

# NATIONAL COUNCIL FOR TERTIARY EDUCATION

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P. O. Box MB 28  
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April 17, 2020

*Registrar*  
*Please make copies*  
*for other members*  
*of Exec Committee*  
*and let it be done.*  
*A/O*  
*10/06/2020*

The Rector  
Ghana Institute of Journalism  
Accra

OFFICE OF THE RECTOR  
**RECEIVED**  
Date: 04/06/2020  
GHANA INSTITUTE OF JOURNALISM

Dear Sir,

## STAFF AUDIT OF PUBLIC UNIVERSITIES AND SPECIALISED INSTITUTIONS

As you may recall, the National Council for Tertiary Education (NCTE) and the National Accreditation Board (NAB), carried out a comprehensive staff audit of Senior Members (Teaching and Non-Teaching) of Public Universities and Specialized institutions from April to July, 2019. The exercise was to assist the NCTE and the Ministry of Education with evidence-based information on the human resource situation in the Public Universities and Specialized Institutions.

Generally, the audit revealed various *infractions* of the Scheme of Service and administrative norms *that require immediate rectification*. These infractions included academic staff employed without the minimum of Research Masters; unacceptably high proportion of academic staff on Assistant Lecturer grade, some of whom have overstayed their transitional duration (in some instances serving for more than five years); substantive appointments of staff to positions they were not qualified for by rank; the existence of "one-man" Departments; extremely high students-staff ratios, particularly in STEM disciplines; senior non-academic staff appointed without regular Masters degree qualifications; and academic staff assigned to teach in disciplines that are inconsistent with their qualifications.

We are pleased to forward to you the findings and recommendations (general and specific) of the Audit Report and appendices as pertains to your institution for necessary action.

In the implementation of the specific recommendations, you are kindly advised to be guided by the following:

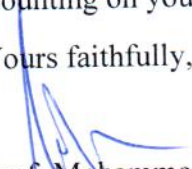
- Strict adherence to the prescribed minimum qualifications in the scheme or appropriate norms for appointment of both academic and senior non-academic (administrative or professional) staff;
- Teaching (academic) staff without absolute minimum requirement of a "Research Masters" degree must take immediate steps to upgrade to "Research Masters" within a maximum of two (2) years, failing which their contracts should not be renewed;
- Teaching (academic) staff who dispute the classification of their Masters degrees as "Non-Research" may petition the National Accreditation Board (NAB) with copies of their certificates, transcripts and thesis for verification and validation;

- Academic staff without terminal academic degrees (i.e. PhD or equivalent) must take immediate steps to acquire one within the next three (3) years. This must be accomplished or evidence of substantial progress demonstrated within the period before any contract renewals can be considered;
- Senior Administrative/Professional staff who do not possess regular Masters degrees must take immediate steps to regularize their standing within a maximum of two (2) years, failing which their services should be dispensed with;
- Only teaching staff of the rank of Senior Lecturer and above should be appointed into office holding positions as prescribed by the relevant institutional governance instruments and the NCTE/NAB norms;
- Only non-teaching staff of the rank of Senior Assistant Registrar and equivalent grades and above should be appointed into office holding positions as prescribed by the relevant institutional governance instruments and the NCTE/NAB norms;
- Reconsider the existence of “one-man”/”two-man” Departments, in which case only one or two academic staff are in the Department. This is irregular, ineffective and inefficient and violates the NCTE/NAB staffing Norms for creation of Departments. Such Departments, and others not conforming to the Norms must be disbanded and merged with cognate Departments
- While the NCTE works with you to ensure that adequate numbers of, especially academic staff, are in place, please endeavor to evolve strategies to mitigate the effect of high students-staff ratios on the quality of delivery; and
- In line with the Tertiary Education Policy (TEP), (2019), the NCTE intends to work with public universities towards significant harmonization of the criteria for appointment and promotion of Senior Members to ensure consistency, equity and fairness across board.

Kindly feel free to revert to the undersigned should you require any further clarification.

Counting on your usual cooperation.

