UPSA
UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
Scholarship with Professionalism

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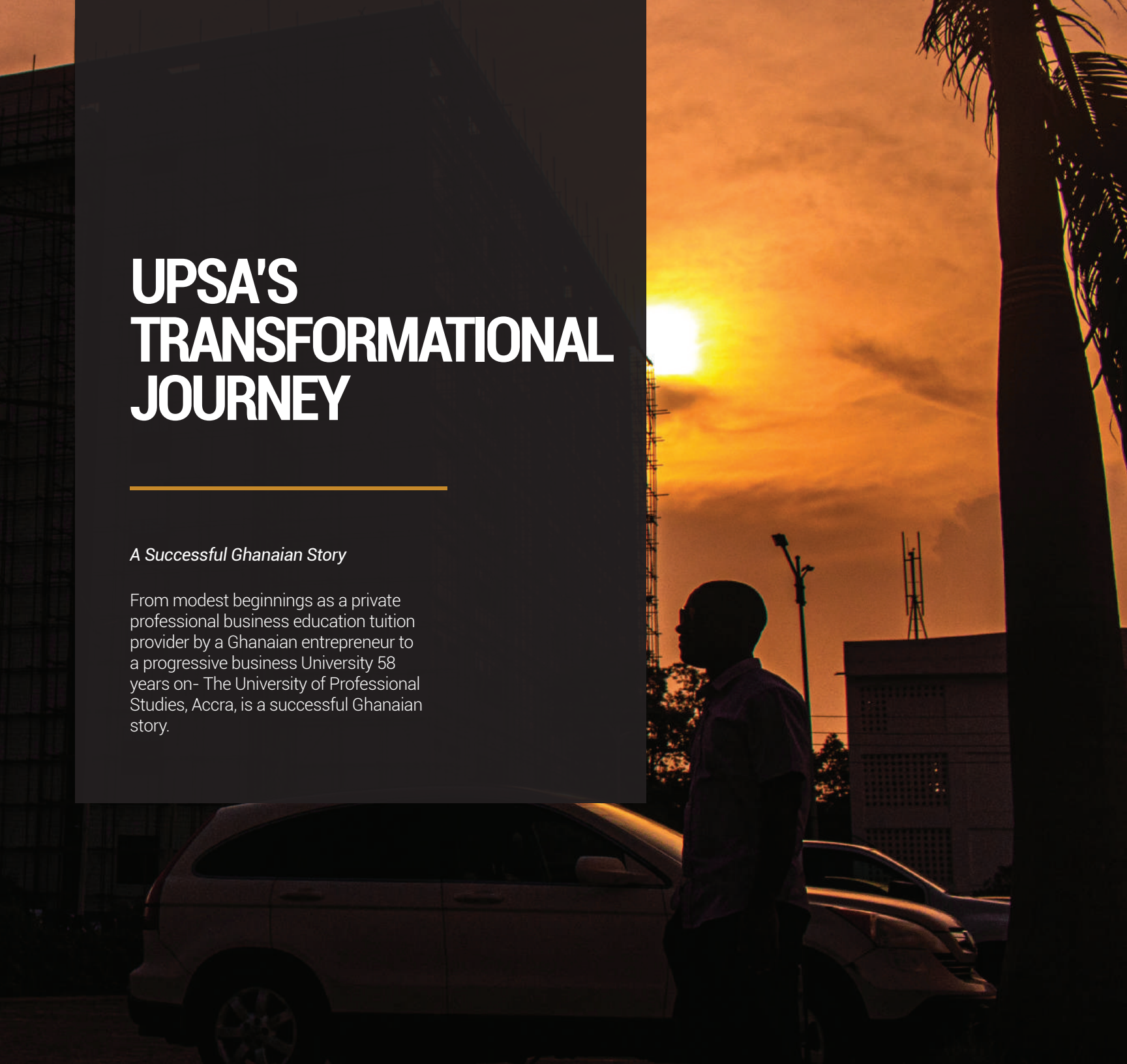


ANNUAL REPORT 2023

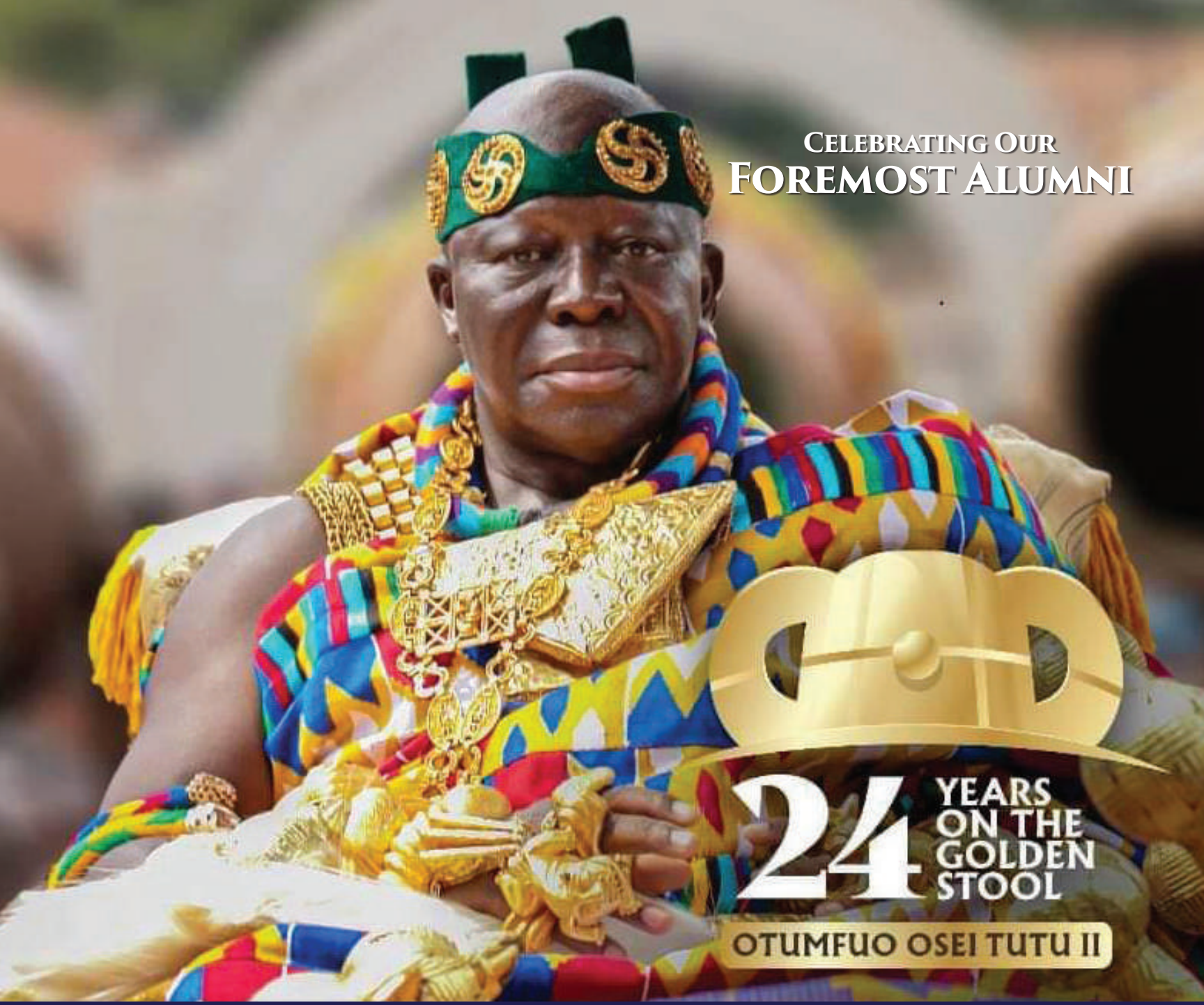
UPSA'S TRANSFORMATIONAL JOURNEY

A Successful Ghanaian Story

From modest beginnings as a private professional business education tuition provider by a Ghanaian entrepreneur to a progressive business University 58 years on- The University of Professional Studies, Accra, is a successful Ghanaian story.




ANNUAL
REPORT
2023



UPSA
UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
Scholarship with Professionalism

ACBSP

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01

INTRODUCTION

FACTS ABOUT **UPSA**



20,240
Total Student Population



757
Total Staff Population



43
Academic Programmes



4,474
Total Hostel Capacity

THE
UPSA recognised in the prestigious Times Higher Education World University Rankings



Free tuition in Professional Programmes for all students



SERVICE BEYOND DUTY
Impacted the Local Community



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

AWARDS
Faculty members won Awards



Five New Academic Programmes

As at December 2023

www.upsa.edu.gh



MESSAGE FROM THE **VICE-CHANCELLOR**

Welcome to our 2023 Annual Report. We had another impactful year at the University of Professional Studies, Accra.

There were a lot of disruptions across the globe in 2023 — from the geopolitical tensions, environmental security, and economic meltdown. The Ghanaian economy was also plagued by the financial sector crisis, high inflation, and the depreciation of the cedi which affected major projects and effective planning in industries, including Higher Education Institutions.

Despite these challenges, as Vice-Chancellor of this progressive University, I have witnessed the sustained transformation of this institution in the last seven years and particularly in 2023.

The University received approval for five new academic programmes in the 2023/2024 academic year namely; Bachelor of Science in Logistics and Transport Management, Master of Arts in Digital and Strategic Marketing Management, Doctor of Philosophy in Interdisciplinary Studies with three options, Doctor of Philosophy in International Security and Intelligence, and Master of Philosophy in Media and Digital Communication Management.

We further strengthened the University's collaborations and partnerships with renewed commitments. Some partnership discussions were finalised.

We also graduated the first batch of the Master of Philosophy in Accounting and Master of Science in Pensions Management.

Prof. John Kwaku Mensah Mawutor was appointed as the new Pro-Vice-Chancellor of the University for a three-year term of office. Prof. Mawutor took up the new role on January 1, 2023. The University also made new appointments including two Deans, six Directors, two Vice-Deans, and three Heads of Departments.

The University created a new Department- the Department of Economics & Actuarial Science carved out of the Department of Banking & Finance for greater efficiency.

We hosted Mr. Kwame Pianim, a renowned Economist and Statesman who delivered an address on "Re-imagining Ghana's Development Trajectory for a Peaceful and Prosperous Nation by 2057, Our 100th Anniversary: Through the Perspective of the People".

The University continued to build the capacity and improve the quality of teaching and research. We also enhanced the international profile of the University by increasing the number of academic staff with terminal or doctoral degrees from a low of 36 in 2016 to the current number of 158.

We also completed work on Hostel Block B and the Amon Kotei Hostel during the year and currently occupied by students. Additionally, work on other infrastructure development projects on campus is progressing steadily including the Multipurpose Twin Tower Building, construction of the Multi-Purpose Hall and Management Residential Facility, construction of a Police Station among others.

The University conferred honorary doctorate awards on three distinguished womenn whose contributions to Ghanaian society and beyond have been extraordinary, namely the First Lady, Her Excellency Mrs. Rebecca Akufo-Addo, (Founder of the Rebecca Foundation); Rt. Hon. Justice Joyce Bamford-Addo (The first female Speaker of Parliament) and Her Ladyship Justice Georgina Theodora Wood (First female Chief Justice in Ghana).

Working together, UPSA continued to win awards that illustrated the hard work and commitment to our organisational excellence. As Vice-Chancellor, I was honoured to receive four awards that validated our collective commitment to excellence at the University. We attribute these feats to our collective efforts and pat ourselves on the back to be better in 2024

Our theme for 2024 is Service Excellence and we pledge to illustrate and express excellence in every aspect of our business operations. Putting you first will be our focus.

We could not have achieved these results without the continued support and resilience of our stakeholders. We look forward to your continuous support and commitment in our pursuit of a sustainable and holistic higher education in Ghana.

I am excited about what next year will bring- 2024 becons with great expectations!

Professor Abednego F.O. Amartey

December 20, 2023



BRIEF PROFILE OF **UPSA**

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

Founded in 1965 as a private institution by the founder and first Director, Nana Opoku Ampomah, the institution provided tuition in business professional courses such as ACCA, CIMA. ICAG, ICSA and CIM.

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

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

In line with its Mandate under Act 566, the University was granted accreditation to mount undergraduate degree programmes in September 2005, under the tutelage of the University of Ghana, Legon.

By dint of hard work, the institution received a Presidential Charter in September 2008, conferring on it the status of a 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 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 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 SHARED VALUES

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



THE UNIVERSITY'S **STRATEGIC PILLARS**

- PEOPLE
- PROCESS
- PLANET
- RELEVANCE
- IMPACT
- SUSTAINABILITY
- CONTINUOUS IMPROVEMENT



02

OUR PEOPLE

MEMBERS OF THE GOVERNING COUNCIL



Dr. K. K. Sarpong
Chancellor



Dr. Kofi Ohene-Konadu
Chairman



Prof. Abednego F. O. Amartey
Vice-Chancellor



Mr. Kizito Beyuo
Government Nominee



Mr. Maxwell Donkor
Government Nominee



Prof. Ernestina F. Antoh
Government Nominee



Mr. Paul Amoasi Baidoo
Representative of CHASS



Mr. Kwabena Agyekum
Representative of CIMG



Mr. Mark Badu-Aboagye
Representative of GNCC



Mr. Francis Dadzie
Representative of Alumni



Mr. John Dadzie-Mensah
Representative of GTEC



Dr. Mohammed Sadat
Representative of UTAG



Mr. Samuel Seshie Gordor
Representative of Convocation



Mr. Israel K. Nyatuame
Representative of TEWU



Mr. Amoah Sarfo Kwarteng
Representative of SRC



Mr. Michael Amadi
Representative of GRASAG



Prof. John K. Mensah Mawutor
Pro-Vice-Chancellor (In Attendance)



Dr. Koryoe Anim-Wright
Registrar (Secretary)



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



Together As A Team, We Achieved So Much"



David Advozie
Director, Human Resource Directorate

OVERVIEW

The Human Resources Directorate is a service-oriented Directorate, recognized as a trusted resource, strategic partner, leader, and innovator in support of the University's mission, vision, and employees. This report outlines major activities of the key sectors of the Human Resource Directorate

STAFF

The total staff strength of the University stands at seven hundred and fifty-seven (757) and the breakdown is presented in Table 1.

GENDER	SENIOR MEMBERS		SENIOR STAFF	JUNIOR STAFF	TOTAL
	Teaching	Non-Teaching			
Male	256	87	99	49	**491**
Female	105	62	78	21	**266**
TOTAL	**361**	**149**	**177**	**70**	**757**

Table 1: Staff Strength as of November 2023



Female
266



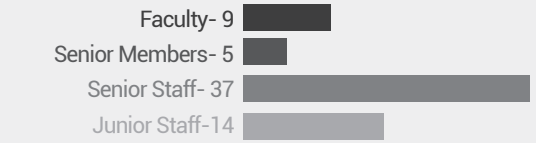
Male
491

APPOINTMENTS

The University appointed 40 faculty members including Deans, Coordinators and Research Officers to various offices in 2023. The detailed table is in the appendix *(online version)*.

PROMOTIONS

The following categories of staff were promoted to various ranks:



Reference the appendix (online version) for details

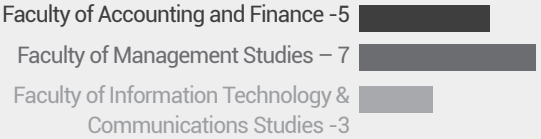
TRANSFERS

As part of the re-organization exercise to enhance efficiency and effectiveness within the administrative setup of the University, ten staff were transferred to various directorates.

Reference the appendix (online version) for details

COMPLETION OF PHD

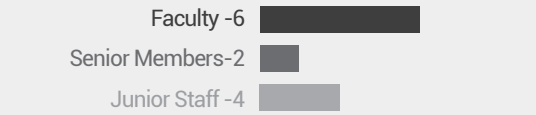
Faculty in the following faculties completed their PhD programmes during the year under review and have submitted their certificates to Management.



Reference the appendix (online version) for details

RETIREMENTS

Twelve (12) staff members retired from the services of the University during the year under review.



Reference the appendix (online version) for details

AWARDS

VICE-CHANCELLOR'S AWARDS

- **Vice-Chancellor of the Year**
  National Union of Ghana Students (NUGS)
  September 2023

- **CEO of the Year - Education**
  Ghana CEO Awards
  September 2023

- **Citation for Exemplary Leadership**
  University Teachers Association of Ghana
  October 2023

- **One of the 100 Most Influential People in Ghana**
  100 Most Influential People Awards
  December 2023

UPSA | THE PROFESSIONAL UNIVERSITY

@upsaccra



FACULTY AWARDS

Two of our faculty members were recognised for their outstanding academic achievements. Dr. Isaac Ofoeda for Outstanding Award for the paper, "Anti-money Laundering Regulations and Financial Inclusion: Empirical Evidence Across the Globe" published in Journal of Financial Regulation and Compliance, Literi Emerald Awards 2023, while Dr. Eric Boachie Yiadom was selected among the top global researcher for the 26th United Nations Climate Change Project.





STAFF AWARDS













Five staff of the University of Professional Studies, Accra (UPSA) were honoured with the prestigious Vice-Chancellor's Award of Excellence at the Third Session of the 15th congregation held October 19, 2023.

ACADEMIC ACHIEVEMENT

Times Higher Education Impact Rankings

The 2023 Times Higher Education Impact rankings, a global ranking that measures universities against the United Nations Sustainability Development Goals (SDGs), has ranked UPSA high in quality Education.

UPSA's outstanding performance in SDGs 4, 8 and 16 has propelled it to the forefront of higher education institutions dedicated to creating a positive impact on society.

THE WORLD UNIVERSITY RANKINGS

Awards Won By Students

UPSA Student wins MTN Pulse Business Challenge 2022

A student of UPSA won the MTN Pulse Business Challenge 2022 in January 2023 and took home a GH¢10,000.00 cheque.



UPSA Student Wins Ghana's Fastest Human Race in the Central Region

A third-year Bachelor of Public Relations Management Student, Deborah Acheampong, emerged victorious in a 100-metre race at the Central Regional edition of the Ghana Fastest Human (GFH) competition held in Cape Coast on Saturday, 27th May, 2023.



UPSA
UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
Scholarship with Professionalism

ACBSP

Doctor of Philosophy

(PhD) Programmes



Doctor of Philosophy in Marketing

Doctor of Philosophy in Accounting

Doctor of Philosophy in Interdisciplinary Studies

Doctor of Philosophy in International Security & Intelligence

www.upsa.edu.gh

OFFICE OF THE DEAN OF STUDENTS



Dr. Philomena Dadzie
Dean of Students

OVERVIEW

The Dean of Students office is mandated to promote and enhance students' welfare and discipline with academic, residential and social matters in the University.

STAFF

The Office of Dean of Students is managed by four staff including the Dean.

HIGHLIGHTS OF ACTIVITIES

Collaboration

The Dean of Students and the Women's Association of UPSA (WAUPSA) in conjunction with the UPSA Students' Representative Council(SRC) Women's Commission initiated a pilot mentorship programme in September 2023 dubbed 'Beyond Boundaries.' This initiative is targeted at mentoring and guiding students in various aspects of life.

The Office collaborated with the Centre for International Education and Collaboration (CIEC) for students to participate in an Indian Educational Fair at the La Palm Beach Hotel in February 2023.

The SRC organized a two-day leadership Orientation Forum from 19th - 20th October, 2023.

UPSA Students in Leadership Positions

Students of the University won various leadership positions including the position of National GRASAG Organizing Secretary at the National Congress; and Financial Controller of the Ghana Union of Professional Students.

Ashesi Varsity League

UPSA participated in 'The Varsity League: Uniting Universities Through Sportsmanship and Talent' held at Ashesi University on October 28, 2023. The UPSA football team scored three-nil against their opponent, Academic City.

Awards

UPSA Parliament won the first runner-up award in a commonwealth debate organised by the Ghana Parliament in March 2023.

Capacity building

Students were trained in basic requisite IT skills on April 6, 2023.

Study Abroad

The Office solicited scholarships for students who wish to study abroad.

Students' Representative Council (SRC) Elections

The Students' Representative Council organised its 2023/2024 general elections on Friday 31st March, 2023. The elections were conducted by the Electoral Commission of Ghana, Madina Branch. The executives were sworn into office on Friday 16th June, 2023 with Mr. Amoah Sarfo Kwarteng as the SRC President.

Orientation for Graduate Students Association of Ghana (GRASAG, UPSA) & SRC Leaders

The Office of the Dean of Students organised an orientation for the newly elected SRC and GRASAG leaders for the 2023/2024 academic year on June 6, 2023.

UPSA Women's Commission

The following activities were held including a Conference on"Inspiring possibilities in women through leadership, opportunities, and education" on March 8, 2023.

Face of UPSA

Mr. Daryl Opoku and Miss Esther Emmanuella Obeng emerged as Mr. and Miss UPSA respectively on March 24, 2023

Obaa Sima Summit

Eighty (80) female students participated in this year's Summit on June 9, 2023.

Extraordinary Ladies' Conference

Ladies participated in the conference held on 27th October 2023 and was under the theme, "Finding your footing." Over 150 students participated in the breast screening exercise on the same day.









OUTLOOK FOR 2024

The Office remains committed to enhancing the overall student experience, ensuring adequate resources for academic and extracurricular activities.



ALUMNI SPOTLIGHT

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

DANIEL YAW **DOMELEVO**



Daniel is a professional accountant who studied and the Institute of Professional Studies from 1990 to 1992. He completed the final level of the Institute of Chartered Accountants (Ghana) in1992 and became a member in 1993. He holds an Executive Master's degree in Business Administration (Finance) from the University of Ghana Business School.

He is currently the Chairman for the Accountancy Practice Review Committee for the Institute of Chartered Accountants (Ghana), a member of the Audit and Finance Committee of the Global Fund (representing the West and Central Africa Constituency), and a Short-Term Consultant for the World Bank working on Public Financial Management (PFM) Projects in Zimbabwe, Liberia, South Sudan, the Pacific Island Countries, and the Supreme Audit Institutions Independence Index.

Daniel is the former Auditor-General for the Republic of Ghana and was the head of the Ghana Audit Service (the Supreme Audit Institution in Ghana) from December 2016 to March 2021. Prior to that he was the Senior Financial Management Specialist with the World Bank and the Task Team Leader for the PFM projects in Zimbabwe and Malawi from January 2010 to December 2016. Before joining the World Bank, he was the Director of Ghana's Integrated Financial Management Information System, Director of PFM Reforms, Director of Government Integrated Personnel and Payroll, among others at the Controller and Accountant-General's Department in Ghana

Daniel has to his credit several leadership awards for his outstanding performance in public office and these include the Ghana Integrity Award in 2019, Distinguished Public Service Leadership,among others,

THOMAS **ASARE**



Mr. Asare is a finance and development executive with over 25 years of experience and is currently the Assistant Secretary-General of the World Meteorological Organization. He has served as the Controller and Director of the Division of Financial and Administrative Management at the United Nations Children's Fund (UNICEF) headquarters in New York since 2015.

He has spearheaded and revitalized financial and operational management globally, collaborated with multi-constituency governance structures, engaged with governments, and partnered with international organizations to craft and implement crucial development strategies to alleviate poverty and improve the lives of the world's most vulnerable population.

Prior to joining UNICEF, Mr. Asare held key positions in financial management, program planning, management advisory, and assurance services while collaborating with various international development organizations across Africa and Asia. These organizations included the African Capacity Building Foundation (A specialized Agency of the African Union), USAID/West Africa Regional Office, and the CGIAR in Malaysia. He previously also served as an Assistant Auditor-General of the Ghana Audit Service.

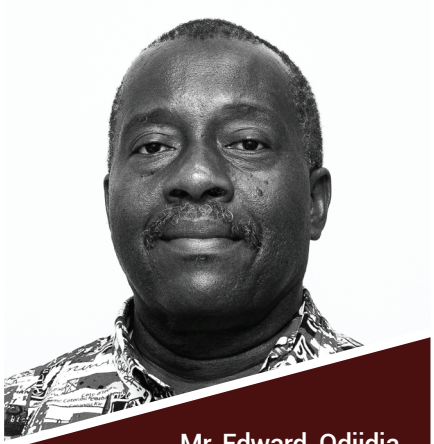
Mr. Asare pursued his professional accountancy studies at the University of Professional Studies, Accra, in Ghana. He holds a Master of Science degree in Accounting and Finance from the University of Northampton and a Master of Science in Audit and Consultancy from Birmingham City University, both in the United Kingdom. He is a Fellow of the Association of Chartered Certified Accountants (ACCA) and the Chartered Management Institute (CMI). He holds several certifications and memberships of other professional bodies .



03

INFRASTRUCTURE

PHYSICAL DEVELOPMENT DIRECTORATE



Mr. Edward Odjidja
Director, Physical Development Directorate

OVERVIEW

The Directorate continued to improve upon the teaching and learning environment as well as the capacity of residential facilities to give students a safe and memorable experience while at UPSA. This report outlines the various activities carried out by the Physical Development Directorate in the area of construction, physical planning, and maintenance of the university campus in the course of the year 2023.

The major construction projects in progress were: The Academic Wing Complex (Lecture halls and General stores), Police Station, Footbridge, Drains and an Access Road Near UPSA, Multipurpose Twin Tower building, Multipurpose Lecture Hall Facility, and Management Accommodation Facility. Other minor works undertaken covered painting works, areas of maintenance, general sanitation, landscaping, power, water supply, and sewerage works on the University campus.

STAFF

The Directorate has twenty-nine (29) staff.

ALIGNMENT OF 2023 FOCUS TO THE STRATEGIC PLAN

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

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

INFRASTRUCTURAL DEVELOPMENT AND EXPANSION

THE ACADEMIC WING COMPLEX (Rev. Fr J.J.M. Martey building)–

Continuation and Completion of Lecture Halls and General Stores

Work on other infrastructure development projects on campus is progressing steadily. These include the following construction projects:

Multipurpose Twin Tower Building

Work on the project started in December 2019. The project has two blocks of 10 floors each with a bridge linking the two blocks on the 3rd to 8th floor levels.

