of the increasing number of students with disabilities and special needs.

Kindly refer to the University's Statistics Document on the website for more details.



Medical Directorate

Dr. Isaac Newman Arthur
Director, Medical Directorate

Introduction

The 2025 Annual Report, covering the period from January to 15 October 2025, provides an overview of the Centre's operations during the reporting period. It highlights key areas including services provided, clinical attendance and activities, organisational structure, staffing, and programmes implemented. The report also outlines the main challenges encountered and presents recommendations and a forecast for 2026.

The UPSA clinic, throughout 2025, committed to implementing health policies and the UPSA strategic plan on health. Per the mandate, the Clinic:

1. Provided healthcare for the University community and surrounding towns
2. Implemented policies on medical refunds
3. Conducted medical screenings for staff and students,
4. Collaborated with various faculties and associations to guide on health-related issues affecting both staff and students.
5. Organize health education and advocacy programmes in

partnership with various unions and associations within the University.

6. Collaborated with the La Nkwantanang-Madina Municipal Health Directorate to conduct disease monitoring and surveys, and health review programmes for the municipality.

The overarching goal for 2025 was to strengthen existing policies and systems to enhance service delivery at the Clinic, as well as to secure accreditation with the National Health Insurance Authority (NHIA) and other private health insurance providers.

Situation Report

Services

The Clinic opens from Monday to Friday, 8:00 am to 6:00 pm, and on Saturdays, 8:00 am to 4:00 pm. The Clinic provides services on Sundays and close at 8:30 pm on Fridays during end of semester examinations.

The following is an overview of the services we provide:

- a. General medical consultation and treatment

- b. 10-hour emergency detention services for patients
- c. Laboratory services
- d. Pharmacy services
- e. Mental health services (Wellness Unit)
- f. Dental services.

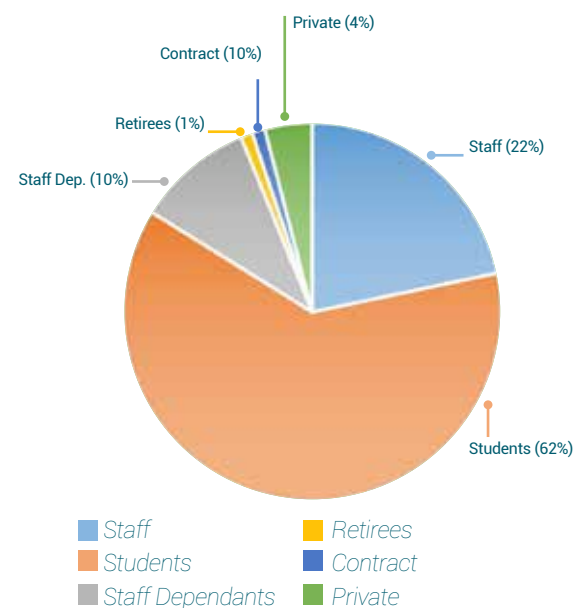
- g. Health Screening: A total of 11,340 students were screened.
- h. Auxiliary Services: Partnerships with Metropolis Health Care Ltd. and Diagnostic Centre for additional laboratory and radiological services.

Clinic Attendance

The following are statistics of clinic attendance, and morbidity.

Outpatients Department (OPD) Attendance (Old Attendance)

Month	Sex	Staff	Dependent	Contract	NSP	Students	Retired	Private	Total
Jan.	M	103	31	4	0	42	2	6	188
	F	92	57	5	2	67	4	26	253
Feb.	M	152	42	9	1	31	2	14	251
	F	138	65	8	4	52	10	18	295
Mar.	M	118	53	6	0	131	8	5	321
	F	131	58	5	5	361	8	13	581
Apr.	M	122	42	2	5	180	4	25	380
	F	111	62	9	6	487	3	10	688
May	M	162	36	3	5	211	2	9	428
	F	147	83	3	4	547	7	14	805
Jun	M	159	45	7	3	207	7	19	447
	F	112	65	5	4	395	9	18	608
Jul	M	150	54	7	4	126	9	13	363
	F	107	67	5	2	217	5	15	418
Aug	M	142	50	4	6	105	9	21	337
	F	102	69	7	4	205	8	25	420
Sep	M	149	63	6	2	102	4	8	334
	F	137	72	7	0	195	5	22	438
Oct. 1-15	M	100	42	8	0	154	6	19	329
	F	76	72	4	0	344	2	3	501
Totals		2,510	1,128	114	57	4,159	114	303	8,385



There was a total of 8,385 old registrants, and 3,353 new registrants and thus, 11,738 visits to the OPD of the clinic, as compared to 11,633 last year. Out of 11,633 total attendees, the largest group were students (61.6%).

Admissions and Procedures

Some patients had to be detained, or undergo various procedures as part of their treatment, from January to October 15, 2025.

Admissions and procedures

Service	Number
Admissions	117
Referrals	55
Wound dressing	134
Parenteral care (Intravenous/ Intramuscular)	458
Nebulization	37
Suturing	5

Pharmacy Unit

A total of 8,477 prescriptions were served from January to October 15, 2025.

Number of Prescriptions Served by Pharmacy

Month	Total
January	308
February	566
March	817
April	1,136
May	1,200
June	1,357
July	837
August	763
September	732
Oct. 1-15	732
Total	8,477

Laboratory

A total of 6,042 of various diagnostic procedures were conducted from January to October 15, 2025 as compared to 1,246 in 2024 representing a huge increase in laboratory requests. Majority of beneficiaries were staff (34%). This represents laboratory services done for regular clients. The lab however, also attended to 11,340 students during the medical screening exercise for 2024/2025 academic year.