Yours faithfully,

  
Prof. Mohammed Salifu  
**EXECUTIVE SECRETARY**

Cc: Hon. Minister of Education  
Hon Minister of State (Tertiary Education)  
Chairman, NCTE  
Executive Secretary, NAB

GIJ

## EXECUTIVE SUMMARY

### 1. Preamble

This report is the work of two Audit Teams commissioned by the National Council for Tertiary Education (NCTE) and National Accreditation Board (NAB) at the instance of the Ministry of Education to conduct an audit of academic and professional qualifications of staff of the ten (10) Public Universities and the three (3) Specialized Institutions. This exercise was to assist the NCTE and the Ministry of Education with evidence-based information on the human resource needs of the Public Universities and Specialized Institutions.

### 2. Methodology

#### 2.1 Schedule of Visits

Two Audit Teams were constituted to conduct the exercise between the periods of April 23 to July 19, 2019. Audit Team 1 conducted staff audits for University of Professional Studies, Accra (UPSA), Ghana Institute of Management and Public Administration (GIMPA), Accra, University of Health and Allied Sciences (UHAS), Ho, University of Mines and Technology (UMaT), Tarkwa, University of Cape Coast (UCC), Kwame Nkrumah University of Science and Technology (KNUST), Kumasi and University of Ghana (UG), Legon. Audit Team 2 conducted audits for Ghana Institute of Languages (GIL), Accra, National Film and Television Institute (NAFTI), Accra, Ghana Institute of Journalism (GIJ), Accra, University of Energy and Natural Resources (UENR), Sunyani, University for Development Studies (UDS), Tamale and University for Education, Winneba (UEW).

#### 2.2 Documents

The Audit Teams used the following documents as basis for the staff audit at each of the Institutions:

- Enabling Law of the Institution
- Statutes where available
- Scheme of Service of the Institutions
- Criteria for Appointments and Promotions of Staff
- Personal files of staff

- External Assessors' reports on publications submitted by staff towards promotion.

The Teams also developed the following datasheets and templates to assist with the collation of bio-data on staff:

- Staff Qualifications Audit Framework for Key Administrative Staff (Form 1A)
- Staff Qualifications Audit Framework for Senior Members, Teaching (Form 1B)
- Staff Qualifications Audit Framework for Senior Members, Non-Teaching (Form 1C)
- Template for Senior Members Academic Profile

The datasheets and templates were made available to the institutions for completion before the Audit Teams visited the institutions. Copies of the templates and criteria for audit are attached as **Appendices I - V** to the Report.

### **2.3 Open and Exit Conferences**

The Audit Teams on arrival at the various Institutions first interacted with the Management /Key Administrative Staff and briefed them on the purpose of the exercise. The Audit teams also held exit conferences with Management/Key Administrative Staff and shared their preliminary findings after the exercise.

### **2.4 Audit Exercise**

The Audit Teams worked with the Human Resource Units of the Institutions throughout the staff audit. The Teams interacted with some Provosts, Deans, Heads of academic units and some selected staff that were identified to have issues with their qualifications, promotions, placements or suitability for the Institutions. Clarity was sought on promotions conducted by the Institutions through the examination of confidential files on those issues.

## **3. Key Findings**

The following are the findings of the Audit Teams which are cross-cutting issues observed at the various institutions.

### 3.1 Governance Structure

- a) All the institutions have their respective legal framework (Laws, Acts, Decrees and Statutes) as statutory bodies, which guide their governance systems. Policy documents including regulations/ criteria for appointments and promotions, Quality Assurance, Gender, Code of Ethics/ Conduct, among others, also exist. Some institutions run the Collegiate and Directorate systems of governance while others operated the unitary system of administration.
- b) The University of Ghana (UG), Kwame Nkrumah University of Science and Technology (KNUST), University of Cape Coast (UCC) operate a Collegiate system of governance with various number of colleges, faculties/schools and departments (3-tier) level of academic hierarchy. In addition to this hierarchical structure, the three universities have adopted directorate system of administrative structures, which is rather huge.
- c) The other institutions namely, University of Education (UEW), University for Development Studies (UDS), University of Mines and Technology (UMAT), University of Allied Health Sciences (UHAS), University of Energy and Natural Resources (UENR), University of Professional Studies Accra (UPSA) and Ghana Institute of Public Administration (GIMPA) do not operate collegiate system of governance. These institutions operate a 2-tier level of academic structure namely, Faculties/Schools and departments.
- d) UHAS, UPSA and GIMPA however have adopted the directorate system of administrative structures.
- e) UEW (Winneba, Kumasi, Mampong and Ajumako) and UDS (Tamale, Nyankpala, Navrongo and Wa), operate multi-campus systems with Principals at the various campuses.
- f) The other Specialized Institutions namely, Ghana Institute of Journalism (GIJ), Ghana Institute of Languages (GIL) and the National Film and Television Institute (NAFTI) are more or less monolithic in nature and structure and have some sort of challenges standing on their own.