Lecture Hall and General Stores:

The project forms the last phase of the Academic Wing Complex. This GETFund project initiated in 2005 is now being completed using Internally Generated Funds and will be completed in 2024.

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

Due to security threats around the UPSA campus, the Ghana Police Service has allocated land to UPSA to build a police station. Construction has begun and and is anticipated to be completed in 2024.

A pedestrian footbridge is being constructed over an earth drain that runs behind the Amon Kotei Hostel and a paved walkway and drains constructed to create a safe and lighted pedestrian walk to the Amon Kotei Hostel from the main campus.

The project was awarded after the required procurement procedures had been undertaken. Work has started in earnest on all three sites and is expected to be completed in 2024.

MULTIPURPOSE LECTURE HALL FACILITY AND MANAGEMENT ACCOMMODATION FACILITY

The University is undertaking the construction of a multi-purpose lecture hall on the northern end of campus behind the astro turf facility. The facility will have four levels and will accommodate halls, offices, changing rooms for cleaners, storage areas and washrooms facilities. Works are progressing steadily with the sub structural works completed. Works are currently on the ground floor of the facility.

The University acquired a parcel of land at Mpeasem, which is being developed into an official residence for the Vice-Chancellor and an executive guest house facility for selected guests of the University. Work is in progress and is at the first-floor level of the main residential facility. Works are scheduled for completion in 2024.

PROPOSED PROJECTS

Executive Hostel Facility

The University intends to undertake the construction of an executive hostel facility at the site of the residential facility acquired by the University behind the auditorium. The facility will have eight levels and provide executive accommodation facilities for graduate students. The architectural sketch designs and artistic impressions have been done. Processes for approval for the work to be done have been initiated.

Refurbishment to Existing Gate House

Management accepted a proposed design for a new gatehouse.

Alternate Power Supply

Under the 'Ghana Goes Solar' programme with the support of the Ministry of Energy, a firm undertook feasibility studies for the provision of solar systems for some selected buildings on campus. UPSA was selected as one of the universities where the solar project will be implemented. The Ministry of Energy is still undertaking administrative processes for the implementation of the project.





OUTLOOK FOR 2024

The Directorate in the coming year would:

- Continue to ensure the maintenance of a serene physical environment on campus to provide the necessary support for academic activities
- Continue the coordination of works on ongoing projects to ensure compliance and timely delivery and to complete processes to enable new projects for the year to take off.
- Undertake prudent environmental and sanitation management.
- Continuously monitor the implementation of maintenance schedules to ensure the state of preservation of buildings, plants, and equipment as well as ensure reliable electricity and water supply and conservation.
- Liaise with Management to implement the development of facilities to support nursing mothers.

2023 FOCUS AND ALIGNMENT WITH THE STRATEGIC PLAN

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Diversify the power and water sources	2023	2024	Director, Physical Development	2	The University has been selected by the Ministry of Energy under the 'Ghana goes Solar' and feasibility studies for the provision of solar system for some selected buildings on campus have been undertaken by a selected firm. The Ministry intends to roll out the programme in the coming year. Constant treatment of the water from the mechanised boreholes is being undertaken to augments water supply on campus.
Develop and implement Facilities Management Schedules	2022	2022	Director, Physical Development	3	Facilities/plant maintenance plans and schedules are being implemented. That is what guides the scheduled maintenance of buildings, plant and equipment on campus. This prolongs the life span of the facilities within the University. The process is an ongoing one.
Adopt environmentally friendly policies and practices	2022	2022 ongoing	Director, Physical Development	8	An anaerobic sewage treatment plant undertakes the treatment of about 60% of sewage on campus and the water filtered thereof supports the watering of lawns, shrubs and trees on campus. This is currently being done. The infill planting of trees was undertaken on campus during the year
Replace outdoor lights with solar panelled/ install solar systems to generate power to improve electricity supply and energy conservation	2022	2022 ongoing	Director, Physical Development	7	The auditorium has a solar system that supports emergency lights, security lights, cameras and audio visual operating systems. Ninety-nine per cent (99%) of all indoor lights are currently LED; the new Twin Tower block will have a solar farm to support the supplement the energy needs of the building. Most of the streetlights are LED, with a few solar panelled lights. The quadrangle has solar lights installed, though these have to be rehabilitated.

LIBRARY SERVICES

Transforming lives through championing equitable access to and engagement with knowledge.



Mr. Elijah Mensah
Librarian

OVERVIEW

We are excited to share with you the amazing work done by the library in the last 12 months. This report not only highlights our achievements but also showcases the vast range of projects we've been involved in to support the mission and vision of the University. We couldn't have achieved any of this without the engagement and support of our stakeholders.

The Library had a successful year as it continued to provide efficient library services. The Joshua Alabi Library Complex which is an essential part of the fabric of university life, served the entire student population, faculty, and other stakeholders during the year under review.

The Library currently has the following sections/units

Lending Library, Bindery, Cataloguing, Reference Library, Discussion Area, Discussion Hall, UN Corner, Security Section, Professional Corner, Law Library, Syndicate Rooms, Learning Common, Research Common, Lecturers Corner, Graduate Library, Executive Learning Centre, Offices for Staff and Professors.

STAFF

The library has a staff strength of 23 with five national service personnel and one intern.

HIGHLIGHT OF ACTIVITIES

- The Library provided the needed physical and online space for all its stakeholders as it delivered its mandate to make learning pleasurable.
- Significant progress was made towards the Library's goals of providing equitable access to information and transforming our engagement with students.
- Staff worked collaboratively to holistically review library service offerings in support of our goal of transforming our engagement model to foster independent scholarship. The new service model sees a focus on high-quality and up-to-date self-help information augmented by drop-in sessions across a range of modes and locations, ensuring that library services are offered to all students sustainably and equitably.
- The library offers an online content service and relevant online resources that can be accessed by students, faculty, and staff.
- These usages have increased in recent times from 14,947 in 2022 to 18,846 in October 2023 this year, and help to substantially reduce textbook costs for students.
- With the implementation of the RemoteXs platform, there has been an increase with the usage of our e-resources. The Library's remoteXs portal remains (https:libraryupsa.remotexs.co)

INFORMATIVE SITES

Library Virtual Site

- Some PhD thesis and ebooks have been uploaded onto the new library's virtual site which is accessible at https://library.upsavirtual.site/

NEW ACQUISITIONS

The following major acquisitions were made in 2023. These provide staff and students with a vast amount of physical and online content including current textbooks, handbooks, encyclopedias, personal papers, government documents, and other primary material. These new acquisition include Ebscohost Complete, Wiley, Emerald, Sage, World Bank eLibrary and Heinonline

Donation of Books and Journals

The library is appreciative of our donors whose generous contributions allow the University to increase the range and depth of our collection. This included

- Forty-nine (49) copies of Insight into Strategic Sourcing donated by Prof. Douglas Boateng.
- Forty-nine (49) copies of Supply Chain Management by Prof. Douglas Boateng was donated to the library.
- Ten (10) copies of '2023 Edition of Facts about Germany' by the German Embassy.
- Some Journals on Economics and set of Encyclopedia Britannica donated to the Library by Hon. Boakye Kyeremanteng Agyarko (Former Energy Minister)

OUTLOOK FOR 2024

1. Foster conversations about what it means to be a modern library and information professional which will inform professional development. In line with Objective 5 of the Strategic Goal 1 of the UPSA Strategic Focus and Goals.

2. Review processes in all areas to enhance operational efficiency and identify future required skills and capabilities. In line with Objective 4, 5 and 7 of the Strategic Goal 2 of the UPSA Strategic Focus and Goals.

3. Develop a library spaces feasibility plan. In line with Objective 2 of the Strategic Goal 3 of the UPSA Strategic Focus and Goals.

4. Organise library training and other engagement practices for Library Resources. In line with Objective 3 of the Strategic Goal 7 of the UPSA Strategic Focus and Goals.



INFORMATION SERVICES AND TECHNOLOGY DIRECTORATE



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

LEVERAGING TECHNOLOGY FOR INNOVATIVE AND SUSTAINABLE TEACHING AND LEARNING

Maximizing student success in the digital era.

The Information Services & Technology Directorate (ISTD) provides quality and cutting-edge information technology services and infrastructure to facilitate and enrich research, teaching, and learning in the university community..

STAFF

The Directorate consists of 20 staff including the Director.

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

1. Enriching the research, teaching and learning environment at the University by providing faculty, researchers, staff and students with IT resources and services that are:
   - Easy to use,
   - Well-matched to their needs, and
   - Contribute effectively to the achievement of the University's institutional goals.
2. Providing an enabling technology infrastructure for ubiquitous and convenient access to computing resources, facilitating teaching, learning & research, as well as institutional administration.
3. Extending the effectiveness of our distributed environment by facilitating collaboration among and between departments and ISTD;
4. Providing enabling technologies that support delegation of authority with appropriate controls.
5. Fostering a diverse workforce and an inclusive culture that leverages many perspectives in the creation and delivery of technology solutions and services for our campus community.
6. Relentlessly protecting the University's information, while respecting the privacy of the members of UPSA community.

HIGHLIGHTS MAJOR ACTIVITIES

ISTD undertook to support faculty, staff, and students in teaching, learning, research, and service missions.

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

Infrastructure

The Infrastructure division comprises the departments of 1) Telecoms and Networks and 2) Systems Engineering, and 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 centre operations, networks and systems operations, telecom services and operations, directory services, and information security services.

Enterprise Systems (ES),

The Enterprise Systems division consists of the department of Software Development (SD) and the department of Enterprise Resource Planning (ERP). The systems that fall under the purview of this division are Application Development, Web development, University Student Information System (USIS) as well as administrative systems such as human resource management system, financial management and accounting systems, assets and facility management, and inventory and procurement management systems etc.

Policy, Strategy and Support (PSS)

The Policy, Strategy and Support division also consists of two departments: Planning, Policy and Strategy, and End-User Support Services. The division is responsible for the provision of end–user support services such as network support services, systems support services, application support services, telecom support services, and office automation support services. 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, 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.

GOVERNANCE

The Director and three divisional heads (Deputy Directors) constitute the management team that oversees the day-to-day operations of the directorate. However, UPSA 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. The responsibilities of ITAC include:

- Review, evaluate, and make recommendations concerning new policies or implementation of policies relating to technology in support of academic success and concerns of the faculty and staff.
- Make recommendations regarding the various university policies, processes, and projects as it relates to technology and the support of technology as it relates to students, faculty, and staff.

OUTLOOK FOR 2024

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

Focus	Strategic Objectives	Activities
PEOPLE	**Objective 1:** Attract and admit eligible students from all backgrounds	Upgrading and optimizing the admissions management system. (OSN Generation, WAEC Verification, MAPS, 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.
	Objective 3: Attract, recruit and retain the highest calibre of staff	Enhance Human Resources Management System.

Focus	Strategic Objectives	Activities
PROCESSES	**Objective 8:** Automate major processes and deploy IT to go paperless as much as possible	Promote innovation and digital transformation. (Microsoft 365 software, Smart Workplace)
	Objective 9: Leverage ICT resources, and the University's Learning Management System (LMS) to enhance the effectiveness of teaching and learning	Improve and support Learning Technologies. e.g. MS teams, Zoom, email.
PLANET	**Objective 2:** Improve access to office space, Internet, supply of electricity and water	Internet Bandwidth Upgrade e.g. Eduroam.
	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.
	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.
IMPACT	**Objective 1:** Promote academic excellence in teaching and learning	Continue to providing systems and platforms to support the work of Quality Assurance Directorate (QAD).
	Objective 11: Continue to organize conferences, seminars and public lectures	Continue to providing ICT support for the organisation of these special events.
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, USIS, IPS system.
SUSTAINABILITY	**Objective 6:** Actively promote the University's Distance education in Ghana and the sub-region	Assess and upgrade IT infrastructure to support distance learning.
	Objective 3: Ensure prudent discipline in expenditures to effectively manage funds	Continue in-house development of software applications. Promote fiscal responsibility and optimize the use of funds in the purchase of IT Resources. Aggregate purchase requests.
	Objective 6: Ensure effective risk and asset management	Conduct regular risk assessments to identify potential vulnerabilities and threats. Improve security policies and procedures.
CONTINUOUS IMPROVEMENT	**Objective 7:** Embrace change and transformation	Stay agile, innovative, and responsive to evolving technological trends. Eg Email system, New USIS, Integration of various applications. Deploy Identity Federation Management with GARNET.



04

GRADUATION

GRADUATION CEREMONY

The University successfully organised the its 15th Congregation of the University at the Kofi Ohene – Konadu Auditorium. The Congregation was held in four (4) sessions with the fifth (5) session held on December 12, 2023. The fifth session of the 15th Congregation and Special Congregation was a two-in-one event that conferred honorary doctorate degrees on three distinguished women as well as awarded degrees to students of the School of Graduate Studies.

Graduated Students Statistics

A total of five thousand, one hundred and fifty-six (5,156) students met the requirements for graduation and were, therefore, awarded the various degrees and diplomas. The Table below provides a summary of the graduated class. This represents the highest single number of students graduated any given year in the history of the University.

Category	Number Graduated	Percentage
Doctor of Philosophy	2	0.04
Masters	1,146	22.23
Postgraduate Diploma	2	0.04
Bachelors	3,106	60.42
Diploma	904	17.58
Total	**5,156**	**100**











05

EVENTS











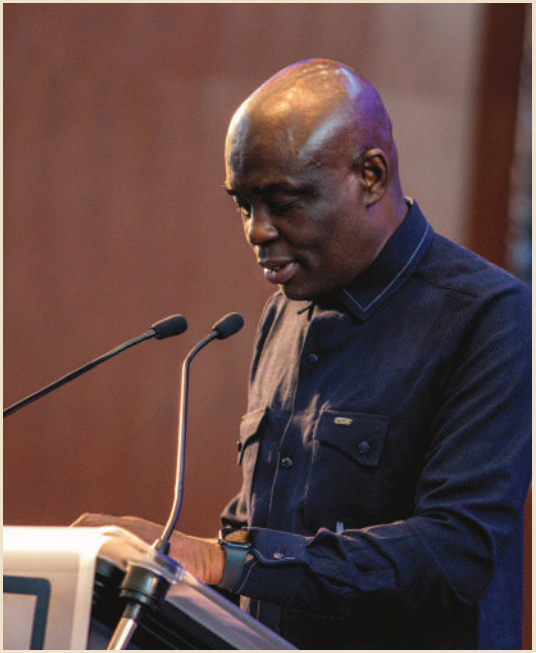


THOUGHT LEADERSHIP PROGRAMME

UPSA ANNUAL LEADERSHIP LECTURE

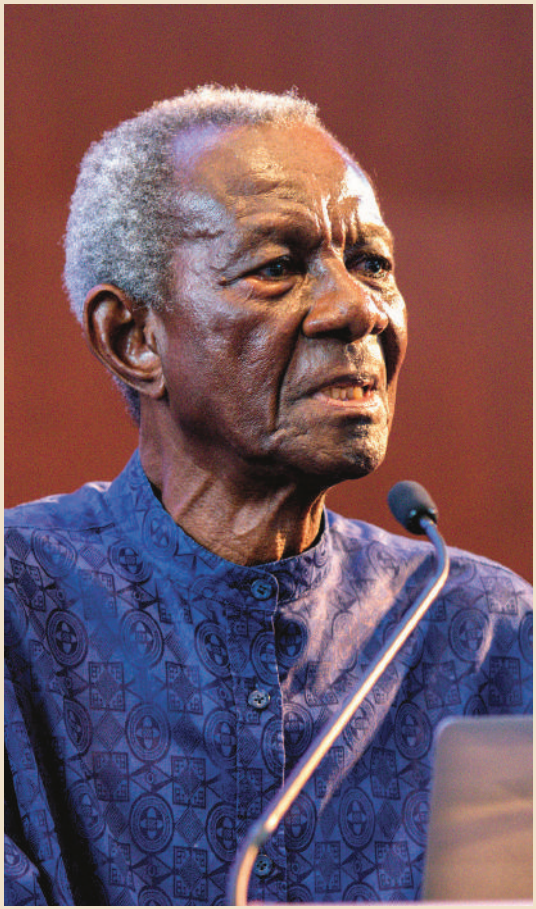
Renowned Ghanaian economist, Mr. Kwame Pianim, was the Guest speaker at UPSA's Fifth Annual Leadership Lecture Series themed: Re-imagining Ghana's Development Trajectory for a Peaceful and Prosperous nation by 2057, our 100th Anniversary; through the Perspective of the People.

EXCERPTS FROM THE ANNUAL LEADERSHIP LECTURE 2023



We are in unprecedented social and economic crises. To get out of this largely self-inflicted bind, all of us 34 million Ghanaians have to pitch in to envision and create a new Ghana. A new growth path is needed.

Mr. Kwame Pianim



The enemy that has kept us stalled on the tarmac unable to gather critical mass for take- off is corruption enmeshed in a web of fiscal indiscipline.

Mr. Kwame Pianim





Only Ghanaians can and do have a duty to develop our nation.

Mr. Kwame Pianim











CONFERMENT OF HONORARY DOCTORATE DEGREES

In 2023, the University conferred honorary doctorate awards on three distinguished women whose contributions to Ghanaian society and beyond have been extraordinary, namely the First Lady, Her Excellency Mrs. Rebecca Akufo-Addo, (Founder of the Rebecca Foundation); Rt. Hon. Justice Joyce Bamford-Addo (The first female Speaker of Parliament and the only female Speaker of Parliament to date, and the first female Justice of the Supreme Court of Ghana); and Her Ladyship Justice Georgina Theodora Wood (First female Chief Justice in Ghana) were awarded honorary doctorates, testaments to a lifetime of dedication, passion, and impact on society.

His Excellency Nana Addo Dankwa Akufo-Addo, the President of the Republic, was the Special Guest of Honour.

UPSA HONOURED OUTGOING REGISTRAR AT 15TH CONGREGATION

The University of Professional Studies, Accra honoured the University's outgoing Registrar, Dr Koryoe G. Anim-Wright, at the First Session of the 15th Congregation in Accra. Dr, Kofi Ohene-Konadu, Council Chairtman, Prof. Abednego Feehi Okoe Amartey, Vice Chancellor, UPSA, and Prof John K. Mensah Mawutor, Pro-Vice Chancellor, UPSA, jointly conferred the honour on Dr Anim-Wright.

This was in recognition of her meritorious service to the University. "UPSA is grateful to you for your commitment and the dedicated service you offered to the University Community", Prof. Amartey said.

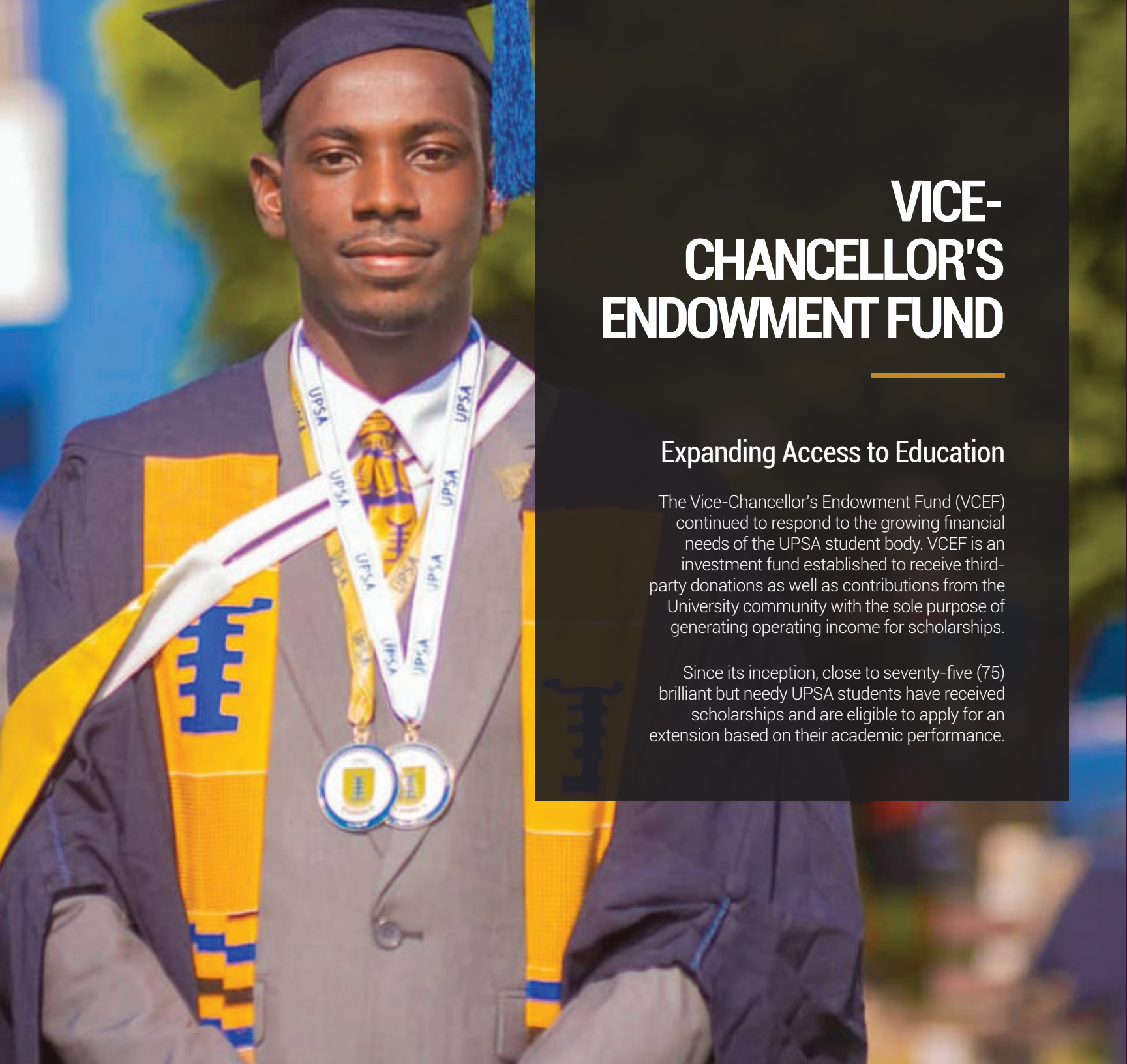
Prof. Amartey said Dr. Anim-Wright would be retiring from the University at the end of the 2024 academic year and therefore, the 15th Congregation was the last congregation in her offgicial role as Registrar of the university.

Dr. Anim-Wright, is the first female Registrar of UPSA. She was appointed Registrar by the Governing Council of the UPSA in June 2020.









VICE-CHANCELLOR'S ENDOWMENT FUND

Expanding Access to Education

The Vice-Chancellor's Endowment Fund (VCEF) continued to respond to the growing financial needs of the UPSA student body. VCEF is an investment fund established to receive third-party donations as well as contributions from the University community with the sole purpose of generating operating income for scholarships.

Since its inception, close to seventy-five (75) brilliant but needy UPSA students have received scholarships and are eligible to apply for an extension based on their academic performance.

MARKET – DRIVEN PROGRAMMES

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

Doctor of Philosophy in Interdisciplinary Studies

Doctor of Philosophy in International Security & Intelligence

Doctor of Philosophy in Accounting

Master of Philosophy in Accounting

Master of Philosophy in Media & Digital Communication Management

Master of Business Administration in Corporate Communications

Master of Science in Pensions Management

Master of Arts in Media & Digital Communication Management

Bachelor of Science in Logistics & Transport Management

Postgraduate Diploma in Leadership & Organisational Development



06

STAKEHOLDERS & PARTNERSHIPS

COLLABORATIONS

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

- University of Virgin Islands, USA
- 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

















IMPACTING OUR COMMUNITY THROUGH SERVICE





Vice-Chancellor Prof. Okoe Amartey inspires basic school pupils; encourages them to aim high

The Vice-Chancellor of the University of Professional Studies, Accra (UPSA), Prof. Abednego F. O. Amartey hosted a group of basic school pupils from the La-Nkwantanang Basic Schools. The visit by the pupils forms part of a community impact initiative by UPSA aimed at introducing them to higher education and inspiring them to aim high.

Book and Reading Club at La Nkwantanang

The University has established a Book and Reading Club and also donated books to the La-Nkwantanang Basic School, aimed at improving and instilling the habit of reading, speaking and writing skills of the pupils and preparing them for life-long learning following the adoption of the school by UPSA two years ago.

UPSA donates bunk beds to PRESEC Legon

The University of Professional Studies, Accra (UPSA) has demonstrated its commitment to supporting education within its immediate environs by donating 50 bunk beds to the Presbyterian Boys Senior High School (PRESEC-Legon).

At a brief presentation ceremony in May. The Vice-Chancellor of UPSA, Prof. Abednego F. O. Amartey, emphasized the good relationship between UPSA and PRESEC that has been fostered by their geographic proximity and peaceful coexistence over the years.

LIST OF ACADEMIC PROGRAMMES

POSTGRADUATE PROGRAMMES

DOCTORAL PROGRAMMES

- Doctor of Philosophy in Accounting
- Doctor of Philosophy in Marketing
- Doctor of Philosophy in Interdisciplinary Studies
- Doctor of Philosophy International Security and Intelligence

MASTER OF PHILOSOPHY PROGRAMMES

- Master of Philosophy in Finance
- Master of Philosophy in Leadership
- Master of Philosophy in Accounting
- Master of Philosophy in Media and Digital Communication Management

MASTER OF BUSINESS ADMINISTRATION PROGRAMMES

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

MASTER OF SCIENCE / MASTER OF ARTS PROGRAMMES

- Master of Science in Pensions Management
- Master of Science in Procurement Management
- Master of Science in Insurance Risk Management
- Master of Science in Leadership
- Master of Arts in Brands and Communication Management
- Master of Arts in Peace, Security and Intelligence Management
- Master of Arts in Media & Digital Communication Management
- Master of Arts in Digital and Strategic Marketing Management

UNDERGRADUATE PROGRAMMES

- Bachelor of Arts in Public Relations Management
- 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
- Bachelor of Business Administration
- Bachelor of Science in Information Technology Management
- Bachelor of Science in Marketing
- Bachelor of Science in Real Estate Management and Finance
- Bachelor of Science in Logistics and Transport Management
- 4-Year Bachelor of Laws (LLB)
- 3-Year Post-First Degree Bachelor of Laws (LLB)

DIPLOMA PROGRAMMES

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



07

FACULTIES, SCHOOLS & INSTITUTES

OFFICE OF DOCTORAL PROGRAMMES

Currently, ODP manages four (4) PhD programmes in the fields of Marketing, Accounting, International Security and Intelligence, as well as Interdisciplinary Studies. The PhD programmes offer students comprehensive theoretical and practical knowledge in their chosen fields of study and develop their abilities to conduct analytical and empirical research. Students in our programmes benefit from substantive course instruction and research supervision by both International and local faculties, as well as rigorous assessment and monitoring of their academic progress.