Morbidity

a. Morbidity

The following were the top ten diseases diagnosed from January to October, 2024. Majority of the attendees had Upper Respiratory Tract Infection.

Top Ten Diagnosis January - September, 2025

Rank	Disease	Number
1	Upper Respiratory Tract Infection	1,281
2	Peptic Ulcer Disease	534
3	Rheumatism And Other Joint Pains	333
4	Urinary Tract Infection	330
5	Anemia	308
6	Vulvovaginitis	270
7	Skin Diseases	249
8	Hypertension	158
9	Diarrhea	103
10	Gynecological Disorder	93

b. Mortality

Thankfully, there were no recorded deaths at the UPSA clinic in 2025.

Medical Screening

A total of 11,340 students were screened between November 2024 and August 2025.

Out of this number, 500 students presented with some form of psychological condition, including anxiety, depression, and stress. The affected individuals received appropriate psychological interventions and support.

Dental Services

A total of 334 cases were seen at the UPSA Dentistry from January to October 15, 2025.

Wellness Unit

A total of 300 individuals were walk-in and referred clients and 550 were screened during the students' medical screening exercise.

Staff

a. Staff Development

All the professional/clinical staff attended different training programmes as a requirement to providing quality of care.

b. Staff Strength

Currently, there are 38 staff members at the Clinic, 24 clinical and 15 non-clinical staff. To augment the existing workforce, the following additional staff have been fully employed or engaged on part-time basis: 2 Doctors (part-time), 3 Nursing Assistants (full-time contract) and 1 Laboratory Assistant (full-time contract)

Health Education and Advocacy

The Clinic collaborated with student and staff unions to promote awareness on health and wellbeing monthly, dubbed "UPSA Health Connect". The programme created platform for health education and promotion for members of the University community and dependents.

Finance

Expenditure

Medical Refunds

The Medical Directorate processed Medical refund claims for staff every month. From January to September, 2025 a total of GHS 286,828.99 claims had been processed. For 2024 January to August, total medical claims amounted to GH¢180,972.31.

Income

The Medical Directorate generated a total Sixty-One Thousand, Four Hundred and Eighty-one Ghana Cedi, Ninety-One Pesewas (GH¢61,481.91) as compared to GH¢59,467.34 for 2024 from services rendered to private clients.

Major Achievements

There were three (3) major achievements by the Clinic which is worth noting, in addition to improvement of the quality of care. This include:

- a. Signing onto National Health Insurance Facility. The UPSA Clinic was given full accreditation by the National Health Insurance Authority to start using NHIS for clients. This is a major step in improving the business prospects of the clinic, thus reducing cost of healthcare by the University.
- b. Improvement of procurement of essential equipment and medicines. There were no major delays in the provision of essential equipment and shortages of medicines at the Clinic due to the swift response by Management, and the implementation of the Framework Agreement Policy for procurement.
- c. Monthly health education for staff. An online health education programme was organized every month for the University community. This was largely successful.
- d. Purchase of Laboratory Equipment. The University Management procured ultramodern Electrolyte Analyzer and Glycated-Hemoglobin Analyzer to improve laboratory services.

Recommendations and Forecast for 2026

The Clinic hopes to improve on services, and improve on its business prospects by the following:

1. Improve on the quality of care through monthly staff professional development training, and enforce proper standards of care including confidentiality.

2. Start a 24-hour service. This will help upgrade our facility on NHIS, and improve access to healthcare throughout the day and week.
3. Continue and expand health promotion and education for staff through monthly engagements with staff.
4. Strengthen emergency response during exams for students
5. Sign on to Private Health Insurance facilities. The NHIS payments do not cover all the services provided by the Clinic. We hope to bridge this gap by signing on to other private health insurance facilities.
6. Sign on staff members to other private insurance facilities. The University Management could consider signing on some members of staff unto private health insurance to reduce cost of care and medical refund claims, and increase revenue for the clinic.
7. Purchase a Hospital Administration Management System (HAMS). The acquisition and deployment of a digital health management system will improve operational efficiency, data management, and service quality, and refund claims from insurance facilities.
8. Recruitment of additional clinical staff. Management should consider the recruitment of more medical officers, nurses, and support staff to facilitate the introduction of a 24-hour service schedule.
9. Continue health advocacy and education for the University community through a health week. In partnership with Management, students and staff unions, we hope to dedicate one week in 2026 for intensive health promotion on various health-related issues. We implore Management to inculcate this into the University's calendar to ensure full participation of the University community.
10. Set up a 24-hour pharmacy services at the University Hostel
11. Improve on the medical screening process by migrating registration and screening processes online, and increase the number of students screened per day
12. Submit a proposal on radiological services for improvement of the service for clients

Conclusion

The UPSA Medical Directorate has made remarkable progress in several key areas of healthcare delivery, collaboration, and system strengthening. The Directorate remains committed to providing quality, efficient, and affordable healthcare to the University community and its environs, while striving toward operational excellence and sustainability.

Kindly refer to the University's Statistics Document on the website for more details.



Copyright 2025
Public Affairs Directorate
www.upsa.edu.gh

[f](#) [@](#) [t](#) [in](#) @upsaccra