### **3.2 Minimum Qualification for Appointments**

- a) The minimum qualification prescribed by the various institutions for appointment to the teaching rank is research master's degree, which is consistent with the policy of the NCTE and NAB.
- b) In the older Universities (e.g. UG, KNUST and UCC), staff with a research master's degree were generally appointed to Assistant Lecturer positions with the opportunity for upgrade to Lecturer ranks upon acquisition of their terminal degrees.
- c) The Faculties/Schools in Law and Health education had peculiar entry point qualification requirements. In the Law Faculties, staff with LLM (a non-research postgraduate degree) were generally appointed as Lecturers. In the health-related Faculties/Schools, in some Universities staff are appointed with memberships of professional qualifications from their professional Colleges as Lecturers and those with fellowships as Senior Lecturers.
- d) For the non-teaching staff, the scheme of service of the institutions specified a postgraduate degree and/or equivalent professional qualification as entry point qualification for entry into the various establishment positions in the professional and administrative units.
- e) Some teaching staff have research master's in the relevant fields, but their PhDs are not relevant to their assigned courses.

### **3.3 Promotions**

Generally, promotion procedures at the Institutions were robust with well qualified assessors being engaged by management.

- a) Promotions to higher ranks in the teaching units followed the criteria of the respective institutions.
- b) For the non-teaching units however, some inconsistencies noted were attributable to ambiguities in sections of the guidelines for processing promotion applications.

### **3.4 Headship of the Teaching Units (Departments)**

Headship was generally encumbered by Senior Lecturers and others of professorial ranks.

### **3.5 Staff profile**

Staff profile with respect to various ranks generally followed the NCTE's norm. However, evaluation of the age profile shows that the 31-40; and 41-50 years groups constitute more than 50% of the staff strength. Of special note is the rather very low and alarming teaching staff under 30 years, who are generally less than 5% of the total number of lecturers.

### **3.6 Teaching Load/Course Credit System**

Generally, the teaching loads for staff were heavy. It was also noted that calculation of the teaching loads by some lecturers were fraught with some challenges. In most cases, the teaching staff indicated individual teaching loads per year far in excess of the stipulated total number of credits for the entire duration of the 4-year programme.

### **3.7 Student – Staff Ratios (SSRs)**

Generally, the Student-Staff Ratios (SSRs) for all the Institutions were very high as exemplified below. This indicates a precarious shortage of teaching staff relative to the large student enrollments.

- a) SSR for UG, Legon, Sciences, 24:1; as against 18:1; Agriculture, 16:1; as against 18:1; Engineering, 14:1, as against 18:1; Education, 26:1; as against 20:1; Health Sciences, 21:1; as against 12:1; Business School, 97:1; as against 27:1; Humanities, 65:1; and Law, 23:1 as against 27:1.
- b) SSR for KNUST are, Engineering, 43:1; Agriculture & Natural Resources, 40:1; as against 18:1. Science, 51:1 as against 18:1. Pharmacy, 44:1 as against 15:1. Medicine, 20:1; as against 12:1. Law is 46:1 as against 27:1. Business, 95:1

against 27:1. Humanities, 60:1 as against 27:1. Art , 37:1 as against 27:1. Built Environment, 50:1 as against 18:1.