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

OVERVIEW

The Office of Doctoral Programmes (ODP) was established in 2018 to administer all doctoral programmes in the University. The vision of ODP is to become a globally recognised and competitive doctoral studies provider in business and social disciplines that responds to the practical developmental needs of the country and world.

PROGRAMMES OFFERED

- PhD in Marketing
- PhD in Accounting
- PhD in International Security and Intelligence
- PhD in Interdisciplinary Studies (with three concentrations)

STAFF

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

STATISTICS

The demand for the University's PhD programmes continues to grow steadily, increasing students' enrollment. The total number of PhD student population at the end of 2023 stood at One Hundred and Forty-two (142); made up of 75% males and 25% females. In the 2023/2024 Academic year, a total number of Seventy-five (75) students were admitted to the four PhD programmes, with an average acceptance rate of 85 percent. However, the PhD in Interdisciplinary Studies, which is a collaborative programme with the Union Institute and University (UI&U), USA, is expected to commence in February 2024..

HIGHLIGHTS OF KEY ACHIEVEMENTS

Information Session

The ODP held a virtual information session for prospective students to provide them with information on admission requirements, mode of delivery, fees and benefits of enrolling on the PhD programmes. This was to guide them to decide to enrol. Over 150 people participated in the session.

Conduct of Comprehensive Examinations

The conduct of the Comprehensive Examination is a major requirement of the programmes for a student to attain candidacy status before progressing to the proposal design and defense. Thirteen (13) students (four from 2020/2021 and nine from 2021/2022 academic years) sat for the comprehensive examination.

Conduct of Proposal Defence:

Dissertation Proposal Defense (DPD) is an oral examination held in public to evaluate a candidate's Dissertation Proposal after he/she has completed thirty-six (36) credits of coursework and passed his/her comprehensive examination to attain a PhD Candidate status. During the period under review, a total of twenty-four (24) candidates undertook the defense and passed.

Conduct of Dissertation Defence:

Three (3) PhD in Marketing students (two admitted in the 2018/2019 and one admitted in the 2019/2020 academic years) successfully defended their final dissertation (VIVA) with recommendations ranging from two months to six months for revisions. Prior to the actual defense, the ODP collaborated with the Marketing Department to hold Mock viva for the candidates. Nine students from the 2019/2020 academic year have submitted their final dissertation for external examination.

Graduation

Two candidates: one (1) who was admitted in 2018/2019 and the other in the 2019/2020 Academic Year, successfully graduated.

Organised Seminars and Workshops

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

1. Seminar for Faculty on Effective PhD Supervision.The facilitator was Prof. Nana Owusu Frimpong with over 66 faculty participating.

2. Seminar for PhD Candidates on 'Managing the PhD Dissertation Process to meet the Deliverables and the Dissertation Guidance Deliverables'. This was facilitated by Prof. Raymond Dziwornu and Prof. Kofi Osei Frimpong.

3. Seminar on Graduate Education and PhD Training: Challenges and Opportunities. This was organized in collaboration with CIEC, IWES and the University of Virgin Islands and facilitated by Dr Joseph Oppong, Associate Dean for Graduate Studies, University of Texas, USA.

Review of the PhD Policies and Procedures

The PhD Handbook was reviewed during the period to take into account the challenges, changing trends and the increasing number of doctoral programmes being mounted by the University.

NEW ACADEMIC PROGRAMMES

The ODP worked closely with the various faculties/departments to design more PhD programmes for the University. During the period under review, the ODP in collaboration with the respective faculties and departments has secured GTEC approval to run new programmes, namely:

a. PhD in Finance, awaiting final accreditation for its commencement;

b. Doctor of Public Policy and Leadership proposal approved; and

c. PhD in Management is at proposal pending approval.

PROGRAMME OPPORTUNITIES

a. Opportunities exist for ODP to connect with foreign universities and institutions to have foreign students enrol on its programmes. The ODP will collaborate with the Centre for International Education and Collaboration (CIEC) to have 4% of our PhD students as foreign students.

b. The UPSA brand provides the opportunity to develop relevant and demand-driven programmes to meet national and global needs. In this regard, the ODP will work closely with the various faculties and departments to design new PhD programmes to meet increasing demand.

c. Doctoral students at UPSA are determined and eager to develop their research skills to undertake analytical and empirical research and to publish in top-notch journals. This is an opportunity that the ODP will leverage to undertake regular seminars to build the capacity of students in this regard





OUTLOOK

The ODP is committed to delivering competitive and globally recognised doctoral programmes to meet national and global needs. The 2024 outlook for our PhD programmes is bright with many opportunities. The ODP will leverage the UPSA brand to introduce more PhD programmes, promote high academic standards, collaborate with CIEC for international linkages, promote faculty-PhD student research collaboration and embark on faculty and student capacity programmes. These strategic initiatives are expected to enhance the image of our doctoral programmes and make them the most preferred choice.

SCHOOL OF GRADUATE STUDIES



Prof. Samuel Antwi
Dean, School Of Graduate Studies

OVERVIEW

This report gives an overview of the activities of the School of Graduate Studies for the year 2023. The school has made tremendous progress in attracting qualified students from institutions within and without, owing to its demand-driven programmes which have culminated in increased enrolment over the years.

A thousand, two hundred and sixty-two (1,262) students were offered admissions. Nine hundred and eighty-seven (987) students, representing 78.21% of admitted applicants had registered as of the reporting period to pursue various programmes in the first semester of the 2023/2024 academic year.

The School of Graduate Studies intends to strengthen its growing influence as a leader in leadership innovation and corporate entrepreneurship in Ghana and enhance its instructional practices and research by attracting international faculty and exchange programmes.

STAFF

The staff strength of the School of Graduate Studies was one hundred and five (105).

STATISTICS

Admissions

A total of thousand, two hundred and forty-four (1,244) students, representing 93.96% percent of the applicants, were offered admissions into the various programmes.

Orientation for Fresh Students

The 2023/2024 newly admitted students' orientation was organized in September and October 2023.

Students' Population

One thousand, four hundred and eleven (1,411) students registered, comprising nine hundred and twenty-four (924) first-year and four hundred and eighty-seven (487) second-year students for the first semester of the 2023/2024 academic year.

Graduation 2023

The first and fifth sessions of the 15th Congregation sessions of the University were held in October and December 2023, respectively graduating one thousand, one hundred and sixteen (1,116) students of the School of Graduate Studies (SOGS) with Master's Degrees in various disciplines.

HIGHLIGHT OF ACTIVITIES

Teaching and Learning

The first semester of the 2023/2024 academic year began September 4, 2023, and ended on December 22, 2023, for the second-year students. Teaching for the first years started on September 18, 2022, and is expected to end on January 27, 2023. Teaching and learning for the semester has been a combination of both virtual and in-person. However, the conduct of end-of-semester examinations was strictly in person.

2023 Practitioners' Forum

As part of the requirements for the MPhil/MBA Degrees, the Practitioners' Forum, which has become a regular event on the University's calendar, was organised for the final year students during the second semester of the 2022/2023 academic year. This year's theme was "Standards:

The Key to Sustainable Growth in a Competitive Business Environment". The main speaker spoke on the sub-theme: Unleashing Ghana's potential for massive job and students were also exposed to wealth creation using standardization and the AFCFTA and business etiquette on the second day.

STUDENT ACTIVITIES

Executives of the Graduate Student Association of Ghana (GRASAG)

The Management of the School of Graduate Studies of the University of Professional Studies inaugurated the executives of the Graduate Students Association of Ghana (GRASAG). Mr. Amadi Michael Aikins, President of GRASAG, and executives were sworn into office for the 2023/2024 academic year.

Donations received from GRASAG

The Graduate School received donations from GRASAG to augment the current equipment. This is to augment the logistics challenge within the lecture halls. The under-listed items received included a toner cartridge, a printer, cables, adopters, tablets and extension board.

Virtual MBA/MPhil/MSc Weekly Seminars

Prior to the main forum, three virtual forums were organised in April 2023. The first forum was organized by MBA Accounting and Finance in collaboration with MBA Auditing and Internal Auditing under the theme, 'Ghana's debt, is the IMF bailout the best solution?' The second seminar was organised by the Centre for Peace and Security Research under the theme, 'The Future of US-Africa Relations,' while the third seminar was organised for MBA Corporate Governance and MPhil/MSc Leadership cohorts. The theme was "Boardroom Dynamics: Effective Leadership and Strategy".

OUTLOOK

The Projections for the year 2024 are based on the 2022-2032 Strategic Plan of the University. They are:

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

i. Develop a School Implementation Plan based on the University's 10-year Strategic Plan.

ii. Help track the performance of our alumni in the job market.

iii. Increase students' intake by introducing more demand-driven programmes.

iv.. Enter into partnerships and collaborations with other organizations around the world.







ALIGNMENT OF 2024 FOCUS TO THE STRATEGIC PLAN

This projections for 2024 are based on the strategic plan of the University. They are:

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Offer excellent teaching and learning experiences to all students to equip them to excel in their chosen careers	First Quarter, 2024	Third Quarter, 2024	Dean	2	Meeting with the lecturers will be held to discuss evaluation feedback from students to enhance teaching and learning
Bonding relationship among students, staff and alumni that promotes collaborative learning through mentorship and coaching	Second Quarter, 2024	Fourth Quarter, 2024	Dean working with Head, Alumni Office	6	Hold series of Practitioners' Forum

RELEVANCE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Engage with the public and policy makers to shape our teaching and research.	Second Quarter, 2024	Fourth Quarter, 2024	Dean and Director of Research and Consultancy	3	Organise Public Lecture or Guest Lectureship opportunities to share insights

IMPACT

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Promote academic excellence in teaching using the highest standards and best practice	First Quarter, 2024	Second Quarter, 2024	Dean	2	Hold training/workshop to enhance lecturers' teaching practice and skills
	First Quarter, 2024	Fourth Quarter, 2024			Implement systems to monitor and evaluate teaching performance and increase evaluation response rate
Create an institution of active and reflective teaching and continuous learning	First Quarter, 2024	Fourth Quarter, 2024	Dean	2	Strengthen student assessment mechanisms and feedback

SUSTAINABILITY

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Diversify the University's sources of income	Second Quarter, 2024	Third Quarter, 2024	Dean	1	Raise funds or submit proposals for grants for research and projects
	Second Quarter, 2024	Fourth Quarter, 2024			

CONTINUOUS IMPROVEMENT

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Continue to promote scholarship with professionalism as the hallmark of the University	First Quarter, 2024	Third Quarter, 2024	Dean / Coordinators	2	Regular cleaning of broadsheet to increase school average throughput of 80% to 90%
Develop and implement a Monitoring and Evaluation Plan for the University's Strategic Plan	Second Quarter, 2024	Fourth Quarter, 2024	Dean	5	Constitute a working team for each focus to ensure successful implementation of each initiative



FACULTY OF MANAGEMENT STUDIES



Prof. Fidelis Quansah
Dean, Faculty of Management Studies

OVERVIEW

The Faculty of Management Studies, as a beacon and a pathblazer of excellence in management studies, endeavours to offer students an excellent academic experience in an atmosphere of cooperation, collaboration, and partnership.

The Faculty aims to provide a solid foundation for success in the world of work, equipping individuals with a diverse skill set, enabling them to adapt to changing circumstances, lead effectively, and make informed decisions. As the world of work continues to evolve, management education remains a valuable asset for individuals seeking to thrive in their careers and contribute to the success of their organizations. Being cognizant of this emerging trend, the Faculty organizes various training sessions for its members to understand the AI landscape, and how they can leverage it for effective teaching and learning.

All the different points on our value chain of teaching and learning have been honed, including, course outline development, preparation of teaching and learning materials, assessments, and data management of assessment records. Members deployed best practices in the delivery of teaching and learning in the lecture halls. The Faculty has adopted a series of creative, innovative, and interactive approaches to teaching and learning, resulting in future-proof, well-rounded, capable, and adaptive graduates.

STAFF

The staff strength of the Faculty was one hundred and twenty-five (125)

STATISTICS

Admissions

The faculty admitted two thousand, four hundred and thirteen (2,413) fresh students comprising one thousand, six hundred and eighty-four (1,684) Undergraduates, three hundred and eighty-five (385) Diplomas, and three hundred and forty-four (344) top-ups.

Graduation

The Faculty of Management Studies held its graduation session of the 15th Congregation of the University on October 19, 2023. One thousand, five hundred and sixty-six (1,566) students graduated from the Faculty: One thousand, two hundred and forty-seven (1,247) degree and three hundred and nineteen (319) diploma students. Of this number, 43.7% were males, while 56.3% were females.

HIGHLIGHTS OF ACTIVITIES

New Programmes

The Faculty successfully rolled out four (4) new programmes, having gone through all the accreditation processes and obtained accreditation from GTEC. The programmes are:

- BSc in Logistics and Transport Management
- MA in Digital and Strategic Marketing Management
- PhD in International Security and Intelligence
- Doctor of Philosophy in Interdisciplinary Studies programme

Seminar on the Prospects of the Real Estate Management and Finance Programme

The Department of Business Administration in collaboration with the Association of Business Administration Students organised a seminar under

the theme: "Unveiling the Real Estate Industry, Bridging the Gap between Industry and Academia." The objective of the programme was to equip students with the necessary information and knowledge about the Real Estate Industry as well as what the Industry has in store for them.

Public Lecture

The Faculty held its annual public lecture on October 26, 2023, under the theme: 'Governing in times of crisis: Navigating the challenges.'

Round Table Discussion

The Faculty in collaboration with the Women Association of UPSA (WAUPSA) held a Mother's Day Round Table Discussion in May 2023. This was meant to commemorate Mother's Day celebration. The theme for the celebration was "Work-Life –Balance: A Mirage or a Reality."

Departmental Course Advisors

During the period under review, the Departments appointed course advisors across different levels to facilitate student/lecturer relationships.

Breakfast Meeting

The breakfast meeting brought together all members of the Departments in the Faculty and provided an opportunity for members to interact in a relaxed social atmosphere while exploring academic, and research collaboration opportunities.

UPSA Entrepreneurship Fair 2023

The Faculty of Management Studies, in collaboration with Students' Representative Council, mooted the idea of the UPSA Entrepreneurship Fair in response to the unemployment gap created by the limited opportunities in the public sector. The maiden edition, "The UPSA Entrepreneurship Fair 2023" was held on April 19, 2023. The theme of the fair was Entrepreneurship and Innovation: "The Fulcrum of Hope for Sustainable Jobs and Wealth Creation." A panel comprising experts from industry and experienced scholars discussed and exposed participants to how higher learning institutions can contribute to the growing of businesses through product/service development, fundraising, marketing, and pitching.

The event brought together members of the various professional bodies and organisation.

UPSA ENTERPRISE AND INNOVATION CENTER (UEIC)

The UPSA Enterprise and Innovation Centre (UEIC) made significant strides in supporting student start-ups by providing financial aid to promising ventures like Norizona, Trust Adepa, Bola Mall, Kakiiva, and Nomech Auto Services. The UEIC's commitment to fostering an entrepreneurial ecosystem on campus has inspired innovation and nurtured a culture of entrepreneurship among students.

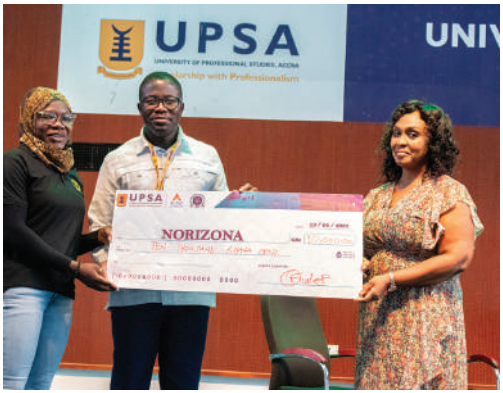
The UPSA Centre for Enterprise and Innovation (UEIC) took the start-up businesses through its systematic training and coaching programme. Consequently, on August 30, 2023, nine start-ups under the programme pitched their business ideas to get financing to run their businesses.

Two-Day Workshop on Course Design and Redesign

The Faculty held a two-day workshop for members on the theme: 'Course Design or Redesign: A Step-by-Step Guide,'on May 5, 2023, and 'Assessment and Rubric Design' on May 12, 2023. The workshop helped members to build their capacity on course design and assessment items design.

UPSA ON-THE-JOB TRAINING FOR LECTURERS

The Faculty had its session dubbed, on-the-job training on June 16, 2023, on the theme:





'Generative Intelligence (AI) for Higher Education and Research: Opportunities, Threats, and Strategies'. Participants were taken through various AI opportunities and how members can position themselves for effective use of AI in teaching and learning.

Public Lecture

The Faculty held its annual public lecture on October 26, 2023, under the theme: 'Governing in times of crisis: Navigating the challenges', at the LBC Auditorium.

STUDENTS' ACTIVITIES

Upskilling and Reskilling

The Association of Business Administration Students (ABAS) organized its first transformative event in conjunction with the ICGC New Wine Temple and Ghana Grows Programme from June 14 to 21, 2023. The programme exposed students to emerging trends of Artificial Intelligence (AI) businesses and how impactful it is in contemporary times. Two students namely, Rita Yayrah Bedzoe and Olivia Obodai were awarded a HP laptop and Samsung Mobile Phone respectively.

Public Speaking Masterclass

A day's event was organised by ABAS to enhance the public speaking skills of students as well as how to make a lasting impact on an audience. The event that took place on July 14, 2023 was to equip students with the requisite skills and essential techniques aimed at building their confidence to become persuasive and influential speakers.

Women 360 Programme

The women's wing of the Association of Business Administration and Marketing Students organised a programme dubbed, "Women 360." It was held on April 13, 2023. The programme aimed to empower young women on leadership skills, health and their general well-being. The guest speakers were Dr. Ummu Markwei (Head of Department, Business Administration), Miss Sangmourkor Tetteh and Dr. Isaac Newman Arthur (Medical Director of the UPSA Clinic).

Breast Cancer Awareness Month

The Women's Commissioner of the Association of Business Administration Students (ABAS) as part of the Breast Cancer Awareness month organised a breast cancer awareness day on October 20, 2023, dubbed, "Pink Power." It was to sensitize its members on the need to undertake regular breast screening to engender confidence in young girls.

Level 400 Marketing Students' Excursion to the Kakum National Park

Level 400 Marketing students embarked on an excursion to the Kakum National Park in the Central Region. The one-day excursion took place on June 21, 2023.

UPSA Entrepreneurship Club

The Club provides business development training for continuing students, aiming to sharpen their entrepreneurial ideas. This initiative offers ongoing support and guidance, empowering students to refine and apply their concepts practically, ensuring a comprehensive approach to business development and preparing them for the professional world.





ACHIEVEMENTS

- Obtained accreditation for PhD in Interdisciplinary Studies, PhD International Security and Intelligence and BSc. Logistics and Transport Management
- Successfully organized its first Public lecture
- Organized the first entrepreneurship fair
- Developed three new programmes; BSc. Human Resource Management, BSc. in Applied Marketing and MPhil in Marketing
- Graduated and supported the second cohort of NSS from UEIC

OUTLOOK

The following projections for 2024 are

based on the strategic plan of the University:

- Institute a mentorship or academic blind dating. programme for early career academics.
- Take up research to influence policy.
- Work closely with Research Chairs to establish a fund.
- Improve activities at the Business Incubation Centre.
- Identify areas where the University can make a significant impact and develop action plans for execution.
- Strengthen engagement with the business community and the general public on knowledge sharing and advancement.
- Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic programmes.
- Introduce guest lectureship opportunities for practitioners to share insights.
- Organise a public lecture every semester.
- Institute staff industry attachment programme for young faculty as a community service during the long vacation.
- Continue to constitute teams or working groups for research publications.
- Constitute teams for interdisciplinary and multidisciplinary research based on interests.
- Develop marketable short courses for training.
- Complete marketable programmes that have been initiated.

STRATEGIC PRIORITIES AND FOCUS

1. PEOPLE

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

2. PLANET

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Eliminate all barriers that limit equal opportunity and inclusiveness	Q2 2024	Ongoing	All Heads of Units and Unions	6	Shared responsibility will be ensured

3. RELEVANCE

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Identify areas where the University can make a significant impact and develop action plans for execution	Q2 2024	Q2 2024	Faculty Deans and Directors of Centres	1	° Develop relevant programmes/ research ° Constitute Stakeholder Engagement Desk to coordinate the Faculty's stakeholder engagement
Strengthen engagement with the business community and the general public on knowledge sharing and advancement.	All-year-round	Ongoing	Faculty Deans and Directors	2	° Stakeholder Engagement Desk ° Training for SMEs ° Business Conversation/ Climate Dialogue Series ° Meet the Distinguished Entrepreneur Series ° Achievers' Platform
Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic programmes.	All-year-round	Ongoing	Academic Deans	3	Strengthen existing collaboration with institutions (Catholic University, UIU etc.), Institute of Directors, CIMG
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 Saint Claret University, University of Koblenz-Germany and others ° Encourage members to seek competitive research grants ° Research grants received from Zoomlion (ongoing)

Seek partnerships and collaborations that will enhance the image and reputation of the University through consulting services.	All-year-round	Ongoing	Academic Deans and Directors of Centres	3	Work in progress
Seek partnerships and collaborations that will enhance the image and reputation of the University through community service.	All-year-round	Ongoing	Academic Deans and Directors of Centres	3	Training for mechanics and SMEs in the auto spare parts sector and SME Ambassadors
Take up research to influence policy	All-year-round	Ongoing	Faculty Deans and Directors of Centres	4	° Encourage members to publish research findings on national platforms ° Policy briefs ° Media lobbying
Introduce guest lectureship opportunities for practitioners to share insights	Q3 2024	Ongoing	Academic Deans	5	Guest lecturers will be organized to strengthen this
Organise public lectures on topical issues	Q2 2024	Ongoing	Academic Deans and Directors of Centres	5	Institute at least one every academic year
Institute staff industry attachment programme for young faculty as a community service during the long vacation.	Q2 2024	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
Continue to organize free training for SMEs in the catchment area of UPSA	Q3 of every year	Ongoing	Faculty Deans	10	Ongoing
Train graduates with an entrepreneurial mindset to create jobs	Q3 2024	Ongoing	Faculty Resource the UPSA	8	Ongoing
The Incubation Centre to become the hub of entrepreneurship development	All-year-round	Ongoing		8	Ogoing. Will continue to churn out more businesses

4. IMPACT

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Promote self-learning and group studies among students	All-year-round	Ongoing	Faculty	2	Encourage students to work in groups/ teams
Strengthen student assessment mechanisms and feedback	All-year-round	Ongoing	Faculty	2	Develop a system to help students evaluate faculty timeously
Align existing curricula with the changing needs of society	All-year-round	Ongoing	Academic Deans	3	Programmes/curricular revision Development of short courses
Build professional ethical dimensions into the University's courses	All-year-round	Ongoing	Academic Deans	3	Educate all lecturers to incorporate the ethics component in their deliveries.
Constitute teams or working groups for research publications	Q3 2024	Ongoing	Academic Deans and Directors of Centres	5	Ongoing but will continue to work in teams
Mobilise funds to establish Research Chairs	Q4 2024	Ongoing	Faculty Deans	6	Will intensify efforts to get it done
Recruit the right persons for the Research Chairs	Before Q4 2024	Q4 2024 Ongoing	Faculty Deans	6	Yet to commence
Build a research agenda around existing strengths/ expertise, and nurture capacity for emerging areas	Q1 2023	Ongoing	Academic Deans and Directors	8	Ongoing. 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 and will 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

5. SUSTAINABILITY

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
The Centres and Faculties should aggressively seek grants for research	All-year-round	Ongoing	Directors of Centres and Deans of Faculties	1	Ongoing. Cultivate a relationship with funding agencies. Facilitate grant proposal workshops and 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)
Seek consultancy services	All-year-round	Ongoing	Directors, BDC and all Centres, Deans of Faculties	1	Ongoing Network with academic community. Use online platforms

6. CONTINUOUS IMPROVEMENT

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





FACULTY OF ACCOUNTING AND FINANCE

The Faculty will concentrate on delivering key operational components of the University's Strategic Plan for 2022-2031. The Faculty developed a two-year plan based on the University's Strategic Plan.



Prof. Isaac Boadi
Dean , Accounting and Finance

OVERVIEW

In 2023, the enhancement of students', educational experience, the expansion of programme offerings, the increase in its throughput rate and the Faculty's research output, as well as the positive feedback from employers regarding graduates' performance on the job market climaxed the Faculty's accomplishments and believe in the continuous improvement and strive to achieve this in the future.

The objectives and goals set for 2023 were to:

- Complete development of the PhD Finance and MSc Investment Banking programmes.
- Develop a two-year Faculty-level Strategic Plan based on the 10-year Strategic Plan (2022-2031) of the University.
- Hold two (2) Faulty of Accounting and Finance (FAF) Alumni Spotlight Series to promote stronger ties with alumni.
- Strengthen and support research teams to increase faculty research output by 50 per cent by the end of 2023.
- Organise two (2) FAF Small Businesses Seminars.
- Submit one (1) Research grant proposal to undertake a project.
- Introduce a bi-annual Policy Brief Series for the Faculty.
- Formation of an Investment Club by the end of the first quarter of 2023

PROGRAMMES OFFERED

The Faculty has three Departments: Accounting, Banking and Finance and Economics and Actuarial Science Departments, with a total of seventeen (17) academic programmes: A diploma programme, five (5) undergraduate programmes, and ten (10) graduate programmes as well as a PhD programme in Accounting.