- c) SSR for UCC are, Arts, 10:1; Education, 44:1; Business, 75:1; Social Science, 36:1; Law, 23:1; all these as against the norm of 27:1; Science and Mathematics, 15:1; Agricultural Science, 16:1; Health Sciences, 37:1; as against the norm of 18:1; Medicine, 17:1; as against 12:1; and Pharmacy, 7:1; as against 15:1.
- d) The student-staff ratio SSR for UDS are Science, 29:1; Engineering, 16:1; Agriculture, 17:1; as against 12:1. Medicine, 16:1 as against 8:1. Education, 70:1 as against 20:1. Humanities, 35:1 as against 18:1.
- e) The UEW has all Education based programmes and therefore has an SSR of 79:1 as against 20:1.
- f) SSR for UMAT, Engineering 25:1; as against 18:1; Management, 3:1; as against 27:1.
- g) SSR for UENR, Generally, the Student-Staff Ratio (SSR) in the various Schools of the schools are within the required NCTE norms except the Schools of Science and Engineering. Management and Law is 7:1; as against 18:1. Natural Resources, 6:1; Sciences, 14:1; Engineering, 15:1; Agriculture and technology, 6:1 as against 12:1.
- h) SSRs for UHAS are Medicine, 10:1; Pharmacy, 5:1; as against 15:1. Allied Health Sciences, 15:1; Basic and Biomedical Sciences, 10:1; Public health, 24:1; Nursing and Midwifery, 30:1 as against 18:1.
- i) The SSR for UPSA has Accounting and Finance 59:1; Management Studies 58:1; Law, 25:1; as against the norm of 27:1. Information Technology and Communication Studies is 27:1 as against 18:1.

- j) SSR for GIMPA has Business, 31:1; as against 27:1; Technology, 26:1, as against 18:1; Humanities, 13:1 as against, 27:1; Law, 26:1, as against 27:1.
- k) SSR at GIJ is 198:1 as against 18:1
- l) SSR for GIL are Languages 32:1; Translation 9:1; Bilingual Secretaryship 34:1 as against the norm of 18:1.
- m) SSR for NAFTI is 15:1 as against the norm, 18:1.

#### **4. Key Recommendations**

The Audit presents the following recommendations in response to the cross-cutting findings and observations.

- a) UG, KNUST and UCC should take a critical view of the present Collegiate and Directorate systems of governance in operation, if possible, review the current system in order to cut down cost and redirect resources into the core business of the University, which are research and teaching.
- b) It is recommended that the General Legal Council in collaboration with stake holders should take a more critical look at staff development on legal education in Ghana.
- c) At the Schools of Medical Sciences, it was noted that some faculty have been appointed to Lectureship positions based on Professional Membership qualifications e.g., MRCS or MWCS while those with Fellowship e.g., FGCS or FGCP or FWCP have been appointed as Senior Lecturers on first appointment. The Medical Schools in Ghana in consultation with stakeholders, should harmonize the qualifications for appointment of lecturers.
- d) For harmonization it is recommended that on recruitment as an Assistant Lecturer one has to complete his/her PhD before upgrade to the position of lecturer in the Public Universities.
- e) For ease of mobility the Vice Chancellors Ghana should endeavour to harmonize criteria for promotions in the Public Universities.

- f) The pool of assessors for the non-teaching or administrators should be widened instead of limiting it to one or two former Registrars of Universities.
- g) The Public Universities should ensure that Headship of Academic Departments are encumbered by staff of Senior Lecturers and above.

## **5. General Recommendations**

### **5.1 Governance**

It was apparent that the Collegiate and Directorate system of governance by the larger Universities has taken many teaching staff into management with attendant challenges on the staff output more so with the huge non-teaching establishment and staff. The **NCTE** should consider taking up this issue with all stakeholders, since this system has created a huge bureaucracy, which can potentially place a serious challenge on the limited resources available for running these institutions.

### **5.2 Appointments and Promotions**

The minimum entry point qualifications for lecturers in Law and Medical schools in Ghana should be rationalized in conformity with those of other categories of teaching staff. The **NAB**, which sets the minimum qualification criteria should collaborate with other statutory bodies (e.g. General Legal Council, Medical and Dental Council and Pharmaceutical Council) to engage the institutions to address this urgent matter.

### **5.3 Teaching Load**

- a) To address the challenge of improper calculation of teaching load, it is recommended that management of the institutions should periodically organize workshops for staff, especially newly recruited staff. Notwithstanding the general observations on the heavy teaching load of some lecturers and the inherent challenges in the calculation of total credits, the regulatory bodies (**NCTE** and **NAB**) should review their respective guidelines and/or legal instruments for the approval and accreditation of programmes.
- b) Serious efforts should be made by **Government** to address the precarious Teaching Staff deficit in the Public Universities.