STAFF

The total staff strength of the Faculty of Accounting and Finance (FAF) as of November 1, 2023, was one hundred and twenty-four (124)

STATISTICS

Student Population

The total student population based on available registration figures was three thousand, seven hundred and forty-six (3746)

2022 Graduation

The Faculty of Accounting and Finance held its graduation session on September 6, 2023. A total of 1,131 students graduated from the Faculty: Nine hundred and forty-seven (947) degree and one hundred and eighty-four (184) diploma students. Of this number, 55% were male while 44% were female.

Enrolment of Ghana Armed Forces (GAF) Staff

Following the signing of MOU between the University and the Ghana Armed

Forces (GAF), the Faculty of Accounting and Finance admitted thirty-three (33) staff of the GAF pursuing the four-year BSc Accounting and BSc Accounting and Finance programmes. Students attend lectures for six weeks, revise for a week and use two weeks to write their exams. Lectures take place at the Haizel School of Finance at Burma Camp. The students are currently in their second year. The admission for the second batch is ongoing.

HIGHLIGHT OF ACTIVITIES

Teaching and Learning

Teaching and Learning during the period went on successfully with the attendance of lecturers and students at lectures.

Re-accreditation of Programmes

Seven graduate programmes in the Faculty have undergone review for re-accreditation with the Ghana Tertiary Education Commission (GTEC). They are:

1. BSc. Accounting and Finance
2. BSc Accounting and Diploma
3. MSc Insurance Risk Management
4. MBA Internal Auditing
5. MBA Auditing
6. MBA Accounting and Finance
7. M.Sc. in Pension Management

Besides, some programmes are yet to be submitted to the Quality Assurance Department for consideration based on the year submission policy.

1. B.Sc. Actuarial Science
2. MBA in Internal Auditing
3. MPhil Accounting
4. PhD. in Accounting
5. MSc. Procurement Management

Approval for New Academic Programme

The Faculty has also received administrative approval for PhD Finance Programme. The Programme document has been completed and submitted to the Quality Assurance Directorate (QAD) for review and submission to GTEC. Similarly, the Faculty has developed the under-listed programmes. These programmes are still under consideration at the faculty level.

- Bachelor of Science in Applied Statistics
- Postgraduate Diploma in Applied Statistics
- Master of Philosophy in Applied Statistics
- Master of Science in Applied Statistics
- Bachelor of Science in Economics & Statistics
- Master of Science in Economics & Statistics
- Master of Philosophy in Economics & Statistics
- Master of Science in Actuarial Science
- Master of Philosophy in Actuarial Science
- Bachelor of Science in Risk Management and Insurance
- PhD Financial Economics
- PhD Applied Statistics
- PhD in Risk Management and Insurance

Implementation of QR codes to capture attendance.

The Faculty took steps to implement the QR codes to address student attendance in its operation. This exercise is introduced under the strategic focus of the University of Professional Studies, Accra (UPSA) as part of a transformational exercise designed to revitalize UPSA and position it as an academic centre of excellence by emphasizing its overall effectiveness, quality teaching and learning, and impact. This Google form with a QR code is posted in classrooms and faculty offices to track student attendance. The integration process has begun for the entire University.

Guest Lecture

The Faculty collaborated with Deloitte Ghana to run guest lectureship sessions for students in the areas of Taxation and Auditing/Internal Review. The whole idea behind the programme is to enable students to obtain practical aspects/ insights of the various concepts/ideas/ theories in Audit and Internal Review from experienced professionals. The first session was held on March 30, 2023.

2023 Internal Audit Awareness Week Forum

The Internal Audit Agency Act, 2003 (ACT 658) celebrated its twentieth anniversary

during the reporting period. In line with this, the Internal Audit Agency organised a forum on March 28, 2023, with the team from the Audit Agency gracing the occasion.

Night with CEOs and Business Leaders (NWCBL) 2023

The Night with CEOs and Business Leaders (NWCBL) 2023, hosted by the Faculty of Accounting and Finance (FAF) at UPSA, aimed to bridge the gap between academia and industry. The event, held on September 29, 2023, featured an array of activities such as panel discussions, keynote speeches, award presentations, and networking opportunities. Awards were presented to individuals and organizations for their exceptional contributions to bridging the gap between academia and industry. The NWCBL 2023 event successfully achieved its objectives of promoting academia-industry collaboration, recognizing contributions, sharing knowledge, and inspiring future collaboration.

Currency Development Dialogue Series

The Currency Development Dialogue Series, a prestigious event, convened prominent economists, policymakers, scholars, and stakeholders to delve into critical economic and financial matters. The central theme, "The geopolitics of de-dollarization: BRICS currency strategy and lessons for Africa," brought together four distinguished speakers to present insights, followed by interactive panel discussions. The programme enhanced understanding of the geopolitical implications of de-dollarization efforts, evaluated the viability of an African common currency, and fostered networking and collaboration among participants. The programme attracted 400 attendees and garnered a broader audience through a live broadcast on JOY TV.

FAF Introduces a Hotline

FAF introduced a hotline where calls are automatically directed to the preselected destination without any additional action. This was to strengthen the relationship between faculty and students.

RESEARCH ACTIVITIES

Workshop on Writing Policy Briefs

The Faculty organised a workshop for lecturers on writing policy briefs, to equip faculty members with the skills to write policy briefs from their research output.

Request for Publication Grant by Faculty Members

Twenty-six (26) lecturers in the Faculty submitted requests for the payment of publication grants for publishing in ranked journals.

Research Publications

The research output of the Faculty has increased significantly to one hundred and forty-five (145), published by eighty-two (82) lecturers: thirty-five (35) from the Accounting Department, thirty-five (35) from the Banking and Finance Department, and twelve (12) from the Economics and Actuarial Science. This represents a 74 per cent increase over that of 2022 and may be attributed to the increase in collaborations among members. The research output of the Accounting Department needs mention and commendation. The Faculty will continue to encourage research collaboration among members to further increase research output in the coming years.

STUDENT ACTIVITIES

DASA Start Right Programme

Department of Accounting Students' Association (DASA) organised its yearly Start Right program for freshmen and fresh women to induct them into the Department. It was held at the LBC Auditorium on February 9 2023. Speakers from ICAG, CIB, the Accounting Department, and an Alumni took turns talking with the students

JOY Business Townhall Meeting

Joy Business, under the Multimedia group, collaborated with the Faculty to organise a Townhall Meeting where students were empanelled to discuss issues of national interest. The topic for this event was "Post Domestic Debt Exchange Programme (DDEP), IMF Agreement."



DASA - Trip On Edu-Fun Trip

Thirty (30) students together with two DASA executives embarked on an educational trip to the Eastern Region of Ghana.

OUTLOOK

The projections for 2023 are based on the strategic plan of the University. They are:

Under the FAF innovative+ projects, the following Strategic Plan are to be focused on:

1.Increase the Portfolio of the Programme

- Under the FAF feedback, Monitoring and Evaluation Centre, FAF is to complete about 60% development of the new programmes submitted to the Faculty for consideration.

2. Increase High Research Output

- FAF synergy+ project has been developed to help transform young faculty researchers into outstanding researchers of excellence by marshalling the necessary resources, facilitating capabilities, and creating an enabling environment for research to thrive in the Faculty. This publication drive has become necessary because many of the lecturers in the Faculty are still assistant lecturers or lecturers, which does not augur well with the University's long-term strategic goal.

3. Engage the community through business training.

- Through the establishment of Strategic Business Unit (SBU), FAF will offer innovative, strategic support and solutions to the complex problems that businesses in Ghana and elsewhere must deal with. To give faculty and students access to the industry's knowledge and experience, it also looks to form partnerships with the University's alumni. In addition, SBU will offer free training and assistance to SMEs in its catchment area as part of FAF's Corporate Social Responsibility (CSR) programmes. The SBU will focus on MMDAs, small and medium-sized enterprises (SMEs), commercial banks, insurance companies, local and international donor organizations, taxing authorities, taxation, auditing, and accountancy bodies, alumni, etc. The SBU will essentially take on the role of the Business Consulting Unit of FAF, offering strategic solutions based on faculty experience and knowledge and research. The SBU will work on the following major initiatives in particular:

1. Scaling of Small Business Training
2. UPSA Tax Clinic
3. Turnaround Business Services
4. Alumni Spotlight

4. Enhance Teaching and Learning

- Under FAF feedback, Monitoring and Evaluation Centre, the Faculty plans to set up a state-of-the-art laboratory to be adopted by a sponsor. The sponsor would be a corporate entity and would design and equip the laboratory with modern technological tools and equipment for the subject areas of the Faculty. Students would have the opportunity to familiarize themselves with modern technological aids and experience how the theories learnt in class come into play in a practical sense, aiding their quick adaptation of difficult concepts. The goals of the projects are: to bridge the gap between academic knowledge obtained by students in the Faculty while at school and industry practice they will experience after school; and to enhance the quality of teaching by equipping lecturers with hands-on training in some technical areas.
- Under the same project, an Issue Resolution Centre is to be set up to foster peace and harmony among students, students and lecturers and students and administrators to help grow the Faculty and the University. Besides, the Issue Resolution Centre is to build on relationships among lecturers, students and administrative staff to foster a good working environment. Again, the Centre has been set up to prevent possible legal action that might be taken against the University – legal cost saving and to facilitate the growth of the Faculty and the University.
- FAF Bus Project is to help the FAF to seek for aponsorship in acquiring a vehicle for the Faculty in accordance with the three-year strategic objectives and its operational needs. The Faculty

understands how crucial it is to acquire a vehicle in an effective and responsible manner support its operations, and to meet the transportation demands for faculty, staff, and students.

5.Industry and International Collaboration

- FAF has formed two think tank groups with the objectives of generating innovative ideas and proposing evidence-based policies to inform decision-makers, government agencies, and the general public on matters of national and internal importance.

6.Collaborate with the Banking and Finance Students' Association (BaFSA) to organize the first BaFSA Alumni homecoming. The focus is to bring all students who have passed through the Department together since it was established.

7.Resource the departmental offices with modern gadgets and equipment to ensure optimum output.

8.Hold two (2) FAF Alumni Spotlight Series to promote a stronger tie with the alumni.

9. Organise two (2) FAF Small Businesses seminars.

10. Submit one (1) research grant proposal to undertake a project.

11. Introduce a Bi-annual Policy Brief Series for the Faculty

12. Formation of Investment Club by the end of the first quarter of 2024

CONCLUSION

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





UPSA LAW SCHOOL



Prof. E. Kofi Abotsi
Dean , UPSA Law School

OVERVIEW

In 2023, the Management of the UPSA Law School continued to focus on delivering a strategic vision for the School in tandem with the overall mission of the University. In this regard, the School focused on the four (4) key areas, namely strengthening programme delivery and effective teaching and learning, faculty capacity building, and research, internalization of programmes and brand projection and sustainability. The School has seen continuous growth in key indicators and areas of its operation and management including faculty exchange programmes, international collaboration, student participation in the international Moot Court Competition, and increased visibility in the public space.

This report highlights the activities and accomplishments of the UPSA Law from January to November 2023. 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 to find more apt ways of delivering value in terms of teaching, learning, research and other relevant aspects.

STRATEGIC GOALS AND OBJECTIVES FOR 2024

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 commence Master of Laws programmes

viii. To develop faculty members to be experts and sought-after academics in various aspects of legal education in Ghana and globally.

ix. To deepen international collaborations

x. To offer excellent legal services at the UPSA Legal Clinic.

ACADEMIC PROGRAMMES OFFERED

There are two Departments in the School namely: Departments of Private Law and Public Law, which offer the following programmes:

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

A Three (3) Year LLB Degree. This is an evening programme whose entry requirement is a minimum of a Second Class Lower Division of a Bachelor's degree from an institution recognized by the Ghana Tertiary Education Commission (GTEC) and a pass in a selection test and an interview.

STAFF

The total staff strength of the Law School as of November 2023 was forty-nine (49).

STATISTICS

Admissions

This year, the School received a total of three hundred and forty-two (342) applications and admitted one hundred and nine (109) of them. Admission for the four-year applicants is yet to commence.

Graduation

The UPSA Law School successfully graduated its fourth batch of the four-year Programme and the fifth batch of the three-year post-first-degree programme during the First Session of the 15th Congregation held in October 2023.

HIGHLIGHT OF ACTIVITIES UNDERTAKEN

Programmes / Events

The Law School engages in many productive activities and within the year under review, various activities of both local and global relevance were undertaken. Some of these activities are outlined below:

Continuing Quality Assurance of Teaching and Learning Systems

Teacher's Conference and Special Public Lecture

The Law School established a peer review system and an annual teaching conference three years ago to strengthen the teaching and learning model in the School. The 2023 UPSA Law School Teachers' Conference was held at the Holiday Inn Hotel in May 2023.

On the same day at the Holiday Inn Hotel, the UPSA Law School, under the auspices of the US Embassy in Ghana, collaborated with the Ghana Bar Association to organize a public lecture on data protection entitled, "Data Dignity or Supremacy: The World At A Crossroads." . The public lecture focused on the evolution of data protection laws, present-day challenges including, social media, AI, children's data, and surveillance, as well as the future directions comprising enhanced consumer rights, self-regulation, coordinated enforcement and supra-national governance. Ms Dyann Heward-Mills, CEO of Heward Mills Limited, gave the public lecture based on her extensive expertise in the area. The Ghana Bar Association President, Mr. Yaw Boafo, chaired the programme with over a hundred lawyers in attendance.

Academic Research and Publication -Scholarship

The number of faculty publications increased exponentially, and the law journal was also published during the period under review.

Collaborations and Visits

Collaborations with the University of California under which five faculty members of the Law School visited California and UPSA Law School received five faculty members from the counterpart University.

UPSA Law School Constitution Day Public Lecture

The Constitution Day Lecture took place in January 2023, on the topic, "The 1992 Constitution- A Fundamental Law for Our Prosperity or a Well-Crafted Guide for Our Doom."

Diplomatic Dialogue Series.

The Diplomatic Dialogue Series of the Law School was initiated to bring together diplomatic personalities to discuss key and important issues affecting global development and diplomatic relations, as well as their countries and diplomatic missions.

In February 2023, Her Excellency Bernice Owen-Jones, Australian Ambassador to Ghana delivered a speech at the second edition on the topic; "Complicated Geopolitics, African Partnerships & Australia's Place in the World." She commended the Management and Faculty of the University, especially the UPSA Law School, for upholding high standards, exhibiting professionalism, and developing an enviable reputation as one of the most sought-after legal education institutions in Africa.





Public Lecture

A Public Lecture was held in February 2023 on the theme, "The Criminal Justice System and its Intersection with Human Rights." The speakers were Hon. Francis Xavier Sosu, Dr. Victor Ayeni, Jonathan Osei Owusu and Mavis Ekua Enyamah Kwainoe.

Competitions: Moots and Law Challenge

Law School took part in the World Trade Organisation Mootand qualified for the global event and participated in the world event.

UPSA Law School Guest Lecture

The Law School Guest Lecture took place on June 20, 2023. The Speaker, Prof. Olabisi D. Akinkugbe spoke on the topic: "Sustainable Development Conundrum: Climate Action Imperative and Illicit Financial Flows."

The Dean's Special Cocktail for the LLB Class of 2026

The Dean's welcome cocktail was an informal and interactive session between the Dean and members of the faculty and the first-year students of the four-year LLB programme. The impressive event was held on June 29, 2023.

Launch of the UPSA Legal Clinic

Access to justice is a right ingrained in the foundations of every democratic society. However, in Ghana, it is difficult for many, especially the indigent to access the courts and the justice delivery systems in Ghana. The Legal Aid Commission, over the years, has been inundated with more cases than its capacity can allow it to efficiently handle.

In that light, the UPSA Law School launched its Legal Clinic in October 2023, to offer clinical programmes to serve as a means of supporting the Legal Aid Commission and making justice more accessible to indigent Ghanaians.

Official visits to the Nsawam Medium Security Prison

Students and staff of the Law School have been paying official visits to the Nsawam Medium Security Prison to interact and make donations.

On October 20, as part of the legal clinic initiatives, there was another outreach to the Nsawam Medium Security Prison. The participants of the trip included coordinators of the UPSA Legal Clinic, volunteer law students, and professors from both Pepperdine University and UC College of Law.

Strong Online Presence

During the year in review, the Law School exponentially increased its online visibility and presence across a spectrum of the major social media networks. The conduct and organisation of key programmes in public education content such as, the Point of Law Series, Diplomatic Dialogue Series, conferences, and public lectures.

Visibility and Branding

The UPSA Law School has continued its high-level events that have positioned the School's strategic programmes. The School's LLM proposal for accreditation was submitted.

Partnerships

Currently, the UPSA Law School is collaborating with Joy FM to organize the 2024 Presidential debates.

Official Launch of Commissioned Report

The Launch was on the topic: "Diagnostic Analysis of Ghana's AfCFTA Preparedness: A Review of the Legal, Policy and Regulatory Framework for the Implementation of the African Continental Free Trade Agreement (AfCFTA) in Ghana." The UPSA Law School in collaboration with the AfCFTA Secretariat organized the event on Friday, September 29, 2023.

UPSA Law School Games

The UPSA Law School Games came off on April 1, 2023, to allow students, staff and faculty to interact.

Law Fair and Mentorship Conference

The 2023 Law Fair & Mentorship Conference was held on May 5, on the theme: "The AFCFTA and the Future of the Legal Profession." The occasion presented the opportunity for students to gain practical know-how from their mentors.

Quasi-Curricula Activities

Research Dialogue Series

The Research Dialogue series is an academic activity that seeks to promote research and scholarship. It aims to foster constructive engagement among legal academics by creating a platform for critiquing yet-to-be-published research.

Topics for the Research Dialogue Series

NAME	TOPIC	DATE
Dr. Rowland Atta-Kesson.	Automatic Injunction Jurisprudence in Ghana's New Equity	17th May 2023
Mr. Richard Dua-Ansah	The Right to be Forgotten and Data Protection in Ghana: Implications for the Practice of Journalism.	19th April 2023

The Point of Law Series

The Point of Law Series produced by the School, aims at simplifying the Law for the general public. It provides the public with education on basic legal principles. It is presented in the form of legal nuggets which are circulated twice a week on the School's various social media platforms. It is making a significant impact regarding contributing basic legal knowledge in the country.

STUDENTS' ACTIVITIES

UPSA Law Students' Union

In June 2023, the Law Students' Union of the UPSA Law School saw outgoing executives hand over to a new crop of leaders, with Manasseh Wintemah Apurum as President of the Union.

As a team, the Executive Committee of the Law Students' Union has introduced two main projects which seek to facilitate the UPSA LSU Annual School Outreach programme and the UPSA LSU Opportunity Booth. During the year under review, plans were advanced in putting together a union support fund under the name Boa Wo Nua.

The UPSA LSU Annual School Outreach Programme

The Annual School Outreach Programme is an initiative for law students to create legal awareness in various communities. Particularly, partnering with the UPSA Law School Legal Clinic in doing this. However, the main area of focus would be to visit Senior High Schools to have conversations with students entering into tertiary institutions to read Law.

The UPSA LSU Opportunity Booth

Many speak of a glaring lacuna when it comes to education and its significance to the realities of professional life. As executives of the Law Students' Union, there shall be internship opportunities made available to students under this project as well as guidance on further studies. Currently, the Opportunity Booth has organised its first programme which was on Technology and the Law, Emerging Trends and Careers.

The Boa Wo Nua Fund

The Boa Wo Nua fund is a majorly student-funded project that seeks to support students who are unable to pay their fees and reduce the number of students who would have to drop out because of the inability to pay fees, or even miss their exams.

The policy document for this project is ready with all plans set, but the major hindrance to its launching remains the funding.

Other Programmes

In the month of October, there was a breast cancer awareness campaign which subsisted for the entire month of October. There was also a talk on breast cancer where some survivors came to share their stories. A collaboration with the SRC Women's Commission for a breast cancer screening exercise was also organised.

OUTLOOOK

The School acknowledges the challenges and opportunities presented by the current trends in the country, continent, and the world as a whole and has positioned itself to manage these challenges as best as we can to itsadvantage. Below are some initiatives intended for 2024:

- To effectively operate the newly established UPSA Legal Clinic
- To run Masters Laws programmes
- Encourage faculty to publish more in high-ranking journals.
- To create new quasi-curricula activities and build on existing ones.
- To collaborate with Joy FM to organise the 2024 Presidential Debates the presidential debates

CONCLUSION

The School will continue to provide quality teaching and learning experiences for its students, and engage in demand-driven research work, and paralegal and quasi-curricula activities to remain relevant both locally and globally.









STRATEGIC PRIORITIES AND FOCUS

1. PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Faculty engages in teaching and learning training and peer review sessions.	All year	Ongoing	Dean	7	Faculty engages in these activities for knowledge sharing and national development.
Research Dialogue Series for relevant conversations on legal matters.	All year	Ongoing	Vice-Dean	7	
UPSA Legal Clinic to offer legal services and engage in prison visitation to render the necessary legal services.	All year	Ongoing	Heads of Departments	7	
Engaging the external public through public lectures, research publications and media presence	All year	Ongoing	Faculty Coordinators	7	
Law Fair & Mentorship, moot court and Law Challenge programmes for students.	All year	Ongoing	Facilitators Volunteers	7	

2. PLANET

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Ensure efficient and effective use of resources and utilities to enhance teaching, learning and research. Eliminate all barriers that limit equal opportunity and inclusiveness	Q2 2024	Ongoing	All Heads of Units	6	Shared responsibility is ensured

3. RELEVANCE

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Focus on research and community engagement to Identify areas where the University can make a significant impact and develop action plans for execution.	Ongoing	Ongoing	Deans and Directors	1	The Law School has instituted activities such as the Point of Law Series, Law Fair, Quarterly Banking Roundtable, Research Dialogue Series of Faculty, Public Lectures and many other significant programmes for insightful and impactful outcomes in society
To introduce LLM programmes of relevance	2024				Continue with effective teaching and learning to continue producing world-class legal scholars
Strengthen engagement with the business community and the general public on knowledge sharing and advancement.	All-year-round	Ongoing	Deans and Directors	2	Stakeholder Engagement through research activities and publication of UPSA Law School Journal. Establishment of relevant public lectures, and effective use of media to educate the public on relevant legal topics for example the Point of Law Series.
Internationalization of programmes:					
Faculty exchange programmes					Instituted Diplomatic Dialogue Series, Africa Trade Roundtable, and UPSA Global Law College to engage on issues of global dimensions.
Signing of MoUs with prominent educational institutions					To deepen international collaborations.
Students' participation in international moot court competitions among others					
Pursue partnerships and collaborative opportunities to enhance the image and reputation of the University through joint academic programmes.	All-year-round	Ongoing	Academic Deans	3	Strengthen existing collaborations with institutions within the corporate world, and legal fraternity for the benefit of students, faculty and enhancing the image of the University
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All-year-round	Ongoing	Academic Deans and Directors of Centres	3	Collaboration with some prominent media channels to disseminate important legal information to the public weekly.
					Collaborating with the external and internal publics to publish in the prestigious UPSA Law Journal.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Seek partnerships and collaboration that will enhance teaching and learning and the image and reputation of the University.	All-year-round	Ongoing	Academic Deans and Directors of Centres	3	Training sessions by facilitators from San Francisco. Faculty Exchange programmes Quarterly Banking Roundtable UPSA Law School - ACCA Africa Trade Roundtable among others.
Seek partnerships and collaborations that will enhance the image and reputation of the University through community service.	All-year-round	Ongoing	Academic Deans and Directors of Centres	3	Eminent Guest Lecture, Quarterly Banking Roundtable, for discussion on topical issues of national, regional and global relevance. Partnering with the Ghana Legal Aid Commission for the School's Legal Clinic activities Prisons' visitation
Take up research activities to influence policy	All-year-round	Ongoing	Faculty Deans and Directors of Centres	4	Faculty members engage in research dialogues for peer review and publication of research findings. The School has instituted its research dialogue series, which makes it mandatory for all faculty members to engage in research work for knowledge advancement and knowledge sharing purposes. Periodic scholarship update to encourage faculty to be listed as and when necessary
Continuation of guest lectures for experts to share their experiences.	Q3 2024	Ongoing	Academic Deans	5	There are many established channels by the School, as indicated above for important public lectures and other stakeholder insightful engagements.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Organize public lectures on topical issues	All-year round	Ongoing	Academic Deans and Directors	5	Constitution Day Public Lecture International Lecture UPSA Global Law College UPSA Legal Conference and Mentorship Fair Africa Trade Roundtable Seminar and training sessions
Consulting services, participation in conferences and eminent roundtable discussions	All year round	Ongoing	Academic Dean	9	Ongoing
Organization of legal fairs.	Q3 of every year	Ongoing	Academic Dean	10	Such programmes have been of immense benefit to students, as it serves as a platform for mentorship
Development of effective mentorship programmes	Ongoing	Ongoing	Academic Dean	8	To achieve practical and innovative learning

4. IMPACT

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Sustaining a conducive learning environment that puts the student at the centre. Encourage faculty to engage in cutting-edge research activities and publish in high-ranking journals. Develop faculty members to be experts and sought-after academicians in various aspects of legal education worldwide	All-year-round	Ongoing	Dean with all staff members of the Law School	2	Encourage students work in groups/ teams and interact well to learn from faculty and peers.