- c) The numbers and age profile of the teaching faculty vis-à-vis the training of students need urgent attention. The low number of lecturers under the age of 30 relative to those in the 51-60 years group puts into jeopardy the teaching faculty succession plans of the various institutions. The Government in consultation with the universities should seriously take up this matter.

## **6. Conclusion**

The Universities in Ghana have been recognized as holding the key to industrial development of the country. In order to deliver effectively however, it is important that all the key stakeholders act collaboratively to complement each other within the terms of the Governance Instruments and within their respective mandates. It is the considered opinion that the implementation of the recommendations from this Audit report would go a long way in enhancing the quality and strengthening the mandate for which the Public Universities were established.

The Committee wishes to thank the Executive Secretaries of NCTE and NAB for the opportunity to undertake this assignment. The assistance of the various Managements and Governing Councils of the ten (10) Public Universities and the three (3) Specialized Institutions are gratefully acknowledged.

## **Ghana Institute of Journalism, Accra (GIJ)**

### **Governance Structure**

The Ghana Institute of Journalism was established by the Ghana Institute of Journalism Act, 2006 (Act 717). GIJ is a relatively smaller Institution comprising three (3) Faculties, namely, Faculty of Public Relations and Advertising with 2 Departments; Faculty of Journalism with 2 Departments and Faculty of Communication and Social Sciences with 2 Departments.

### **Minimum Qualifications for Appointment**

- a) There are some teaching staff with non-research master's degrees.
- b) Staff with an MA Advertising degree from The London College, University College Kensington is not recognized degree since the awarding institution is not accredited in United Kingdom.
- c) The Department of Advertising and Marketing does not meet the minimum requirement (number of staff) for establishing a Department.

### **Promotions of Teaching Staff**

- a) The Audit Team noted that the Institution does not have a structured way for promotion of staff.
- b) The Institute promoted some group of Lecturers to Senior Lecturers however, the assessments were not properly done.

### **Staff Profile - Teaching**

- a) Out of a total of 23 senior members (Teaching) there are 0 Professors (0%); 1 Associate Professors (4.3%); 14 Senior Lecturers (60.9%); 7 Lecturers (30.4%) and 1 Assistant Lecturers (4.3%).
- b) It is observed that GIJ has 4% Professorial grade; 61% Senior Lecturer grade and 35% Lecturer grade.
- c) This approximates to the 1:15:9 pyramidal structure which is rather bottom heavy and far from the 2:3:5 ratio often prescribed by NCTE.

### **Age Profile of Teaching Staff**

Another interesting observation has to do with the GIJ Academic Staff Age profile. In all, the age profile for Academic Staff is as follows:

Staff 61 years and above constitute	2 (8.7%)
Staff between 51 and 60 years constitute	7 (30.4%)
Staff between 41 and 50 years constitute	10 (43.5%)
Staff between 31 and 40 years constitute	3 (13.0%)
Staff below 30 years of age constitute only	1 (4.3%)

In summary, staff above 50 years of age constitute approximately 39% of the total number of staff and those below 50 years constitute 61% of the total number. Staff below 30 years constitute only about 4.3% of the total number.

### **Headship of Departments**

Generally, all Heads of Department positions are encumbered by Faculty of Senior Lecturer rank and above as prescribed by the National Accreditation Board (NAB).

### **Teaching Load/Course Credit Systems**

- a) Generally, the Teaching Faculty carry unusually heavy teaching loads which may affect their progression.
- b) SSR at GIJ is 198:1 as against 18:1.

### **Appointments and Promotions (Non-Teaching and Administrative Staff)**

- a) GIJ has no criteria for Appointments and Promotions. These are done based on practices from the Ministry for Information.
- b) The appointment of the Registrar did not go through due process. The incumbent first applied for the position of Assistant Registrar and was given direct

appointment by the Board of Governors to the position of Deputy Registrar and placed on a salary scale of SM4, which is equivalent to Assistant Registrar position. The FWSC subsequently placed the said staff on salary scale of 24L, which placed the staff at the rank of Deputy Registrar position and no longer that of an Assistant Registrar grade.