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Strengthen student assessment mechanisms and feedback	All-year-round	Ongoing	Faculty	2	Develop a system to help students evaluate faculty timeously
Commence Masters in Law (LLM) programmes	Q3 2024	Ongoing	Academic Deans	3	Work in progress
Continue to enhance the UPSA Law School brand for competitiveness and global recognition	All-year-round	Ongoing	Academic Deans	3	organize programmes of great relevance for the general public Strengthen the teaching of ethic-related courses
Research Dialogue Series as peer review mechanism to enhance research work and publication.	All-year-round	Ongoing	Academic Deans and Directors of Centres	5	Faculty engage in Research Dialogue Series and other Research activities and seminars.
Mobilization of funds for effective research activities	Q1 2024	Ongoing	Dean	6	To continue to cordially engaging some organizations for sponsorship and to explore other innovative, practical means to mobilize funds
Engaging experts for training sessions regarding effective teaching and learning	Ongoing	Ongoing	Dean Vice-Dean	6	Engage experts from the University of San Francisco and the Pepperdine University
To pursue research work of national and global relevance	Q1 2024	Ongoing	Dean Vice-Dean	8	Ongoing
Establish more interdisciplinary academic engagements for human capital development.	All-year round	Ongoing	Dean Vice-Dean	8	UPSA Law School Quarterly Banking Roundtable, UPSA Law School -ACCA Africa Trade Roundtable, UPSA Law School Games, academic advising mechanisms, among others
Sustain the monthly faculty meetings to discuss and evaluate ongoing activities.	All-year-round	Ongoing	Dean Vice-Dean	4	Ongoing

5. SUSTAINABILITY

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
The Centres and Faculties should aggressively seek grants for research	All-year-round	Ongoing	Deans / Faculty	1	Ongoing
Develop marketable short courses for training	Yet to commence	Yet to commence	Dean Vice-Dean	1	Yet to commence
Seek consultancy services	All-year-round	Yet to commence	Dean Vice-Dean	1	Yet to commence

6. CONTINUOUS IMPROVEMENT

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





FACULTY OF INFORMATION TECHNOLOGY AND COMMUNICATION STUDIES



Prof. Emmanuel Selase Asamoah
Dean , Office of Doctoral Programmes

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

Since its establishment, the Faculty has positioned itself as a Faculty of excellence that produces highly competent communication and IT scholars and professionals. The Bachelor of Science Degree in Information Technology and Bachelor of Arts degree in Public Relations Management have trained and continue to train outstanding graduates who are excelling in various industries in the country and elsewhere in the world. Similarly, the Diploma programme in Public Relations Management and Information Technology Management provides solid technical training to make graduates competitive in the rapidly changing world of work.

The Faculty also offers exciting learning experiences and strong relationships with present and prospective students equipping them with skills relevant and ready for industry.

STAFF

The Faculty of Information Technology and Communication Studies has eighty-three (83) members of staff comprising full-time lecturers and administrators.

STUDENT STATISTICS

Enrolment Statistics

One hundred and sixty-nine (169) applicants were admitted to the Bachelor of Science in Information Technology Management programme level 200 and 300.

Two hundred and thirty-five (235) applicants were also admitted to the Bachelor of Arts in Public Relations Management programme level 200 and 300. Level 100 Bachelor of Arts in Public Relations Management and Diploma in Public Relations programmes applicants are also yet to .

admitted because of differences in the academic calendar.

Student Enrolment

The current total student population of the Faculty is three thousand, six hundred and fifty-five (3,655). The Department of Information Technology Studies has one thousand and eight hundred and forty-five (1,845) and the Department of Communication Studies has one thousand, eight hundred and ten (1,810), respectively. The population is less that of Bachelor and Diploma level 100 students who would be admitted and registered in January 2024.

Graduation

The Department of Information Technology Studies graduated five hundred sixteen (516) students consisting of three hundred twenty-four (324) Bachelor of Science in Information Technology Management and one hundred and ninety-two (192) Diploma students respectively.

The Department of Communication Studies graduated four hundred and forty-four (444) Bachelor of Arts in Public Relations Management and two hundred and thirty-seven (237) Diploma in Public Relations students successfully. The Department, therefore, graduated a total of six hundred and eighty-one (681) students in 2023.



HIGHLIGHTS OF ACTIVITIES

Language Centre

- The Language Centre in collaboration with Babykaafo launched a Local Language Spelling Competition dubbed "SPELLING G" at the LBC Auditorium. The maiden edition saw contestants compete in a three-stage spelling competition in the following seven languages: Akan, Ewe, Ga, Dangme, Dagaare, Dagbaani and Hausa.
- The Centre organised a Reading Clinic for the first year of its establishment. Reading books were also made available for the interested students. The students were given close supervision and adequate guidelines in their reading activities.

Public Lectures

The Faculty organised two Public Lectures in 2023 namely;

The third edition of the Faculty Guest Lecture series was held on March 29, 2023, themed "Strategic Positioning of University Graduates to Deploy Digital Communication Skills for the Glocal Job Market." A cross-section of final-year students and faculty members attended the lecture. The guest speaker was Mr Ernest Boateng, the Chief Executive Officer of the Global Media Alliance (GMA). The chairperson for the occasion was Dr. Edwin T. Ayernor, the Director of DIMC, UPSA.

On November 15, 2023, the fourth edition of the Guest Lecture series of the Department of Communication Studies was held under the theme, "PR Ethics and Political Communication in an Election Year: Challenges, Prospects and Recommendations for Democratic Development."The Lecture was held at the LBC Auditorium, . Mr Gayheart Mensah, Communication Advisor to the Speaker of Parliament and Consultant as guest speaker. The chairperson for the occasion was Major Albert B. Don-Chebe (Rtd) FIPR.

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

The third to the ninth editions were held in 2023, the details are as follows:

- The third edition of the Technology Trends and Awareness (TTA) Webinar, February 23, 2023, themed "Online Fraud: How to Protect your Child Online."
- The fourth edition of the Technology Trends and Awareness (TTA) Webinar, from March 30, 2023 themed, "Artificial Intelligence: A friend, a foe or both?"
- The fifth edition of the Technology Trends and Awareness (TTA) Webinar, April 25, 2023, themed, "Artificial Intelligence: ChatGPT and Ellicit: Implications for Education and Research."
- The sixth edition of the Technology Trends and Awareness (TTA) Webinar, July 27, 2023, themed "Artificial Intelligence for Health."
- The seventh edition of the Technology Trends and Awareness (TTA) Webinar, June 29, 2023. Themed, "Artificial Intelligence for the Legal Field."
- The eighth edition of the Technology Trends and Awareness (TTA) Webinar, November 30, 2023, themed, "Cloud Computing Literacy for All: Getting the Maximum Benefits."

STUDENTS ACTIVITIES

Communication Studies Students' Association (ComSSA) Activities in 2023 Educational tour

Communication Studies Students' Association (ComSSA) organized an educational tour for students to enhance their understanding of the practical application of theories studied in the classroom. This tour included visits to two organisations

within the Public Relations and Media space: i.e Global Media Alliance (GMA) and The Ghana Tourism Authority (GTA) in February 2023.

International Women's Day webinar

As part of efforts by the Association to spearhead key events on the University's campus, the Women's Commission of the Association collaborated with the UPSA Gender Unit, Internet Society of Ghana and the Women Association of UPSA (WAUPSA) to organize the 2023 edition of the Annual International Women's Day Celebration. The programme was organized on a Webinar on the theme, "Digit All: Promoting Ghanaian Women's Development through Innovation and Technology."

Masterclass in PR content creation & and digital entrepreneurship

The master class seminar was held in March 2023, by the Communication Studies Students' Association (ComSSA) under the auspices of the Department of Communications Studies to equip students in public relations, branding, and content creation. The master class was an educational program organized by the Office of the Women's Commission of ComSSA.

Inter-class level 100 quiz and level 200 debate competitions

The maiden edition of the Level 100 and 200 inter-class debate competitions was organized in July 2023, for students. The students representing various classes performed admirably, displaying a deep understanding of their respective courses. At the end of these competitive events, the Diploma in Public Relations regular session group emerged as the champions in the Quiz competition for the Level 100s. In the debate competition, both Diploma in Public Relations Level 200 Group 1 and Group 2 classes battled it out in the finals. These initiatives were designed to keep students engaged in their academic pursuits and ensure their holistic development.



Breast cancer awareness campaign

The Office of the Women's Commissioner initiated a Breast Cancer Awareness Campaign in October 2023 focusing on educating females, and the distribution of flyers on social media to dispel misconceptions about breast and myths related to breast cancer.

Winner of the 2023 MTN Pulse Business Challenge

Mr. Michael Ackon, a Level 400 student of the Department of Communication Studies and a past organizer of the Communication Studies Students' Association (ComSSA), emerged winner in the 2023 edition of the MTN Ghana Pulse challenge.

Information Technology Students Association (ITSA) Activities in 2023

Ethereum Developers Campus Tour

The Ethereum Developers Campus Tour was held in July 2023, in collaboration with ETH Accra. The programme sought to enlighten students on the advancement of blockchain and some emerging technologies aimed at making IT more attractive and exciting to learn. IT students had the privilege of engaging with leading experts in the field.

The Africa Centre for Entrepreneurship and Youth Empowerment

The Africa Centre for Entrepreneurship and Youth Empowerment seminar took place in July 2023. It was an enlightening public lecture that struck a chord of knowledge into the students. The theme of the programme was, "Africa's Future: George Ayittey's Legacy and the Vision of a Free





Market," which broadened the scope of the students' knowledge of what to expect in the corporate world.

KEY ACHIEVEMENTS

Accreditation of new programmes

The Department of Communication Studies added one new programme, Bachelor of Arts in Communication Studies to the portfolio of its programmes.

OUTLOOK

The under-listed are activities the Faculty of Information Technology and Communication Studies will embark on in 2024:

- Continuation of Technology Trends Webinars and Faculty Guest Lecture Series
- Introduce at least one annual IT public lecture in addition to that for the Communication Studies
- Pursue the establishment of an onsite radio station to support the practical aspects of communication training
- Task our final-year student during their project work to develop apps and systems to facilitate the work of units in the university.
- Establish a mechanism for sponsoring at least two (2) viable and excellent IT systems developed by final-year students for commercialization.
- Implement IGF initiatives such as IT training of students
- To secure collaboration and mentorship for students to equip them with market-relevant Public Relations and communications competencies.

The Faculty of Information Technology and Communication Studies is ready to roll out these programmes in two departments.

Department of Information Technology Studies

Undergraduate Programmes

- Bachelor of Science in Computer Science
- Bachelor of Science in Data Science and Analytics

These Programmes developed await review by UPSA Academic Audit and Review Committee.

Graduate Programmes

- Doctor of Philosophy in Information Systems
- Master of Philosophy in Information Systems
- Master of Science in Information Security Management
- Master of Science in Information Systems

- Master of Science in Business Computing

These programmes have been approved and are ready for assessment by GTEC assessors.

HEPSA-Sent to GTEC for approval

- Master of Business Administration in Management of Information Systems (MBA in MIS)

Undergraduate Programmes:

Programmes developed and await review by the UPSA Academic Audit and Review Committee are:

- Bachelor of Science in Computer Science
- Bachelor of Science in Data Science and Analytics
- Master of Science in Business Computing

Graduate Programmes:

The following programmes have been approved and ready for assessment by GTEC assessors.

- PhD Information Systems
- MPhil Information Systems
- MSc Information Security Management
- Master of Science in Business Computing
- MSc Information Systems

HEPSA-Sent to GTEC for approval

- MBA Management of Information Systems (MIS)

Undergraduate programmes to be reviewed and consequently assessed by GTEC:

Department of Communication Studies

Undergraduate Programmes:

- Bachelor of Arts in Language and Communication - under GTEC review

Postgraduate Programmes

- Master of Philosophy in Development Communication
- Doctor of Philosophy in Development Communication

STATUS OF STRATEGIC PRIORITIES, FOCUS AND OUTLOOK FOR 2024

1. PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
Institute a mentorship or "academic blind" dating programme for early-career academics	Q3 2022	Ongoing	° We have identified Senior faculty members and assigned early career/new entrants to mentor them. ° The lack of Senior Faculty members is a challenge. ° We have however complemented it with peer-to-peer mentoring.	3

2. PROCESS

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
° Develop a digital strategy ° Digitize documents ° Automation, deployment of LMS and assistance ° Training of staff in ICT	2022	2024	° Part of our community service ° Support the relevant Units in the accomplishment of the digitalization agenda of the University	Various

3. PLANET

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
Sensitization session for all students	2022	2024	Beginning every semester, sensitization sessions are held for all students on: ° Effective learning ° Time management, ° Where to get what? ° Examination rules and conduct ° Dress code, etc.	Various

4. RELEVANCE

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
Identify areas where the University can make a significant impact and develop action plans for execution	Q2 2022	Q2 2024	° Volunteerism (Interim Executive for Volunteers for IT literacy) a wing of ITSA was formed and have started work ° Voluntary trainings and development	1
Strengthen engagement with the business community and the general Public on knowledge sharing and advancement.	All-year-round	Ongoing	° Cyber Security Authority (CSA) ° Institute of Public Relations (IPR) ° Advertising Association of Ghana (AAG)	2
Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic programmes.	All-year-round	Ongoing	° Collaborated with the Cyber Security Authority (CSA) and developed: MSc in Information Security Management ° Collaborated with the Advertising Association of Ghana (AAG) and developed: BA Communication Studies	3

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All-year-round	Ongoing	Yet to be initiated in 2024	3
Seek partnerships and collaborations that will enhance the image and reputation of the University through consulting services.	All-year-round	Ongoing	° Started and will continue in 2024 ° Areas identified are AI and IS Security	3
Seek partnerships and collaborations that will enhance the image and reputation of the University through community service.	All-year-round	Ongoing	Started and will continue in 2024	3
Introduce guest lectureship opportunities for practitioners to share insights	Q3 2022	Ongoing	° Guest lecturer series in each half of the year for Communication Studies Department ° Seek for partnership and sponsorship in 2024	5
Organise public lectures on topical issues	Q2 2022	Ongoing	° Technology Trends and Awareness Webinar Series: Monthly webinar ° Launched in 2022 with 2 sessions. In 2023 we did 6 other sessions ° Seek for partnership and sponsorship in 2024 ° Public lecture on matters relating to media and information technology in 2024	5
Institute staff industry attachment programme for young faculty as a community service during the long vacation.	Q2 2022	Ongoing	Roadmap was developed in 2023 and will be initiated in 2024	9
Foster collaborations between the University and Industry	• All-year-round	Ongoing	° Professional Master Class ° FITCS Alumni ° Workshops with Industry Players	2
Train graduates with an entrepreneurial mindset to create jobs	Q3 2024	Ongoing	° Semester workshops by COMSSA on Entrepreneurship ° Coding competition for level 300 and 400 IT students (once every semester) in 2023 ° Online radio and webportal actively working	8

5. IMPACT

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
Promote self-learning and group studies among students	• All-year-round	Ongoing	° Use students' associations for: ° Peer-to-peer learning and support ° Peer-to-peer tutoring	2
Strengthen student assessment mechanisms and feedback	All-year-round	Ongoing	° Continue to monitor and review IA, Project Work, Supervision and Examination questions ° Worked closely with class reps to achieve quality output of lecturers in the class	2
Align existing curricula with the changing needs of society	All-year-round	Ongoing	° Review of course outlines at the beginning of each academic years ° Part of new programme development ° Review curriculum during Re-accreditation	3
Build professional ethical dimensions into the University's courses	All-year-round	Ongoing	° Quarterly publication clinics in 2024 ° Formed research teams on thematic areas ° Encourage interdisciplinary studies	3
Constitute teams or working groups for research publications	• Q3 2022	Ongoing	° Monthly publication clinics in 2023 ° Formed research teams on thematic areas ° Encourage interdisciplinary studies	5
Mobilise funds to establish research Chairs	Q4 2022	Ongoing	To be initiated in 2024	6
Recruit the right persons for the Research Chairs positions	Before Q4 2022	Q4 2024 Ongoing	To be initiated in 2024	6
Build a research agenda around existing strengths/ expertise and nurture capacity for emerging areas	Q1 2023	Ongoing	Formed research teams on thematic areas	8
Constitute teams for interdisciplinary and multidisciplinary research based on interests	Q1 2023	Ongoing	° Quarterly publication clinics in 2024 ° Form research teams on thematic areas ° Encourage interdisciplinary studies	8
Promote research publication in ranked or recognizable journals	All-year-round	Ongoing	One Lecturer One Journal Article initiative will continue in 2024	5

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
Develop a proposal for establishing Research Chairs	Q3 2022	Ongoing	To be initiated in 2024	6
Sustain the departmental research seminars	Monthly	Ongoing	This is done every semester	4

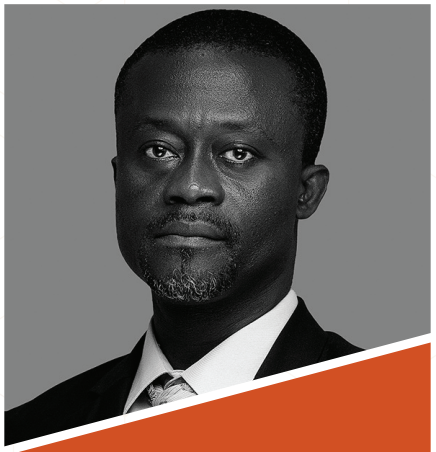
6. SUSTAINABILITY

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
Develop marketable short courses for training	All-year-round	Ongoing	° IT and Communication related short courses in 2024. ° Information Systems Audit and Control Association (ISACA) certifications ready for role after the MOU is signed. ° Language Centre TOEFL®: Test of English as a Foreign Language IELTS: International English Language Testing System Cambridge English Qualifications PTE Academic: Pearson English Language Test	1
Seek consultancy services	All-year-round	Ongoing	To be initiated in 2024	1

7. CONTINUOUS IMPROVEMENT

Strategic Initiatives	Commencement Targets	Completion Targets	Status	Objective Number
Introduce new academic programmes at the Bachelor's Level	2022	2024	Waiting for accreditation ° BA Communication Studies (assessed by GTEC and report worked on and submitted) Submitted to GTEC ° BSc Business Information Systems ° BA Language and Communication Awaiting internal review ° BSc Computer Science ° BSc Data Science and Analytics	2
Introduce new academic programmes at the Master's level	2022	2023	Submitted to GTEC and awaiting panel assessment ° MPhil in Information Systems ° MSc in Information Security Management ° MSc in Information Systems HEPSA-Sent to GTEC for approval ° Master of Business Administration in Management of Information Systems (MBA in MIS) ° Awaiting internal review ° MSc in Business Computing ° MPhil in Development Communication	2
Introduce new academic programmes at the Doctorate level			Submitted to GTEC and awaiting panel assessment ° PhD in Information Systems To be developed in 2024 ° PhD in Media and Communication ° PhD in Development Communication	2

WEEKEND SCHOOL



Dr. Ampem Darko Aniapam
Dean , Weekend School

OVERVIEW

The year 2023 has been an exciting one for the Weekend School and as a result, has provided a great foundation for some goals/objectives that the School hopes to achieve in 2024. The main goal for the school this year was to continue with the good work last year in improving upon the rise in student enrolment after the continued decline over the years as well as providing a conducive environment for effective teaching and learning. To achieve this, the School focused on ensuring better performance by calling all applicants who gained admission but had not reported at a point in time, as well as creating a conducive environment to support 21st century teaching and learning. The Management of Weekend School hopes to continue with these intiatives and, therefore, appeals to the Deans and Directors of the various faculties and directorates that provide support services to the School to lend their support.This report summarizes some of the activities undertaken by the school during the year, and the goals/ objectives to achieve in 2024.

PROGRAMMES OFFERED

At the start of the 2022/2023 academic year, the Weekend School mounted the following degree and diploma programs as follows:

- Bachelor of Science in Accounting
- Bachelor of Science in Accounting and Finance
- Bachelor of Science in Banking and Finance
- Bachelor of Business Administration
- Bachelor of Science in Marketing
- Bachelor of Science in Information Technology Management
- Bachelor of Arts in Public Relations Management
- Bachelor of Science in Actuarial Science
- Diploma in Accounting
- Diploma in Marketing
- Diploma in I.T. Management
- Diploma in Management Studies
- Diploma in Public Relations

STAFF

A three (3) member management team including the Dean manages the weekend school.

STUDENT STATISTICS

The total programme applications for the Weekend Undergraduate as of October 20, 2023, was 364 applicants. This excludes Diploma applicants and Degree Level 100 applicants who are awaiting their 2023 WASSCE results. Last year (2022) a total of 519 degree applicants were received and in 2021 a total of 584 applications were received.

Admissions are still in progress for Diploma and Degree Level 100 so these numbers may change over time.

Admissions

2023/2024 Fresh Admissions- Top Up

Admissions for the 2023/2024 Academic year into the Weekend School was done for Top-up students into Levels 200 and 300 only. A total of three hundred and thirty-five (335) students made up of 161 males and 174 females have been admitted so far. The University

is still waiting for WAEC to release this year's WASSCE results to admit prospective applicants into Degree Level 100 and Diploma Level 100. Matured applicants are yet to be admitted.

Trend Analysis of Admissions 2021, 2022 and 2023

There have been significant increases in admissions for the past three years, that is, 2021, 2022, and 2023 as shown in table 1.

Table 1: Trend analysis of Degree Admissions 2021, 2022 and 2023

Year	2021	2022	2023
Percentage	-40% (Decrease)	45.2% (Increase)	20.1% (Increase)

Enrolment

The total enrolment of the Weekend School (Undergraduate) stands at thousand, three hundred and fifty (1350) students made up of 686 males and 664 females. This is without Level 100 students. It is hoped that the enrolment figure will increase when the WASSCE candidates are enrolled in January 2024.

Diploma Enrolment 2023/2024

The total enrolment for Weekend School Diploma Level 200 only stands at 167, which is made up of 104 males and 63 females. Last year (2022) enrolment at Level 200 only stood at 157. It is also hoped that the enrolment will increase when the WASSCE candidates are enrolled in January 2024.

Graduation

The 13th batch of students from the Weekend School graduated in October 2023. A total of 338 students from the various programmes graduated with various degrees.

The 12th batch of Diploma students from the Weekend School graduated in October 2023. A total of 57 students from the various programs graduated with various certificates.

HIGHLIGHTS OF ACTIVITIES/ACHIEVEMENTS OF WEEKEND SCHOOL

Despite some of the constraints that we experienced as a school; we were able to accomplish some of our goals. Some of these achievements of the Weekend School were:

- Engaged in staff-student interactions by reorienting the students on their academic progress. Issues affecting students' academic needs and campus life were addressed.
- Prepared fliers to advertise the admission process on the various social media platforms to increase the number of applicants to the Weekend School
- Collaborated with the faculties and the academic directorate to reduce the number of Weekend students who could not graduate due to incomplete result issues.
- Maintained a staff presence on Saturdays and Sundays to render quality service to weekend students throughout the year, with limited human resources

OUTLOOK

The Management of the Weekend School has set the following targets for the 2023/2024 academic year:

- Promote the Weekend School to enhance visibility to potential students
- Coordinate with academic departments for the timely resolution of weekend students' academic-related problems.
- To ensure a serene atmosphere for teaching and learning on weekends.
- Put in place mechanisms to improve the quality and timely delivery of service to weekend students.

ALIGNMENT OF 2024 FOCUS TO THE STRATEGIC PLAN

1. PEOPLE

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Remarks
Institute a mentorship/academic blind dating programs for early academics	All year round	Ongoing	Academic Deans	Collaborate with Faculty to ensure that Junior Academics assigned to Weekend School have been assigned to mentors

2. IMPACT

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Remarks
Promote self-learning and group studies among students	All year round	Ongoing	Academic Deans	Students have been encouraged to form study groups/teams
Strengthen student assessment mechanisms and feedback	All year round	Ongoing	Academic Deans	Put in place systems and measures to help students evaluate faculty timeously
Build a research agenda around existing strengths/ expertise and nurture capacity for emerging areas	All year round	Ongoing	Academics Deans and Directors	Encouraging students to pick project work topics from areas that helps faculty to strengthen their areas of expertise.

3. SUSTAINABILITY

Strategic Initiative	Commencement Target	Completion Target	Responsibility	Remarks
Actively promote the visibility of the weekend school to potential students	All year round	Ongoing	Academic Directorate, BDC and Dean	Initiate strategies that will enhance the visibility of the Weekend School to potential students

4. CONTINUOUS IMPROVEMENT

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

INSTITUTE OF PROFESSIONAL STUDIES (IPS)



Dr. Fred Doe
Deputy Director, Institute of Professional Studies (IPS)

OVERVIEW

The Institute of Professional Studies (IPS) is the oldest academic Unit of the University of Professional Studies, Accra. It is the Unit charged with the provision of tuition and training in professional courses and has maintained and executed this mandate for 56 years.

PROGRAMMES OFFERED

Regular Full-Time Professional Courses

In line with its mandate, the Institute has over the years provided and continues to provide tuition to full-time students leading to qualifications in the Chartered Institute of Marketing (CIM, UK), Chartered Institute of Bankers, Ghana (CIBG), Institute of Chartered Accountants, Ghana (ICAG), Association of Chartered and Certified Accountants (ACCA) and Chartered Governance Institute (CGI). New additions to the Institute's portfolio include: the Chartered Institute of Marketing, Ghana (CIMG).

Progressive Professional PathWay Programme (PPPP)

The Progressive Professional Pathway Programme (PPPP) is aimed at encouraging past students of the University to re-enroll and study for professional qualifications. As an incentive, past students of UPSA receive a 50% waiver of the cost of tuition upon enrolment.

Combined Degree and Professional Programme (CDPP)

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

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

STAFF

The Institute was headed by a Deputy Director who oversees the general administration of the unit.

STATISTICS

Admissions

In the year under review, the Institute admitted a total of Four Hundred and Sixty-Nine students (469) out of which a total of 83 qualified at various levels. These include:



Staff

The Institute was manned by the Deputy Director and supported by three Assistant Registrars and one Senior Administrative Officer.

HIGHLIGHTS OF ACTIVITIES

The Institute successfully onboarded the CIMG programme and prepared candidates for the first- CIMG examination, 17 candidates were successful. Varying numbers of students also studying for the CIM (UK) qualifications passed various levels of the CIM-UK examinations.

The Institute in compliance with the strategic objectives of the University for 2023 also undertook the following activities.

YEAR	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2023	Organisation of Teaching in various programmes of the Directorate	Organisation of Teaching in various programmes of the Directorate	**1. Stakeholder Seminar on 'Sustainability and Improvement of Governance Systems in Ghana** **Date:** July 12, 2023 **Speakers/Topic:** **Mr. Samuel Okudzeto** (Corporate Governance) -The Ethos, Significance and the Delivery **Mrs. Jemima Oware** (Registrar of Companies) -The Importance of Corporate Governance Structures in Organisations **2. Public Lecture** **Date:** July 18, 2023 **Speaker/Topic:** **Rev. Dr. Amisshaddai Owusu-Amoah** (Commissioner-General)- The Introduction of the Three New Tax Acts and Their Impact on Revenue Generation **3. Organisation of Teaching in various programmes of the Directorate**	Organisation of teaching in various programmes of the Directorate 2. Integration of IPS Application and E-Transact Payment Platform

KEY ACHIEVEMENTS

Additions to the Institute's Portfolio

In 2023, the Institute initiated interactions between UPSA Management and new professional bodies aimed at developing collaborations and obtaining accreditation to run the professional programmes in question, in the Institute. These interactions have resulted in a Memorandum of Understanding (MOU) yet to be signed between the Institute and the following parties:

1. Chartered Institute of Logistics and Transport (UK/GHANA)
2. Chartered Institute of Bankers, Ghana (CIBG)
3. Project Management Institute (PMI)
4. Chartered Institute of Management Accountants (CIMA)
5. Chartered Institute of Procurement and Supply (UK/GHANA)

Development of the IPS Application Platform

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

Commendation for Excellent Standard of Results in three CIM (UK) Courses

December 2022 & April 2023 Assessments:

Global Marketing Decisions (Postgraduate Diploma in Professional Marketing).

Corporate Digital Communications (Postgraduate Diploma in Professional Marketing).

Creating Entrepreneurial Change (Postgraduate Diploma in Professional Marketing).

Commendation for Excellent Standard of Results in three CIM (UK) Courses

July 2023 Assessments:

Innovation in Marketing (Diploma in Professional Marketing).

Global Marketing Decisions (Postgraduate Diploma in Professional Marketing).

Corporate Digital Communications (Postgraduate Diploma in Professional Marketing).

OUTLOOK

The Institute has earmarked 2024 as the year of increased student enrollment. This will be powered by increased publicity, especially when the online application platform for the Institute is ready to be deployed.

The Institute also anticipates a roll-out of newly accredited professional programmes, as well as enhanced tuition delivery modules such as the Weekend and Distance Learning School modules which are projected to increase student enrollment for 2024.

The Institute anticipates an appreciable increment in the IGF generated by the close of 2024.

ALIGNMENT OF 2024 FOCUS TO THE STRATEGIC PLAN

PEOPLE

Strategic Goal	Strategic Initiatives	Measurable Targets	Target Date	KPIS
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. Offer excellent teaching and learning experiences to all students that will equip them to excel in their chosen careers.	1. Add weekend and online modules to the tuition options to attract more students. 2. Add more professional programmes to the Institute's portfolio. 3. Intensive mass media and social advertising 4. Outreach to Corporate Institutions Arrange CPDs for faculty teaching on the professional programmes and encourage faculty to do CPDs	At least 10% growth in professional student enrollment	Q3 of 2024	Admission Statistics Improvement in pass rates of students sitting for the professional exams.

PROCESSES

Strategic Goal	Strategic Initiatives	Measurable Targets	Target Date	KPIS
Strengthen the governance structure and administrative processes for institutional effectiveness and efficiency	Develop and submit a policy for the effective running of the Institute to Management for approval		Q3 of 2024	Increase in efficiency in the institute.

RELEVANCE

Strategic Goal	Strategic Initiatives	Measurable Targets	Target Date	KPIS
Goal 5, Objective 2 Promote industry relations and interaction with the business community to advance the institutional goal of relevance.	Organise at least 2 seminars with selected professional bodies and corporate entities.		Q3 & Q4 2024	Stakeholder interactions.

Strategic Goal	Strategic Initiatives	Measurable Targets	Target Date	KPIS
Goal 5, Objective 3 Establish and expand appropriate and purposeful partnerships and collaborations with institutions and networks across the sectors of society that contribute to excellence in teaching, research, consulting, and services.	Collaborate with professional bodies to have joint programmes	At least 2 CPDs every year		

SUSTAINABILITY

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

CONTINUOUS IMPROVEMENT

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

INSTITUTE OF WORK, EMPLOYMENT AND SOCIETY, (IWES)

IWES hopes to transform the lives of people, their experiences at work, and employment relationships through innovative discoveries in areas vital to the world of work with the ultimate goal of improving the employee, organisational practices, and the various sectors of the economy for development.

To ensure higher productivity, IWES desires to carry out research, consultancy, and advisory services for dissemination to various sectors. We intend to build on our concerted efforts with our stakeholders, and local and international partners to achieve the optimum.



Dr. Mary Naana Essiaw
Director , Institute of Work, Employment and Society

OVERVIEW

Institute of Work, Employment and Society (IWES) is engaged in policy-driven research, consultancy, and advocacy in the areas of work, employment, and societal issues. IWES believes that the work and employment relationship should not hurt anyone.

STAFF

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

STAFF DEVELOPMENT

Members of the Institute attended conferences, webinars, seminars, workshops, and others organised during the period under review.

CONSULTANCY SERVICES

AngloGold Certificate in Supervisory Management Programme – Obuasi Mines

IWES completed training for the third and fourth batches of AngloGold Ashanti Limited employees in the Certificate in Supervisory Management programme. The courses were held on weekends, once every month over six (6) months, for 96 credit hours.

The graduation ceremony for Batch 3 was held on February 25, 2023, and that of Batch 4 was held on July 15, 2023, both in Obuasi.

Certificate in Supervisory Management Programme – AngloGold Ashanti Iduapriem Mines

The Institute completed training for the first batch (Batch 1) of AngloGold Ashanti Iduapriem Mines employees towards a Certificate in Supervisory Management. The training spanned six (6) months. The first batch, made up of forty-seven (47) employees successfully graduated at a ceremony held on April 22, 2023, at Tarkwa.

The Institute began training for the second batch (Batch 2) of the Iduapriem Mines employees. A total of forty-four (44) employees are participating in this batch. The courses will be held on weekends, once every month over six (6) months, for 96 credit hours. This second batch of training began in September 2023. Trainees are scheduled to graduate in February 2024 after completion.

Post Graduate Diploma in Leadership and Organizational Development (PGDLOD)

A total of fifty-nine (59) AngloGold employees have been successfully registered for the tailor-made PGDLOD. This number is made up of twenty-five (25) employees from AngloGold Ashanti Ghana Limited (Obuasi), and thirty-four (34) employees from AngloGold Ashanti Iduapriem Mines (Tarkwa).



Lectures for this programme began on Saturday, June 10, 2023, after an online orientation session held on Friday, June 9, 2023. All the courses (modules) for this batch of the PGDLOD programme will be delivered and assessed online.

Expressions of Interest

The Institute continued to scout for 'Call for Research Proposals' and 'Expression of Interest' that fall within its mandate. Follow-ups have been made on some proposals that were previously submitted to various organizations. The Institute has engaged and granted various interview sessions on some proposals submitted to organisations. We hope these efforts will yield favourable responses.

PROGRAMME DESIGN

The Institute is working diligently to complete the necessary consultations with different organisations in Health and Safety, Environment and Sustainable Development, and Disaster Management. In this direction, collaboration letters have been received from various industries and public organisations/institutions for collaboration. Meetings were held with the Academic Audit and Review Committee of UPSA for approval and onward submission to the Ghana Tertiary Education Commission (GTEC). The programmes include:

- Master of Science (MSc) in Occupational Health and Safety
- Professional Diploma in Occupational Health and Safety Practices
- The Institute is looking forward to developing a Diploma Programme in Disaster Management.

LECTURING ACADEMIC PROGRAMMES

Research Fellows in IWES have been supporting the faculties in lecturing various courses. Various courses of study and a number of credit hours have been allocated to the Research Fellows for the 2022/2023 academic year.

CONDUCT OF POLICY-DRIVEN RESEARCH

Research Grants

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

Research Ethics Committee

The determination of the Institute of Work, Employment and Society (IWES) in ensuring the formation of the Institutional Research Ethics Committee (IREC), led to a consultative training session of key members. The Institute is awaiting a response from management to provide training for other members of the committee.



Research Publications

The conduct and dissemination of policy-driven research is another milestone of the IWES. In this direction, the Research Fellows of the Institute worked on various articles that have been published in various journals. Others are at various peer-review stages and some have reached advanced stages of the publication process. Table 8 provides details of publications for the year, 2023.

Commemoration of 2023 Labour Day

With sponsorships from AngloGold Ashanti Ghana Limited, CitiTV, and the Bank of Ghana, IWES organised its sixth International Labour Day Public Lecture on "Harnessing Good Work Ethics for Higher Productivity". The lecture was held on April 27, 2023, at UPSA.

Stakeholder Engagement Seminar

IWES collaborated with the Institute of Professional Studies (IPS) to organise a stakeholder's seminar on July 12, 2023, at the UPSA. The theme for the seminar was "Sustainability and Improvement of Governance System in Ghana."

Inauguration of the Association of Retirees of UPSA (ARUPSA)

The Institute in collaboration with the Human Resource Directorate (HRD) planned and inaugurated the Retirees Association of UPSA. Ahead of the inauguration, on September 6, 2023, the Institute held a virtual meeting with the retirees to plan for the inauguration. On October 5, 2023, ARUPSA was inaugurated in a beautiful ceremony.

OUTLOOK

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

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







08

OUR CENTRES OF EXCELLENCE

BUSINESS DEVELOPMENT CENTRE



Mr. Gyeke Darko
Director , Business Development Centre

OVERVIEW

The Business Development Centre (BDC) is the commercial wing of the University of Professional Studies, Accra (UPSA). It has the mandate to generate additional streams of revenue for the University through the development and effective management of professional courses; training programmes; consultancy services as well as business-support services targeted at a variety of markets. This report outlines the operations undertaken by BDC in 2023.

STAFF

The Centre has a total of 92 staff, including 40 contract and 52 Permanent.

HIGHLIGHTS OF ACTIVITIES

STRATEGIC FOCUS 1: PEOPLE (Alumni Relations)

Strategic Initiative 1

Institute mechanisms of engaging alumni e.g. Master Class, Guest Lecture Opportunities

UPSA Alumni Homecoming 2023

Dubbed, *"From Campus to Industry: The Global Impact of Professionals in Business,"* the four-day Alumni Homecoming took off on a strong footing. The highlights of the programme included:

No.	Activity	Date
1	Bonfire and Cocktail Night	27th October, 2023
2	Fun Games	28th October, 2023
3	Mentorship Session	31st October, 2023
4	Dinner and Fundraising Night	3rd November, 2023

The homecoming provided an opportunity for alumni to reconnect, reminisce, and re-engage with the UPSA community. The events drew a significant number of alumni back to campus. The Alumni Office played a pivotal role -- working together with the Global Alumni Association in planning and executing these events.

The proceeds generated were shared in an 80:20 ratio between the UPSA Police Station Project and the VCEF respectively.

Strategic Initiative 2

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

Towards promoting CPD's, the Alumni Relations Office adopted the following to attract potential participants

- Messages through Alumni Platforms/Social Media
- Emails using Alumni Database
- Letters
- Phone Calls
- Word-of-Mouth
- Alumni Programmes

STRATEGIC FOCUS 6: SUSTAINABILITY (- Rentals, UPSA Hostels and Kofi Ohene – Konadu Auditorium)

Strategic Initiative 1

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

a) To date the following are the list of rental facilities at UPSA: UPSA Hostels, Kofi Ohene - Konadu Auditorium, Campus Outdoor Spaces, Students' Centre facilities, Faculty/Hostel Conference Rooms, Shops (Hostel & Campus), Astroturf, Electronic Billboard.

b) Rentals (Tenants Information)

- With the completion of the Amon Kotei Hostel, commercial spaces available were advertised and interviews were conducted. Seven (7) successful new vendors were assigned shop spaces to operate at the hostel under a one-year tenancy agreement. They are; JayDee Restaurant- Restaurant, Zijaha – Grocery Shop, Coozi Technologies- Business Centre, Trenor Coats &Gowns- laundry Services, Cross Hub Salon, Kingdom Palace- Barbering Shop, Juthel International Ventures Limited - ECG Prepaid Vendor.
- Tenancy agreements for Campus tenants and Hostels' vendors were renewed for one year effective October 1, 2023, to September 30, 2024, and December 1, 2023, to November 30, 2024, respectively.
- Ghana School of Law requested the renewal of their tenancy at UPSA for the 2023/2024 academic year which is being considered by Management.

c) Electronic Billboard

BDC has been promoting the Electronic Billboard to clients who have booked the auditorium. Over the period, 10 institutions applied to use the billboard.

d) Hostels

- The Amon Kotei hostel was opened to students on January 20, 2023. It was officially handed over to the University on March 9, 2023, and commissioned by the Education Minister on March 14, 2023.
- All routine maintenance jobs during the year were carried out.
- Two office spaces and washrooms at the Amon Kotei Hostel Management Block were handed over to UTAG National on October 5, 2023, to assist in the operation of the Association.
- Eight (8) new halls were created, four (4) for Hostel B and four for Amon Kotei Hostel. Ten (10) new hall tutors were appointed, seven for the new halls, and three for hostel A.
- The University paid for the expansion of the Ghana Water Company (GWC) pipelines at the Amon Kotei Hostel to enable the heavy flow of water to the Hostel.
- A borehole has been dug at Amon Kotei Hostel to serve as an alternative source of water. Reverse Osmosis is being worked on and is near completion.

e) Kofi Ohene - Konadu Auditorium

- The auditorium (including the conference rooms) hosted 83 paid events as of October 2023.
- Some maintenance activities were carried out: Servicing of air-conditioning systems; Servicing of fire prevention equipment; Servicing of audio-visual equipment and replacement of broken glass windows
- Interventions were made to ensure the effective coordination of events at the Auditorium.

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

Develop and implement a comprehensive plan of fundraising from alumni and philanthropists

a) Vice-Chancellors Endowment Fund

Four (4) lecturers and the JCR also donated ¢2,800.00 and ¢10,000.00 respectively to the VCEF. Provident Insurance Company and Access Bank Ghana PLC donated ¢50,000.00 and ¢100,000.00 respectively to the Chancellor's Research Fund.

Fundraising strategies employed included the following:

- Internal Mobilization (Individual monthly donation)

- Corporate Appeals for 2023 (Including the Diplomatic Community)
- Naming Opportunities on Campus
- Proceeds from Sales (SUPA Water Sachet Water)
- Global Alumni Souvenir Shop – an MOU has been submitted to Management for approval.
- Annual Alumni Fundraising Events
- Concerts at Auditorium in partnership with gospel artists
- Strategic 'Parents campaign'
- A video of VCEF beneficiaries for fundraising purposes was produced by Public Affairs pending Management approval. The video will be shown during events at the Auditorium to appeal to organizations to support the fund.

b) SUPA Water

The University in partnership with Boss Mineral Water started producing SUPA sachet water as an income-generating source to supplement and support the Vice-Chancellor's Endowment Fund (VCEF) on January 11, 2023.

Before this, BDC Management met with food vendors on July 25, 2022, to solicit their support for the VCEF, by accepting to sell only UPSA-branded water at the Hostels and on campus. All the vendors consented and signed to this request.

Strategic Initiative 3 - Training - Short Courses & Certificate Courses

Develop marketable short courses for training

a) The following training Courses were held from January to October 2023:

Courses	Date	Attendees	Gross Income	Net Income
1. Developing Admin Executives	3rd - 5th May, 2023	7	12,600.00	5,685.00
2. HR Management	6th May – 10th June, 2023	8	19,200.00	4,690.00
3. Procurement and Supply Chain Mgmt.	6th May – 10th June, 2023	15	34,000.00	16,710.00
4. Legal Aspects of Internal Security: Fraud Prevention	20th – 24th July, 2023	20	30,000.00	23,500.00
5. Short Course in CCTV Monitoring	20th – 24th July, 2023	20	30,000.00	23,500.00
6. AI and Advertising	26th – 28th July 2023	60	90,000.00	43,428.00
7. Terrorism/ Violent Extremism	25th – 27th July 2023	15	37,500.00	17,530.00
8. Leadership & Governance (National Identification Authority)	30th October-1st November, 2023	30	66,000.00	57,000.00
9. Certificate in Strategic Human Resource Management (Ghana Gas)	5th – 8th December, 2023	12	28,800.00	16,820.00
Total			**348,100.00**	**208,863.00**

b) Upcoming Training Programmes

Proposals have been submitted and plans completed to have the Unit run the following short courses for the respective organisations:

1. Ghana Gas Company: PR/ Communications Management
2. Bank of Ghana: Strategic Human Resource Management
3. Bui Power Authority: Financial Statement Preparation/Interpretation
4. PURC: Executive Business Etiquette

c) Other Training Collaborations

- OPSEL Compliance Consultancy Services Limited, UK – An MOU has been signed for the organization of a course in Due Diligence. However, due to the low number of interested participants, the course is still being advertised.

- Hadad Media Consultancy (HMC)– This is a drone training course and an MOU has been signed to train interested participants in drone operations. HMC is yet to get approval from the Civil Aviation Authority before the course is run.

STRATEGIC FOCUS 7: CONTINUOUS IMPROVEMENT

Strategic Initiative 1

Enforce ethical standards and professionalism among staff and students

a) Professional Capacity Development

BDC Staff Training & Hostel Residents Orientation

1. A training session on 'Strategies for attracting and retaining clients' was held on April 21, 2023, for some selected staff (Unit heads and Hostel Managers) at the Centre.

2. The Client Service Executives (Porters) and secretariat staff also attended a half-day capacity development workshop on customer service on October 20, 2023.

3. An orientation was held on November 13, 2023, for all the 10 newly appointed Hall Tutors.

4. Orientation sessions were held at the beginning of 1st and 2nd semesters at the UPSA for students.

Strategic Initiative 2 - Access Professional Programme

Continue to promote and create awareness about professional courses in UPSA

a) Access Professional Programme

The first semester commenced with an orientation on February 3 to June 2023 where the students took part in the external professional examinations. The Access students went on vacation from July to August 2023. Total enrolment for the first semester was five hundred and fifty-seven (557) students.

Registered students of the Access programme for the second semester stood at two hundred and fifteen (215) as at October 30, 2023making total student enrolment for the academic year seven hundred and seventy- two (772) students as shown in the table below:

CONCLUSION

1. Although BDC worked hard to achieve its financial targets for the year, it does not reflect in the figures due to the mid-year budget review. The total approved budget (income) was increased from Ghc 15,992,150.83 to Ghc 30,493,770.88 indicating a 91% increment.

Total budgeted income over expenditure was also increased by 88% from Ghc 11,832,040.22 to Ghc 22,270,202.15.

2.The Centre is poised to work harder to achieve and exceed its budgeted income over expenditure target.

OUTLOOK FOR 2024.

- Diversifying income sources for BDC by developing new services and products, e.g. SUPA bottled water.
- Engaging more with Alumni in Ghana and abroad.
- Engaging more with directorates and faculties for commercialization.
- Expanding the scope of training programmes e.g. CPDs
- Developing staff capacity for effective sponsorships/ fundraising.
- Promote BDC commercial activities to faculties/ departments and the Public through BDC week etc
- Growing excess income over expenditure of Ghc 17,694,551.94, (Seventeen million, six hundred and ninety-four thousand, five hundred and fifty-one Ghana cedis and ninety-four pesewas) generated by close of 3rd Quarter of 2023, by 20%.

ALIGNMENT OF 2024 OUTLOOK TO THE STRATEGIC PLAN

The projections for 2024 are based on the strategic plan of the University. They are:

SUSTAINABILITY

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remark
Promote BDC commercial activities to faculties/depts and to the Public, eg BDC week	First Quarter, 2024	Third Quarter, 2024	1. Director, BDC 2.BDC Events Team 3.Dep Director, Training	1	The rationale is to create internal and external awareness for BDC resources and Services
Diversifying income sources for BDC by developing new services and services. Eg SUPA Bottled Water	First Quarter, 2024	Fourth Quarter 2024	1. Director, BDC 2.BDC Events Team 3.Dep Director, Training	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 for commercialization.	First Quarter, 2024	Fourth Quarter 2024	1. Director, BDC 2.BDC Events Team 3.Dep Director, Training	1	BDC needs to encourage other internal stakeholders to generate IGF for the University
Growing excess income over expenditure generated by close of 3rd Quarter of 2023, by 20%.	First Quarter, 2024	Fourth Quarter 2024	1. Director, BDC 2.BDC Events Team 3.Dep Director, Training 4. Hostel Management 5.Rentals/ Auditorium	1	BDC should aim at generating financial resources for growth and long-term financial sustainability

IMPACT

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Expanding the scope of training programmes e.g. CPDs	First Quarter, 2024	Fourth Quarter 2024	Dep Director, Training	1	The Training team to work hand in hand with Alumni and institutions to develop CPDs

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Engaging more with Alumni in Ghana and abroad.	First Quarter, 2024	Fourth Quarter 2024	1. Director, BDC 2. Dep. Director, Training 3. VCEF	4	The Alumni Relations Office and Global Alumni will team up to lead in this process
Developing staff capacity for effective sponsorships and fundraising.	First Quarter, 2024	Second Quarter, 2024	1. Dep. Director, Training 2. HR Dept	5	BDC Staff with Marketing Functions and VCEF Team will be trained

DOCUMENTATION & INFORMATION MANAGEMENT CENTRE



Dr. Edwin Ayenor
Director, Documentation and Information Management Centre

OVERVIEW

The DIMC is mandated to organise and manage all information resources of the University to support the its planning and decision-making processes. The DIMC continuously deployed information management systems to enhance documentation procedures, the capturing, storage, retrieval, and usage of information in the University throughout the year under review. On the heels of the University's drive to operate a paperless office environment, the DIMC commenced the deployment of a students' electronic records management system and continued the digitisation of examination records as part of the strategic initiatives for sustainable storage management and efficient accessibility and retention of records and digitised information. Despite a few critical challenges, the DIMC to an extent was able to perform its regular functions and operations.

This report, therefore, presents the key information management activities undertaken and other critical issues of the DIMC during the year under review. The report also highlights key achievements and the progress made in respect of the paperless and digitisation objectives stemmed from the Strategic Plan of the University. In addition, the report presents some proposed solutions and recommendations for approval by Management to enhance the functions and operations of the DIMC for the provision of strategic information services to support planning, decision-making, and strategic management in the University.

STAFF

The staff strength was of ten, including two national service personnel.

HIGHLIGHTS OF ACTIVITIES

The DIMC undertook various activities within its mandate to improve documentation, records practices, and general information management to support institutional intelligence and decision-making processes. Beyond its core functions, members of the DIMC also provided critical services to support the functions and operations of various units and committees. The following subsections provide the details of activities undertaken during the year under review.

Digitisation and Paperless Office Projects

The DIMC continued to focus on strategies and initiatives to digitise various administrative processes and operate a paperless environment through the implementation of the Smart Workplace Portal. The 2022 report of the DIMC captured the background information on how UPSA became a beneficiary institution of the Smart Workplace Portal to implement:

Microsoft Office 365, Electronic Mail, Document Management, Correspondence Management, Enterprise Search, Task Management, Microsoft Teams, Workflow Automation, Calendaring and Announcement

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

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

2.Utilisation of various Microsoft 365 online (cloud based) and desktop apps for emailing, video conferencing (MS Teams), smart content creation, cloud storage and file synchronisation, document management, workflow automation, project/task management, and so on.

3.Development and the deployment of Students Electronic Records Management System (SERMS).

4.Creation of electronic files (eFolders) for newly admitted students for the 2023/2024 academic year.

5.Deployment of an App for the capturing and automatic reporting of the UPSA Front desk enquiry activities.

6.Automation of Students Services and request processes (for introductory and attestation letters, etc.,)

Other completed platforms (Apps) to be deployed in the coming year include,

A Correspondence management system, Paperless Memo system, Request and Approval system, Assorted Apps for automated processes such as; Medical Claims, Help Desk, Planners, and Mini Project Management, Announcement boards, Shared Calendar

Student Information Management

The DIMC received approval from Management to deploy an in-house full-scale Students' Electronic Records Management System (SERMS) to resolve the challenges with physical storage capacity and availability of space to keep students' files. SERMS is built on Microsoft 365 and SharePoint to cater to students' records in the holding of the DIMC. This system can manage the full life cycle of students' records (from creation to disposition) in digital format and platform.

Key Features and functionalities of SERMS

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

Digitisation of Examination Scripts

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

Verification Procedure of E-Script

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

Students Registration

The 2023 registration commenced in January 2023 to register newly admitted students to first-year bachelor's degree and diploma programmes into the 2022/2023 academic. In September 2023, the exercise resumed for the registration of admitted top-up students, Levels 200 and 300 fresh students into various bachelor's degree programmes of the University.

Educational and Instructional Technology Support

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

Provision of Data for Rankings and Awards

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

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

Times Higher Education Validation and Ranking

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

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

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

With the support of other departments, DIMC provided for the fourth time the required data/information with commensurate evidence to the Times Higher Education for the 2023 Impact Ranking. UPSA obtained an overall rank of 800-1000.

Training and Capacity Development

To ensure a successful implementation of the Smart Workplace portal and Microsoft 365 Apps, and for the general improvement in information management functions, the DIMC built the capacity of staff on the Smart Workplace training for Administrators and faculty, Smart Workplace "Training of Trainers" (TOT) for selected persons from various Divisions/ Units of the University. Selected persons from DIMC, ISTD and Academic Affairs participated in the study tour at KNUST to under-study paperless student registration and student information management systems and procedures.

FOCUS ALIGNMENT WITH STRATEGIC PLAN

For the year 2024, DIMC aligns its plan of activities to current strategic plan in the following areas:

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Identify administrative functions that can be decentralised and devolved to respective functional heads	Q3 2022	Q3 2022	Directors, Administration, ISTD and DIMC	SG2-OB4	To be reviewed
Resource the DIMC and ISTD to digitize and automate processes	All year-round starting in 2022	Ongoing	Vice-Chancellor	SG2-0B6	Ongoing
Develop a digital strategy and digitization policy to provide a basis for digital fluency and the paperless agenda respectively	Q2 2022	Q3 2022	Director, DIMC	SG2-OB6	Strategies have been designed. Smart Workplace will continue Jan-2024

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Digitize documents in line with the University's digitization policy	All-year-round starting in 2022	Ongoing	Director, DIMC	SG2-OB6	Ongoing
Deploy the LMS to aid blended teaching and learning	All year-round starting in 2022	Ongoing	Directors, DIMC & ISTD	SG2-OB7	Ongoing
Continuous training of staff in ICT and the effective use of UPSA LMS	All year-round starting in 2022	Ongoing	Directors, DIMC & ISTD	SG2-OB7	Ongoing
Improve access to office space, Internet connectivity and continuous supply of electricity and water	Every year	Ongoing	Vice-Chancellor	SG3-OB3	Ongoing

CONCLUSIONS

Despite the adverse effects of the challenges, the DIMC managed to undertake the critical activities outlined for the year under review. The members of the DIMC hope that Management will consider the recommendations in this report so that the DIMC can focus on more strategic operations to provide data and information useful for Management decisions and strategic planning of the University.

To enhance the functions and operations of the DIMC in the coming year, the following are recommended to Management for consideration:

1.Official migration of Google Mail (@upsamail.edu.gh) to Office 365 Mail (@upsa.edu.gh). Thus, only @upsa.edu.gh mail address on Office 365 will be used for official communication among staff and external stakeholders commencing from 1st January 2024.

2.Consider the implementation of a Bring your device (BYOD) policy through a scheme or partnership with a service provider to ensure individuals or certain categories of staff use devices for official work. This is cost-efficient as compared to the procurement of end devices for staff as a requirement for the paperless office environment.

3.Allow the DIMC through an approval process to accept interns or qualified volunteers to be engaged as clerical data entry and digitisation assistants to fast-track the digitisation processes.

RESEARCH AND CONSULTANCY CENTRE



Prof. Joseph Kwadwo Tuffour
Director, Research and Consultancy Centre)

OVERVIEW

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

Strategic Focus Areas and Objectives

For the year under review, the Research and Consultancy Centre's activities were focused on the following five areas:

1. Research Grant Proposal: Develop and respond to opportunities for research in our areas of interest and expertise, and where necessary, seek collaborations and partnerships with other institutions in this regard.

2. Consultancy Services: Offer professional consultancy services that meet the needs of clients (individuals, businesses, communities and state);

3. Capacity-building for Faculty: Provide research-related support to Faculties, Departments, Centres and Students in the University;

4. Institutional Research Support and Policies: Provide research-related support and strengthen institutional policies and processes to maintain high academic rigour, professionalism and ethical standards in the conduct and dissemination of research and other services.

5. Visibility: Promote the visibility of the Research and Consultancy Centre and the University at large through dissemination of research and other scholarly activities.

STAFF

The staff strength of the RCC started at 13 but was reduced to 11 at the end of 2023.

HIGHLIGHTS OF ACTIVITIES OF THE CENTRE & ACHIEVEMENTS

Development of Research/Training Proposals and Collaborations

The RCC developed and distributed training proposals to potential clients for consideration. Some of the institutions were: the Ghana Revenue Authority; Ghacem Ghana Limited; Liebherr-Mining Ghana Limited; Persus Minerals Ghana Limited; National Lottery Authority and the Bank of Ghana. Collaboration processes are ongoing around training with MAC Partners.

A research project to research the impact of electricity tariff structure on consumers' willingness and ability to pay is at the final stage of signing a contract the Centre. The RCC is waiting for the signing of a formal contract from the client - the Public Utility and Regulatory Commission. Data collection instruments have been developed.

The RCC is seeking collaborations with Ernst &Young, KPMG, PwC and D&T. This involves all areas of their operations such as research papers that will fit into their industrial forum, thought leadership meetings, data collection and analysis.

Journal of Business and Professional Studies (JBPS)

The editorial work on both Volume 15 and a special issue are concurrently in progress. Six papers have been accepted and other papers are under review for the Special Edition. Reviewer comments for all six papers have been received by the JBPS secretariat, administrative processes are ongoing to send the reviewer comments to the authors. The special issue comprises a collection of papers presented at the ICBMED 2023 conference, which are currently at various stages of review. For the special issue, 16 papers were received, and the secretariat received reviewer comments for 11 of them. Also, administrative processes are ongoing to send the reviewer comments to the authors.

Conferences and Seminars

8th ICBMED Conference

During the period under review, preparation for the organization of the 8th edition of the University's annual conference, dubbed, ICBMED started in earnest with a call for papers on the theme, "Business Growth Structural Change and Economic Development in Period of Economic Crisis." The Conference was successfully held virtually from April 26-27, 2023. The Keynote and Guest Speaker was Mr. Kenneth K. Thompson, CEO of Dalex Finance and Leasing Company Limited.

Sixty (60) competitive papers were presented at the conference. There were 52 paper presentations from academics and practitioners and eight (8) paper presentations from graduate students. Most of the papers (about 85%) presented at the Conference were from faculty of UPSA, 12% from scholars from other universities in Ghana, and 3% from Nigeria and the Netherlands.

Capacity-Building Seminars and Training

Aiming to enhance the capacity of Faculty members to write winning research proposals and increase research productivity, the RCC organized webinars and practical research training sessions for members of the university community. The Centre also carried out training sessions for clients. These included:

1.Inter-faculty Seminar on Grant Proposal Writing Capacity Building - The Centre organised an inter-faculty Seminar on "Grant Proposal Writing Capacity Building" held on March 31, 2023. The workshop was facilitated by Prof. Henry Boateng.

Workshop on - UPSA Faculty Promotion: Getting it Right. The Centre organised a workshop on "UPSA Faculty Promotion: Getting it Right," held on March 16 and August 3, 2023.

Practical Training in Research Methods —The RCC continued to hold monthly practical training sessions on research methods and how to practically use statistical software to analyse data. These training workshosp were held online and facilitated by members of the Centre. Topics covered were:

1.March 23, 2023 Analysis of Categorical Data in STATA– Univariate Analysis of Categorical Data (Facilitated by Dr. Samuel Arthur)

2.April 20, 2023 - Analysis of Categorical Data in STATA– Bivariate Analysis of Categorical Data (Facilitated by Dr. Samuel Arthur)

3.May 25, 2023 – Analysis of Categorical Data in STATA– Univariate Analysis of Categorical Data - Multiple and Logistic Regressions (Facilitated by Dr. Samuel Arthur)

4.July 27, 2023 - Mastering Your Methodology Chapter (Facilitated by Dr. Rufai Haruna Kilu)

5.August 31, 2023 - Case Studies; Key Features, Types, when and how to write, pros and cons (Facilitated by Dr. Rufai Haruna Kilu)

RCC organised a series of accounting, auditing, leadership, and communication courses for the Ghana Revenue Authority from June 6 to August 11, 2023. A total of 90 participants attended the training sessions. The training courses were facilitated by staff members of the University. The specific trainings were as follows;

1.June 6th -8th, 2023 and August 7th-9th, 2023 - Audit Techniques & Internal Control (1 & 2). (Facilitated by Mr. Albert Amponsem of the Finance Directorate).

2.June 14th -16th, 2023 and July 24th-26th, 2023 – Public Financial

Management Acts and Regulations (1& 2). (Facilitated by Prof. Samuel Antwi of the School of Graduate Studies).

3.June 19th -21st, 2023 and July 4th-6th, 2023 - Asset Management (1 & 2) (Facilitated by Mr. Albert Amponsem of the Finance Directorate).

4.June 23rd & 26th, 2023 - Budgeting & Financial Planning Management (Facilitated by Dr. Andaratu Achulivor Khalid of the RCC).

5.July 11th -13th, 2023 - Audit Report Writing with Impact (Facilitated by Mr. Wilson Agbango Ndebilla of the Finance Directorate).

6.July 20th -21st, 2023 - Final Account Audit of Public Department (Facilitated by Mr Wilson Agbango Ndebilla of the Finance Directorate).

7.July 31st – August 2nd, 2023 - Leadership and Customer Service (Facilitated by Dr. Michael Mickson of the Department of Business Administration).

8.August 10th -11th, 2023 - Report Writing & Communication Skills (Facilitated by Dr. Adam Salifu of the RCC).

Staff and Student Satisfaction Surveys

During the period under review the RCC finalised the staff and student satisfaction instruments. Questionnaires were sent to respondents to gather feedback on the experience, extent of satisfaction as well as ways to improve staff and students output of work at UPSA. The report of the Faculty satisfaction survey has been completed (October). The Report of students' satisfaction survey was completed in November 2023.

Survey on Examination Malpractices at UPSA

The RCC has developed an interview guide for the causes of exam malpractices at UPSA. The research respondents have been identified and interviewed. The Report of the survey has been completed in November 2023.

Tracer Studies

To evaluate the employability of graduates from UPSA, identify the skills and competencies acquired by UPSA graduates that are most valued, and evaluate the relevance of the University's curriculum to the demand of the labour market and career progression of UPSA graduates among others, the RCC has developed a proposal and data collection instruments (https://ee-eu.kobotoolbox.org/x/kuWR2Fyf). The UPSA Alumni database has been identified as the source for sampling. Preparations are ongoing to roll out the instrument for data collection in the ensuing year.

Assessment of MBA Project Work & MPhil/MSc Dissertations 2022/2023

Working with the School of Graduate Studies, the RCC arranged for the marking and verification of the final-year MBA project work and MSc/MPhil dissertation for the 2022/2023 academic year. The exercise involved an orientation for the assessors, assessment and vetting of the project works, distribution of student's work with written comments for revisions and verification to ensure that comments have been addressed by candidates. For the 2023 graduation, a total of 431 undergraduate and 566 graduate students' research outputs were assessed.

University Research Publications

In 2023, the RCC continued to compile and publish, on a quarterly basis, new publications by faculty members. These reports show the publications of the year 2023 the 1st, 2nd and 3rd quarters 2023 by Faculties and Departments.

Reference the appendix for details

OUTLOOK FOR 2024

The activities the RCC intends to undertake are rooted in the strategic focus areas of the UPSA Strategic Plan. Among the seven focal areas, the strategic initiatives assigned to the RCC are in 3 focal areas: People, Relevance and Impact. Thus, the RCC activities are built around these tasks. In the coming year, the Centre plans, among other things, to:

ALIGNMENT OF 2024 FOCUS TO THE STRATEGIC PLAN

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Objective Number	RCC Activity 2023	Remarks for 2024
Conduct biannual tracer studies	Q1 2022	Ongoing (biannual)	2	Instrument is done, database of alumni obtained	The first will be rolled out in 2024, instrument is ready
Improve the conditions of service and working environment for all staff	Q2 2022	Ongoing (biannually)	3	° Staff satisfaction survey ° Students' satisfaction survey	Undertake Teaching Faculty and Staff satisfaction survey to provide management with issues for consideration
Organise seminar on promotions	Q2 2022	Ongoing (biannually)	3	Two seminars were done	Continue to organise the seminars
Conduct biannual staff satisfaction survey	Q4 2022	Ongoing (biannually)	3	Conducted: ° Staff satisfaction survey ° Student satisfaction survey	Consider the biannual surveys

RELEVANCE

Strategic initiatives	Commencement Target	Completion Target	Objective Number	RCC Activity	Remarks for 2024
Organise training workshops on using research to influence policy and change	Q3 2022	Ongoing	4		Lead and coordinate activities for research results uptake
Organise training workshop on the writing of policy briefs	Q2 2022	Ongoing	4	-	Organize training on Policy Brief
Provide support to researchers to write policy briefs	All-year-round	Ongoing	4		Lead and coordinate writing of Policy Brief
Conduct feasibility studies to support the agenda to establish satellite campuses	Q2 2024	Q3 2024	7	None yet	

IMPACT

Strategic initiatives	Commencement Target	Completion Target	Objective Number	RCC Activity 2023	Remarks for 2024
Organise capacity building workshops on grantsmanship	Q3 2022 and every other year	Ongoing	4	One was done in the year	Organise capacity building workshops for Faculty and students; Intensify efforts at grant Proposal writing and consultancy training
Organise practical research training for faculty and students	Bi-monthly	Ongoing	4	8 seminars were done	Eight has been planned for 2024
Sensitise the University community on ethics and professionalism in research	Q3 2022 and every other year	Ongoing	4	-	Organise seminar on ethics: Policy and Practice
Subscribe to grants' databases	Q1 2024	Ongoing	4	Some information was shared	Facilitate the subscription to grants databases
Continue to organise international conferences at the University	Q2 2022	Ongoing	4	The 8th ICBMED was organised	Organise 9th ICBMED
Promote research publication in ranked or recognisable journals	All-year-round	Ongoing	5	The research seminars held (8)	Organise 2 seminars
Promote research publication in journals indexed in Science Direct and Scopus	All-year-round	Ongoing	7		Organise 2 seminars on publications
Identify and rank research areas of faculty members based on capacity and citations	Q3 2022	Ongoing	8	Raw data is yet to be compiled	Compile database of research areas of Faculty
Define areas of research that constitute UPSA's niches based on the faculty's strengths, capacity and expertise	Q2 2022	Q4 2024	8		Compile database of research areas of Faculty Define areas of research that constitute UPSA's niches
Organise fairs to showcase the university's research output	Q1 2023	Ongoing	9		
Continue to compile and publish new academic publications	Quarterly	Ongoing	9	3 (first quarters have been done)	Produce 4 quarterly publications report of UPSA
Compile and publish the University's annual research report	Q4 2022	Ongoing	9		Draft 2023 Annual Research report

CENTRE FOR INTERNATIONAL EDUCATION & COLLABORATION (CIEC)



Prof. Abigail Opoku-Mensah
Director, Centre for International Education & Collaboration

OVERVIEW

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

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

STAFF

The Centre is managed by a Director with one permanent support staff.

HIGHLIGHT OF ACTIVITIES UNDERTAKEN AT THE CENTRE

Partnerships and Collaboration

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

Some partnership discussions were finalised, and memorandum of understanding were signed with the following universities during the reporting period: Volda University College, Norway, Ganpat University, Gujarat-India, Covenant University, Nigeria, University of Makeni, Sierra Leone, Birmingham City University Business School, United Kingdom, Carleton University, Canada, University of California College of the Law, San Francisco and University of Malta, Malta.

Potential Educational Collaborations:

The Centre is yet to finalize MoU between UPSA and the following Universities: the University of Malta, University of Pécs, University of Sunderland, Tomas Bata University, Czech Republic and EKA University

of Applied Sciences – Latvia to discuss possible areas of collaboration between the two institutions.

**Chartered Institute of Logistics and Transport International*

The Institute of Professional Studies (IPS) is discussing a collaboration with the Chartered Institute of Logistics and Transport International. Meetings have been held to discuss and agree on areas of collaboration. A memorandum of understanding has been put together to guide the collaboration.

The CIEC Book Project

The Centre collaborated with two universities on a book project during the period. This book project involving the CIEC-UPSA, Volda University College, Norway and the University of Applied Sciences BFI Vienna, Austria was very successful. Eight (8) UPSA faculty members made significant contributions to the project. Their collective expertise and collaboration will result in a comprehensive publication that will have a positive impact on the academic community. This project exemplifies the importance of interdisciplinary cooperation and sets a commendable example for future collaborative initiatives.

CIEC Webinar

The CIEC organised a webinar for faculty members which was aimed at educating staff on grant, research, and exchange opportunities available through the European Union (EU). In attendance were participants from various departments of the University. Speaking on the theme "Africa-Europe Global Gateway Investment Package: Education and Skills," Marta Brignone, the EU Programme Manager in Ghana, provided detailed information on the various grant and exchange programmes offered by the EU. She mentioned Erasmus + Mobility, Intra-Africa Academic Mobility, Harmonization of African Higher Education Quality Assurance and Accreditation (HAQAA III), and the Young African Leaders Programme (YALP II) as some of the capacity-building programmes that higher education institutions can explore to improve their international exchange and research activities.

Higher Ed Partners Africa

The UPSA and Higher Ed Partners Africa have successfully developed a number of joint programmes submitted for accreditation.

International Conference: Financial Innovation Enterprise Conference

The CIEC in collaboration with the Pro-Vice-Chancellors office is organised the 4th Financial Innovation and Enterprise Conference under the theme, "Promoting sustainable enterprise in developing and emerging economies." This Conference, which was held from December 14-15, 2023 was organised with our esteemed international partners, Birmingham City University, the University of Sunderland, and the Institute for Small Business and Entrepreneurship. .

University of Johannesburg, South Africa

As part of the collaborative efforts to strengthen the partnership between UPSA and the University of Johannesburg (UJ), Management hosted the Vice-Chancellor of (UJ), Prof. Letlhokwa George Mpedi, who visited the Universirty from June 27 to July 1 2023. As part of his visit, he launched a book he co-authored with a Ghanaian Faculty member at the University of Johannesburg Law School at a public lecture..

Open Society University Network (OSUN)

Following a recommendation from the Vice-Chancellor's office, the CIEC engaged officers of the Open Society University Network to explore possible areas of collaboration between the two institutions. Currently, 25 of our students have signed up with OSUN and the programme is going on successfully.

Erasmus+ International Credit Mobility KA171

The CIEC in collaboration with Volda University College successfully applied and secured Erasmus+ International Credit Mobility KA171 grant. This Erasmus+ gives funding for three (3) incoming students from UPSA, as well as two (2) staff members from UPSA to Volda University, and in addition,

one (1) outgoing staff member from Volda University to UPSA. The nominated UPSA students are expected to receive 900 Euros/month for five (5) months, plus a one (1) time travel grant of 820 Euros, and the costs of the visa application refunded. In addition, two (2) more top-up grants were secured for students with disadvantaged backgrounds of 1250 Euro per person. However, the travel grant will be the same for the UPSA staff members as well, with a grant total of 1260 Euros per person for a one-week stay in Norway.

Study Abroad and Exchange Programmes

Universita Cattolica del Sacro Cuore

Two (2) faculty members, Ms. Sangmorkuor Tetteh and Mr. Lawrence Offei Asare have been offered admission to pursue a Doctorate Programme in Management and Innovation at Universita Cattolica del Sacro Cuore for the academic year 2022/2023 – 38th cycle. The Centre is in constant touch with them and continues to assist the two.

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

The Centre successfully secured scholarships for four (4) students of the UPSA to participate in the University at Buffalo (UB) Leadership Empowerment Academy Program (LEAP). This is an annual programme organised by the University at Buffalo, School of Management Global Programmes Office in partnership with the Centres for Leadership and Organizational Effectiveness at UB.

Volda University College- Norway

The Centre successfully secured funding for three (3) students and two (2) staff members for an exchange programme to Norway. The selected three students will travel in January and spend a semester at the Volda University College. The staff exchange duration will take a maximum of seven days in Norway.

Chinese Human Resource Development Cooperation Programmes/ Exchange programme for UPSA Staff

The CIEC successfully secured a fully sponsored short training course for two Faculty Members (Mr. Ocansey and Mr. Wornyo) and two Administrative Staff (Miss Pappoe and Mrs. Abazinge) who were nominated by Management to participate in the Chinese Human Resource Development Cooperation Programme in China.

Policies for the Centre

As part of efforts aimed at ensuring clarity, efficiency and consistency in the operations of international education and collaborations at the University, the Centre developed the following policies/ documents to guide the Centre:

- Developed a draft CIEC Risk Register
- Developed a draft International Students' Guide.

AFFILIATION

Nobel International School (NiBS), Accra

The Centre received an application for affiliation from the Nobel International Business School (NiBS). After scrutinising the documents and completion of the affiliation processes, the following courses were approved by Management:

- Executive Doctor of Philosophy in Public Sector Innovation and Leadership
- Executive Doctor of Philosophy in Business Innovation
- Executive Doctor of Philosophy in Finance and Accounting
- Master of Business Leadership
- Master of Service Management & Design
- Master of Supply Chain Innovation
- •Master of Governance & Public Sector Innovation
- Master of Sustainable & Inclusive Finance
- Master of Fintech Management

•Northwestern College of Arts and Science

The Centre received an application for affiliation from Northwestern College of Arts and Science which has been forwarded to the Affiliation Committee for due diligence to be carried out.

INTERNATIONAL STUDENTS

Eight (8) international students were admitted to the University for Diploma, Undergraduate and Masters' programmes for the 2022/2023 academic year. The total number of international students at UPSA for the year stood at twenty-three (23). Out of the number, 10 were females and 13 were males. Four (4) were masters' students, fourteen (14) were undergraduate students and five (5) were diploma students. The countries of origin of the international students are Chad, Gambia, Mali, Nigeria, Sierra Leone, South Sudan, Liberia and Cameroon.





The following programmes were organised for the students during the period:

Orientation for first-year Students

The Centre organised an orientation meeting for the first-year international students. The purpose of the meeting was to welcome the students and provide them with information on the services of the Centre and what is required of them as international students at UPSA. The Director of Academic Affairs, Deputy Director of Finance and the Director of Security were invited to make presentations on academic, financial, and security issues respectively.

Familiarisation Meetings

The Centre organised two virtual meetings (February and September 2023) with all international students at the University participating. The purpose of the meeting was to welcome the students to school and remind them of the programmes and services available to them from the Centre, their obligations as international students, and discuss any challenges confronting the students.

Excursion

The Centre organized an excursion for UPSA International Students to tour the City of Accra, specifically, the Kwame Nkrumah Museum and the Osu Castle. The Centre invited some members of the Students'Representative Council (SRC) to participate in the tour to enable them bond with the local students. The Kwame Nkrumah Museum tour provided an enriching experience for the international students, deepening their understanding of Ghana's history.

Resident Permit

The Centre assisted thirteen (13) International students to accordingly acquire their resident permit within the period.

UPSA International Students/Staff Cultural Day

The UPSA International Students/Staff Cultural Day, held on October 27, 2023, under the theme "Celebrating Global Diversity," was a successful event. It aimed to promote cultural exchange, diversity, and inclusivity within the university community. The event featured country presentations and cultural performances from South Sudan, Nigeria, Mali, Gambia, Sierra Leone, Lebanon, Italy, and Czech Republic. There were also presentations made by the local students from the Ewe, Ga, North, Fante and Krobo ethnic groups. Attendees included international and local students, staff, and embassy representatives.

STAFF TRAVELS

The Centre facilitated thirty-five (35) international travel arrangements for staff and students during the year. These travels were undertaken to discuss collaboration opportunities with partner institutions, for study abroad and exchange programmes, training and for other official engagements.

OTHER ACTIVITIES

The CIEC had the privilege of hosting a distinguished visitor, Prof. Oyvind Okland, representing Volda University College in Norway. UPSA and Volda University College have recently signed a Memorandum of Understanding (MoU), to solidify the University's commitment to fostering collaborative initiatives. Prof. Okland's visit aimed to delve deeper into the possibilities of fruitful collaborations between our institutions. His presence provided an excellent opportunity to exchange ideas, explore shared interests, and identify areas of mutual benefit. By engaging in meaningful discussions, a foundation for future collaborative projects and initiatives to enhance the educational experiences of both our students and faculty was laid.

Dubai/Kenya Tour

The international tour to Dubai/Kenya (students) for this year took place from September 3-9 2023, and was a resounding success.

KEY ACHIEVEMENTS

- Finalised and signed eight (8) MoUs with Higher Education Institutions.
- Successfully applied and secured Erasmus+ International Credit Mobility KA171 Grant with Volda University College.
- Successfully organised Webinar series for staff and students.
- Successfully secured a fully sponsored short training course for two faculty and two administrative staff.
- Successfully organized a joint book project for UPSA faculty with Volda University College, Norway and the University of Applied Sciences BFI Vienna, Austria
- Successfully organised International Students/Staff Cultural Day.
- International Conference: Financial Innovation Enterprise Conference (14th to 15th, December). With our international partners.
- Crafted a draft Risk register.
- Crafted a draft International students guide

STRATEGIC PRIORITIES AND FOCUS FOR 2024

PEOPLE

Strategic Initiatives	Commencement Targets	Completion Targets	Responsibility	Objective Number	Remarks
Develop connections to promote UPSA programmes to international students	Q1 2024	Ongoing	Director, CIEC	1	Intensify and broaden the scope for the recruitment of international students. Reach out to the European Union Ghana Representative and share UPSA academic programme flyers with them for prospective applicants. Continue to work closely with them to ensure a memorable academic experience at UPSA and this will attract other international students
Develop a broad-brush strategy for stakeholder engagement	Q3 2024	Ongoing	Director, CIEC	8	Develop an Internationalisation Strategy and Strategic Plan.
Develop a Collaboration Policy	Q3 2024	Ongoing	Director, CIEC	8	Explore for more collaboration and sign MoU with strategic partners.

RELEVANCE

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Strengthen engagement with the business community and the general Public on knowledge sharing and advancement.	All-year-round	Ongoing	Faculty Deans and Directors	2	Organise CIEC Webinar Series on internationalisation in Higher Educational Institutions
Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic programmes.	All-year-round	Ongoing	Academic Deans	3	Develop one joint academic programme with a partner University
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All-year-round	Ongoing	Academic Deans and Directors of Centres	3	Encourage UPSA staff to participate in the Centre's projects to increase their publications
Encourage faculty members to participate in the CIEC joint conferences with partner universities and get their manuscripts published in approved journals by UPSA.					
Seek partnerships and collaborations that will enhance the image and reputation of the University through community service.	All-year-round	Ongoing	Academic Deans and Director of Centres	3	In progress
Organise public lectures on topical issues	Q2 2024	Ongoing	Academic Deans and Directors of Centres	5	Organise a public lecture with our partner institutions on topical issues
Broker international partnerships and collaborations to advance the University's relevance to the global community	All year-round	Ongoing	Director, CIEC	2	The Centre will continue to increase its efforts in developing partnerships, collaborations and programmes that allow members of the University community to connect to the international community to contribute and benefit from global internationalisation programmes.
Create opportunities for faculty to participate in virtual conferences to enable them to stay connect to the world					

SUSTAINABILITY

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

CONTINUOUS IMPROVEMENT

Strategic initiatives	Commencement Target	Completion Target	Responsibility	Objective Number	Remarks
Continue to participate in educational fairs and outreach services, both local and international	All year-round	Ongoing	Directors, Academic Affairs & CIEC	5	Liaise with Academic Affairs Directorate and recognised agencies like GEPA to participate in international students' recruitment fairs
Promote student and faculty mobility with foreign university partners	All year-round	Ongoing	Director, CIEC	5	Continue to guide and assist students and faculty with existing mobility grants
Develop an internationalisation policy	Q2 2022	Ongoing	Director, CIEC	5	Completed

CONCLUSION

The CIEC would like to thank Management and the entire university community for the efforts of individual faculty to advance and support the international outreach of UPSA.



CENTRE FOR PRACTICAL & MULTIDISCIPLINARY LEGAL EDUCATION AND TRAINING



Dr. Godwin Adagewine
Director, CPMLET

OVERVIEW

The Centre for Practical and Multidisciplinary Legal Education and Training was established by the University of Professional Studies Act, 2012 and the Statutes of the university. The Centre is an academic Centre that has the mandate to develop a curriculum for practical and multidisciplinary legal education and training in UPSA. The curriculum shall provide for a combined Bachelor of Laws (LLB) programme that combines law with various business specialization options. The curriculum shall also provide for the integration of theoretical and practical approaches in the teaching and learning of law in the university. The Centre is not an extension of any academic or administrative unit or division in the university. As an academic Centre, it is headed by an academic Dean, who is answerable to the Vice Chancellor of the university.

The dean is assisted by a programme coordinator and a Senior Administrative Assistant whose responsibility, among others, is to provide administrative and secretarial support services.

Flagship Programme

The flagship programme of the Centre for Practical and Multidisciplinary Legal Education and Training is its proposed Bachelor of Laws (LLB) with a business specialization programme. This is a specialized practical oriented business focused combined Bachelor of Laws programme (practical and multidisciplinary), which is designed to offer a choice for individuals wishing to pursue a programme of study in law at UPSA leading to the award of a qualifying Bachelor of Laws degree (LLB). When fully operational, individuals who apply to study law in UPSA shall have a choice whether to study a conventional LLB offered at the UPSA Faculty of Law or the specialized LLB with various business specialization options, offered at the Centre for Practical and Multidisciplinary Legal Education and Training (CPMLET).

Proposed Units of the Centre

The following Units have been proposed within the Centre to facilitate the effective discharge of the general mandate of the Centre; Practical Legal Training, Multidisciplinary Legal Education, Tuition Support, Legal Capacity Building, Research Unit, Community Lawyering

The structure is being finalized and would be submitted to management for consideration.

HIGHLIGHTS OF ACTIVITIES

Programme Development

During the period under review, the Centre developed a number of programmes. The following programmes were developed;

Private sector Practical Legal Training Programme-courses

i. Legal and reputation compliance and capacity training for downward stream petroleum service provider operators.

ii. Framework for controlling corporate entities.

iii. Practical Legal Capacity Building Training Programme on the new Land Act, 2020 (Act 1036) for Real Estate Companies.

Public Sector Practical Legal Training Programme - courses;

i. Practical Legal capacity building programme on Administrative Justice for public sector institutions.

ii. Practical legal capacity building training programme on fair employment termination of employment justices in the public sector employment.

Legal Literacy Training Programme

The Centre also developed a certificate Legal Literacy Training Programme for members of the public desirous of acquiring basic non-careerist, non-vocational legal training to enable them to function in the legal system as enlightened citizens. In addition to providing legal inclusion, the programme will also provide a significant source of internally generated funds for the University.

Completion of the development of a Law with Finance programme

The Centre completed the development of Law with Finance Programme, which will be discussed with the Law School and the Faculty of Finance and Accounting for onward submission to management.

OUTLOOK FOR 2024

The under-listed activities have been proposed by CPMLET in the year 2024.

1. To conduct black letter research into the State of business and labour law in Ghana focusing on financial services regulation and the law relating to termination of employment of workers in both public and private sectors of employment.

2. Carry out Community Legal Clinic within the UPSA catchment area in collaboration with the UPSA Law School.

3. Carry out three capacity-building training programmes.

4. Collaborative with UPSA Law School and the Faculty of Information technology to develop a draft programme in Law with an Information Technology Programme.

CONCLUSION

In conclusion, the Centre for Practical and Multidisciplinary Legal Education and Training (CPMLET) at UPSA has made significant strides in providing innovative and practical legal education. The year under review witnessed remarkable progress, with the development of practical legal training programs, legal literacy training, and the completion of the Law with Finance program. Looking ahead to 2024, we plan to conduct research, community legal clinics, capacity-building training programs, and collaborations with other UPSA units.

While challenges persist, including personnel and logistical constraints, our prospects for growth and development remain promising. The impressive patronage of our training programs reflects the demand for our unique approach to legal education. CPMLET is poised to contribute to the University's success and innovation significantly.

ACADEMIC AFFAIRS DIRECTORATE



Mr. Anthony Afeadie
Director, Academic Affairs

OVERVIEW

This report highlights key activities of the Academic Affairs Directorate during the 2022/2023 Academic Year. The main functions of the Academic Affairs Directorate namely admissions, registration of students, orientation and matriculation of fresh students, support for teaching and learning, examination, graduation, management of academic facilities, student services, etc were carried out as in previous years.

STAFF

The Directorate's staffing situation for the year under review was 14.

STUDENT AFFAIRS

Student Enrolment

In 2023, the overall student enrolment stood at twenty thousand, two hundred and forty (20,240). This figure included four hundred and ninety-three (493) professional students. Table 1 provides the breakdown of the students' numbers according to various programme categories while Figure 1 gives a graphical representation.

Table 1: Student Enrolment by Category of Programme and Gender

No.	Programme	Male	Female	Total
1	Doctorate	59	23	82
2	Masters	1,082	921	2,003
3	Postgraduate Diploma	-	-	-
4	Bachelors	8,337	7,371	15,708
5	Diploma	1,001	953	1,954
6	Professional	234	259	493
	Total	**10,713**	**9,527**	**20,240**

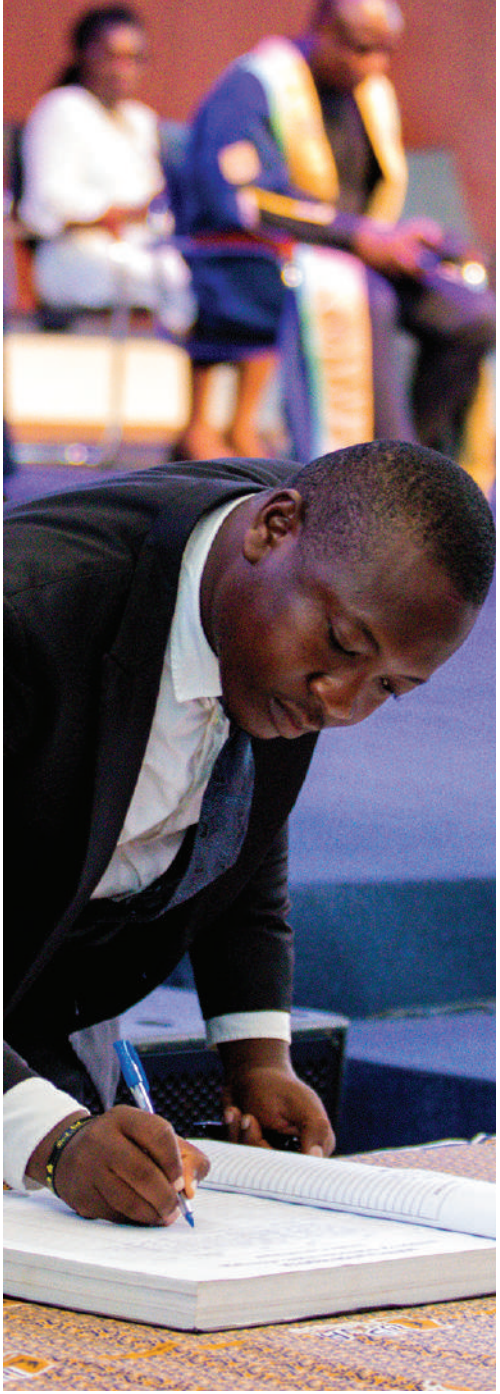
USIS (2023)

Admissions for the 2022/2023 Academic Year

During the year under consideration, a total of nine thousand, six hundred and seventy-nine (9,679) qualified applicants were admitted to pursue various postgraduate, undergraduate and diploma programmes, out of twelve thousand, two hundred and fifty-three (12,253) applications that were received. This figure represents approximately 79% of the total number of applications.

Matriculation/New Student Numbers

The matriculation ceremony to officially admit fresh students for the 2022/2023 academic year was split into two sessions. The first session was held for postgraduate



freshmen on November 9, 2022. The second session was held for undergraduate, diploma, and postgraduate (January intake) freshmen on February 23, 2023. The fresh students took the matriculation oath during the ceremony while the signing of the matriculation register was done by way of affirmation online. There was also a symbolic signing of the register. A thanksgiving service was held on February 26, 2023, in all, a total of six thousand, six hundred and thirty-four (6,634) students matriculated.

MATURE ACCESS COURSE

During the year under review, the Directorate carried out the mature students' access course and its related examination activities. In all, Ninety-four (94) mature applicants sat for the entrance examinations. However, eighty-seven (87) passed the exams and were accordingly admitted to the various bachelor degree programmes of the University.

EXPANDING ACCESSES TO EDUCATION

Students' Recruitment Drive

The Directorate embarked on recruitment drives and participated in the 16th Ghana Higher Education Fair (Series) held in seven (7) regional capitals. The UPSA outreach team did presentations to Form 3 students drawn from more than one hundred and thirty (130) Senior High Schools country-wide. The team interacted with more than ten thousand (10,000) students that attended the events. Other usual outreach efforts to Senior High Schools in the Greater Accra Region included visits to Aburi Girls SHS, Presbyterian Boys SHS, Nungua SHS, West Africa SHS and LA Presbyterian SHS. The admissions team also took its outreach activities to final year Diploma students of UPSA who wished to pursue undergraduate programmes after their Diploma programmes.

The Directorate also collaborated with the media unit to carry many social media promotional activities in that respect.

AMNESTY FOR COMPLETED STUDENTS YET TO GRADUATE

In the 2022/2023 academic year, the Directorate commenced the registration of the first batch of students on the amnesty programme. A total of one hundred and fifty-nine (159) students were registered to resit various undergraduate and diploma courses in the first and second semesters.

TEACHING/EXAMINATIONS/ RELATED ACTIVITIES

Teaching and Learning

All lectures were delivered in person, providing students with the chance to engage with course material and interact with their peers in a supportive and dynamic environment.

Examination Administration

Two major examinations were organised during the year under review viz. First and Second Semester 2022/2023 academic year examinations. A mix of virtual (THE) and in-person (Face-to-Face) modes of examination were used in administering the examinations at all levels.

New Lecture Hall Desks

During the review period, the Directorate received two hundred (200) sets of lecture hall desks to augment the number available in the lecture halls.



FOCUS FOR 2024

Admissions

The Academic Affairs Directorate will continue with its aggressive enrolment drive of students to all programmes of the University. This will include embarking on a series of outreach programmes i.e. participation in fairs, deployment of the traditional media adverts as well as new social media messages/activities. The student's enrolment drive activities will also target senior high schools located in the Greater Accra and Eastern regions. In addition, the online application platform will be enhanced to make it easier for applicants to submit their documents online, monitor the progress of their application, and submit any additional documents required.

Full Implementation of Online Deferment and resumption Requests on USIS

Management approved a proposal for the implementation of an online deferment and resumption request system on USIS. The automation of the deferment and resumption requests will foster efficiency and effectiveness in the delivery of services to students. This will also help to improve or enhance the student experience and eliminate the manual application process that currently exists.

Creation of Electronic/Virtual Files for Fresh Students

The Academic Affairs Directorate will work with the Documents and Information Management Centre (DIMC) to create electronic files for fresh students which will eliminate the manual filing system currently being used. Access will be created for schedule officers to view and update files with authorisation.

Upgrade of Online Certificate Clearance System

The Academic Affairs Directorate will work with the Information Services and Technology Directorate (ISTD) to send virtual clearance reports/summaries to graduates to inform them about the various Directorates/Departments/Units that have or have not cleared them before they report to campus to collect their certificates. This will enable graduates to know their clearance status so that they address their issues if any before they pick up their certificates. It will also help to reduce the waiting time for the collection of certificates especially on graduation day.

Proposal for the Setting Up of an Online Academic Verification System (OAVS)

The Directorate will work towards developing a system for verifying UPSA academic certificates. Essentially, the OVS will enable real-time verification of academic certificates upon request from various individuals, institutions, and organizations.

Proposal to Link Summary of Recommendations of Disciplinary Committees to the Status of Affected Students in USIS

The Directorate will work with the ISTD to link the summary of recommendations of disciplinary committees to the status of affected students in USIS. This will, among others, provide online information on why a student has been suspended, rusticated, dismissed, etc.



QUALITY ASSURANCE DIRECTORATE

The achievements of the directorate during the year were made possible by the invaluable support from the various faculties/directorates/units.

The Quality Assurance Directorate has the mandate to put systems and procedures in place for maintaining and improving standards and quality of teaching and learning, and student support services at the university.

This report gives an overview of the activities undertaken by the Quality Assurance Directorate from January to October 31, 2023.



Mr. George Quartey
Director, Quality Assurance

OVERVIEW

Activities of the Quality Assurance Directorate (QAD) to date are geared toward ensuring quality in teaching and learning as well as creating a conducive environment for both students and staff to operate.

STAFF

The Directorate has staff strength of Six (6)

MAJOR ACTIVITIES UNDERTAKEN

Major activities of the directorate during the period were as follows:

- Accreditation of Old and new academic programmes
- Surveys-students' assessment of Lecturers 6
- Monitoring of Students

ACCREDITATION ISSUES

The directorate has so far received and reviewed the completed questionnaire of seven (7) programmes as follows: LLB. Bachelor of Laws (submitted to GTEC), BSc Actuarial Science, MSc Pensions Management, MPhil Accounting, PhD Accounting, MBA Internal Auditing, MBA Marketing. The documents are yet to be submitted to GTEC.

Re-Accreditation of Existing Programmes Expiring in 2023

The University has applied for re-accreditation of all the three (3) programmes and two (2) of the programmes have been assessed. The BA Public Relations Management programme is yet to be assessed.

New Programmes Assessed in 2023

Programmes assessed as of April 2023 are as follows:

- PhD Finance: the programme was assessed on the April 6, 2023 and panel report received. Responses and revised documents have been submitted to GTEC
- BA Communications Studies was assessed on September 15, 2023. The University is yet to receive the Panel report

Accreditation Granted by GTEC

Three-year accreditation was granted by GTEC for the following new programmes during the period:

- BSc in Logistics and Transport Management (January 1, 2023 to December 31, 2025)
- MA Digital and Strategic Marketing Management (June 1, 2023 to May 31, 2026)- Certificate not received

- PhD Interdisciplinary Studies programme (January1, 2023 to 31st December, 2025)
- PhD in International Security and Intelligence (September 20, 2022 to September 19, 2025)
- MA in Media and Digital Communication Management (20th September, 2022 to 19th September, 2025)
- MPhil in Media and Digital Communication Management (20th September, 2022 to 19th September, 2025)

Certificates Received (Existing Programme)

Certificates outstanding for the following existing programmes were received:

- Diploma in Management (April 1, 2016 to March 31, 2021)
- BA Public Relations Management (April 1, 2018 to March 31, 2023)
- MBA Internal Auditing (September 1, 2019 to August 31, 2024)
- MBA Total Quality Management (September 1, 2021 to August 31, 2026)
- MPhil. Finance (September 1, 2020 to August 31, 2025)
- BSc. Banking and Finance (April 1, 2021 to March 31, 2026)
- BSc. Accounting (September 1, 2020 to August 31, 2025)
- Diploma in Information Technology (September 1, 2021 to August 31, 2026)
- BSc in Logistics and Transport Management (January 1, 2023 to December 31, 2025)

Surveys

Course/Lecturer Evaluation: Semester Two of 2022/23 Academic Year

The directorate conducted course/Lecturer evaluation in semesters one and two for all categories of students for the 2022/2023 academic year. The evaluation reports have since been submitted to the Faculty Deans and the Pro-Vice Chancellor.

Monitoring

During the period under review, QAD undertook monitoring of end of semester examinations. These activities were carried out in collaboration with the Faculties, Departments and Academic Affairs Directorate.

ACTION PLAN FOR 2024

Initiate the development of an IT system to monitor and evaluate the progress of the Strategic Plan of UPSA.

1.Institute a Quarterly Quality Management Systems Report to Management.

2.Review Standard Operating Systems for improvement in the University.

3.Intensify maintenance and monitoring of Quality Management Systems.

4.Critically implement items in the Strategic Plan allocated to the QAD that have not been initiated such as peer review among lecturers, and institutional self-evaluation; c surveys to measure and track the reputation of the University among key stakeholders

5.Organise annual performance review and appraisal

6.Review existing quality structures and propose new quality processes to ensure the vision of the VC is achieved.

7.Organized a seminar on the UPSA Strategic Plan and the implementation roles of various stakeholders.

8.Generally, track the implementation of the UPSA Strategic Plan (2022-2031) from the perspective of the assigned roles (responsible persons/units/centres/faculties, etc).

LEGAL DIRECTORATE

Now its status is elevated to a Directorate where its staff plays the combined roles of Solicitors and barristers.

The Directorate is a Law Chamber licensed by the General Legal Council as an Independent Legal Chamber to prosecute and also defend cases against the University.



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

OVERVIEW

The Legal Directorate of the University of Professional Studies, Accra was set up by Management with the approval of the University Council in September 2017.

The Directorate used to be a Unit when its mandate was limited to playing a Solicitors role from 2012 to September 2017.

STAFF

The Directorate is currently manned by a Senior Assistant Registrar with the help of a Principal Administrative Assistant and a Senior Administrative Assistant.

ACTIVITIES UNDERTAKEN

The Directorate as a Legal Chamber plays a dual role. (i) Internal Solicitors (ii) External Solicitors

(i) Internal Solicitors Work:

The Internal Solicitor's work forms part of the greater role the Directorate has played in the last twelve months. These entail drafting legal instruments, proffering legal opinions on legal matters, reviewing contractual agreements, proposals, and MOUs, and also advising the Vice-Chancellor and other Senior Management staff on critical legal issues in the University.

The other roles involved representation on Committees; Investigative, and in attendance on both the Entity Tender and Evaluation Committees of the University.

(ii) Role in Land Acquisition

As part of the expansionary efforts by Management to increase the infrastructural assets of the University, Management took the bold decision to acquire various lands across the East Legon / Mpehuasem area in the Greater Accra Region. All the paperwork has been done and titles on all the land have been secured as of February 2020. However, various lingering issues are being addressed.

DISPUTES ON LAND

East Legon Mpehuasem Land

The eight and a half (8) plots of land acquired by Management at Mpehuasem behind Accra Training College has seen certain challenges mounted against UPSA though title to the land has been obtained.

There are various igitation on UPSA acquired lands pending in court as follows; Akua Serwaa Vrs UPSA, Prof. Hammond & Another Vrs UPSA: Daniel McKorley @ McDan vrs UPSA ,

PENDING CASES AT THE COURTS

Currently, the University has Nine (9) cases pending at various courts in Accra. Seven (7) of them in the High Court Accra; and two at the District Court, Madina, Accra.

RESOURCES FOR THE DIRECTORATE

The Directorate has the necessary books required for the efficient running of the Directorate.

MEDICAL SERVICES



Dr. Isaac Newman Arthur
Director, Medical Directorate

OVERVIEW

The Medical Directorate has the core mandate to provide quality and affordable holistic healthcare services for the University community, i.e. staff, students and staff dependents, and members of the surrounding communities. The clinic provides a 10-hour daily basic preventive and curative healthcare services including consultation, treatment, laboratory, pharmacy, psychological services, and health education and promotion. Again, the clinic takes part in policy formulation on matters regarding health and also assists in its implementation. Some of the policies may include medical refunds, medical screening, medical leave for staff, etc. In partnership with all unions or associations on campus, various health education and promotion programs are organized throughout the year for both students and staff.

The main goal of the 2023 year was to build upon the policies and systems needed to improve the services rendered by the clinic. The year 2023 has seen an improvement concerning client visits, collaborations, policy implementations, and activities. This report highlights the activities for the year 2023.

STAFF

Currently, we have 39 staff members at the Clinic, 28 clinical and 11 non-clinical staff

Services

The following is an overview of the services provided: General medical consultation and treatment, 10-hour emergency, detention and treatment services for patients who need admission, Laboratory services, Pharmacy services, Psychological services (Wellness Unit), Dental services, Specialist Clinic- Eye Care, Gynecology and Nutritionist services was started in December 2022 to staff and dependents and health screening for both staff and students medical screening

Clinic Attendance

The following are statistics on clinic attendance and morbidity. There was a total of 9,127 old registrants, and 2,968 new registrants and thus, 12,095 visits to the OPD of the clinic, as against 10,704 of last year. Out of this number, majority of them were students (59%), and then staff visits (23%).

Admissions and Procedures

Some patients had to be detained or undergo various procedures as part of their treatment, from January 2023 to October 2023.

Pharmacy Unit

A total of 9,598 prescriptions were served from January to October 2023, with 57% of them being students, 27% staff, 13% being staff dependents and 2% being private patients.

Laboratory

A total of 5,090 various diagnostic procedures were conducted from January to October 2023. The majority of beneficiaries were students (61%). The lab, however, also attended to 6,176 students who reported for medical screening.

Mortality

There were no deaths recorded at the UPSA clinic.

COVID-19

There were nine confirmed cases of COVID-19 recorded at the clinic as compared to 11 last year. In conjunction with the La-Nkwantanan Madina Municipal Health Directorate (LMMHD), COVID-19 vaccinations were done for both staff and students for over a month.

The Wellness Unit

The wellness unit provided mental health screening and services for both students and staff. In total, 6,176 students were screened during the freshers' medical screening, There were a total of 84 individual sessions for walk-ins. Students and staff attended the Wellness Clinic, and 6176 students have been screened as part of their medical screening. Some notable progrogrammes were on academics and learning, stress management, career, and parenting.

Dentistry

Arrangements are being made to set up a dentist unit at the UPSA clinic which includes a consulting room and a waiting area for clients. Currently, the University has employed two Dentists who are working in the Scan room in the Laboratory till the setup is ready. A total of 148 persons with various dental issues were attended to and/or referred.

HEALTH EDUCATION AND ADVOCACY

Various health education seminars were organized for various staff associations on campus

POLICIES, PROPOSALS, AND MEMORANDUM OF UNDERSTANDING

National Health Insurance Scheme (NHIS) subscription and registration

As part of plans to improve on affordable healthcare for staff and students, three rounds of NHIS registration for staff, students, and dependents were carried out on campus. The university absorbed the cost of registration for staff members (a total of 144 staff who were present for the exercise).

A memorandum of understanding has been signed between Diagnostic Centre and Metropolis Health Care Ghana Ltd.. All diagnostic services (Scans, ECG, X-Ray etc.) of UPSA staff and their dependents are done at the Diagnostic Centre

The Framework Agreement Policy, a procurement policy submitted to management for consideration that enables the yearly procurement of essential items of the clinic, has been approved by management, with its implementation underway.

Implementation of the medical refund and reimbursement policy was firmed up this year. Another policy to improve the funding of medical bills of staff is currently under review and will be submitted to Management for consideration once completed. The goal of this policy is to find alternative sources of funding for medical bills of staff and dependents and to reduce the cost of healthcare.

The UPSA Medical Directorate has progressed significantly in many ways to ensure quality and affordable healthcare for the university community and its environs. Various systems and plans have implemented including specialists' services, and discounted services with private laboratory firms. Increasing staff strength, expanding specialists' services and 24-hour service, improving clinic's visibility, procurement of HAMS, and building a new University Hospital will help greatly, and make the UPSA hospital a preferred university hospital in Ghana. In future, creating an independent management or administrative structure and system for the hospital, will help reduce all the administrative challenges and delays.

FOCUS ON 2024

These are some recommendations based on UPSA Strategic Priorities & Focus (People), Objective 7 which states: "Actively promote health and wellbeing of staff and students through health education."

People (Objective 7): Actively promote health and wellbeing of staff and students through health education				
No	**Agenda (Focus)**		**Resources**	**Timelines**
1	Improve & Expand Specialist Services	° Eye, Dietician, Obstetrics & Gynecology, Sickle Cell Clinic services, and a fully functional Dental Unit	Dental equipment	January to December
2	Extend clinic services to 24hours	° Provide OPD and emergency services for 24 hours	More nurses (5), & Lab technologists (2)	By June
3	Improve Pharmacy Services	° Implement Framework Agreement Procurement policy		January
4	Start National Health Insurance Scheme (NHIS) services	° Finalize registration process with National Health Insurance Authority ° Increase staff registration with NHIS		January-March
5	Improve mental health services and advocacy	° Run Monthly group sessions for both staff and students ° Encourage usage of individual therapy opportunities ° Partner with Counselling Unit		January-December
6	Health Promotion and Education	° Organize 2024 Health Week ° Send health tips via text messaging every to staff and students monthly ° Organize seminars with unions, associations etc. ° Strengthen and partner with UPSA Health Club ° Design and propose a course on health for students, titled, "Health and lifestyle", to be adopted as part of L100 courses.	ISTD Platforms Collaborate with Staff and Students Associations Medical Committee	January-December
7	Business expansion & visibility	° Advertise services on LCD & on various signage ° Partner with corporate organizations to provide services for clients ° Sign posts at vantage points	Partner with PAD	January- December
8	Improve Medical refund processes and access, and awareness	° Redistribute refund policy to staff ° Educate staff about the processes for refund at various Staff Association platforms ° Propose other funding opportunities for medical care ° Partner with various Staff Associations	Medical Committee	January-March
9	Migrate to paperless service	° Complete processes in purchasing Hospital Administrative and Management System (HAMS)	ISTD guidance and lead	By June

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