- c) The Acting Finance Officer was appointed Deputy Finance Officer without going through due process.
- d) The positions of Librarian and Director of Works and Physical Development are vacant.
- e) The Assistant Librarians have non-research master's degrees.
- f) The staff in the Finance Department have no professional qualifications.
- g) There were instances where staff were re-designated to senior member positions with Executive Master of Business Administration (EMBA), which is not required for entry to senior member level.

### **Recommendations**

The following recommendations were made to address key issues under each of the thematic areas from the observations:

- a) The Institute should develop criteria for Appointments and Promotions in conformity with best practices.
- b) The Institute should recruit substantive Registrar, Librarian and Director of Works and Physical Development to fill in the vacant positions.
- c) Teaching staff with non-research master's degrees should upgrade to research master's degree.
- d) The Institute should ensure that external assessors' reports meet required standards.
- e) The Institute should at least recruit additional staff in the Department of Advertising and Marketing in order to meet the minimum requirement for establishing departments.
- f) Assistant Librarians with non-research master's degrees should upgrade to research master's degree.

The staff in the Finance Department are required to acquire professional qualification and membership of a recognized professional body. In addition, those with EMBA should upgrade to a regular master's degree.

**NATIONAL COUNCIL FOR TERTIARY EDUCATION  
AUDIT AND VERIFICATION OF QUALIFICATIONS AND PROMOTIONS OF SENIOR MEMBERS (NON-TEACHING)  
OF UNIVERSITIES**

**FORM 1A (TO BE COMPLETED BY THE INSTITUTION)**

Name of Institution: **GHANA INSTITUTE OF JOURNALISM**

Name & Staff No.	Date of Birth	Qualification/Institutions Place/Years Obtained	Rank/ Grade	Present Appointment	Total No. of years of Relevant Working Experience	Date of First Appointment As Key Administrative Staff	Remarks (For Audit Team)
Kwamena Kwansah-Aidoo	8 <sup>TH</sup> February, 1964	B.A. Sociology with History, (UG), 1989. Graduate Dip. In Communication Studies, 1991, UG. MPhil. (Cand Polit) Communication, University of Bergen, Norway, 1995 PhD, Queens land University of Technology, Brisbane, Australia, 1999	Associate Professor	Rector	23 years (1996-)	June, 2018	To provide certificates to NAB for evaluation. He is qualified as Rector The due processes for appointment of the Rector was adhered to.

Modestus Fosu	5 <sup>TH</sup> NOVEMBER, 1968	Dip. in Education, UCC (1998), BA in English, UCC (1998), MPhil in English UG (2004), PhD in Media and Communication, University of Leeds (2014)	Senior Lecturer – promoted in March 1, 2015	Acting Deputy Rector	21 years (1998- Till date)	Sept. 1, 2007	He is qualified to Act as Deputy Rector
Mrs. Patience Sowah	5 <sup>TH</sup> July, 1970	BA Sociology with Political Science UG (1994), MPA, UG (1998)	Deputy Registrar – April 2, 2007	Ag. Registrar – February 1, 2018	25 years (1994- Till date)	April 2, 2007	She applied for the position of assistant registrar and was given direct appointment by the board of governors as deputy registrar without any experience at the tertiary level.  However, she was placed on a salary scale of SM 4, which is equivalent to Assistant Registrar.
Mathias Dugui/22853	3 <sup>rd</sup> June, 1967	EMBA, UG, 2014	Deputy Finance Officer	Acting Finance Officer		November 1, 2014	Not qualified even at the grade of assistant accountant  No professional qualification

							Required to provide Bachelor's certificate EMBA not required for entry to senior member level Appointed Deputy Finance Director without due processes derived from the Statute.
Collins Adu-Bempah Brobbey (762374)	22nd June, 1966	B.A., Political Science and History; (UG) Legon, Ghana, 1999; MPhil. Political Science (UG) Legon, Ghana, 2003; PhD African Studies, UG, 2013	Senior Lecturer – Nov. 1, 2014	Ag. Dean, Graduate Studies – August, 2018	12 years (2007 -2019)	August, 2018	Qualified to be in the Acting position as Dean, graduate studies.
			Librarian				Vacant position
			Director for Works and Physical Development				Vacant position

**NATIONAL COUNCIL FOR TERTIARY EDUCATION**  
**AUDIT AND VERIFICATION OF QUALIFICATIONS AND PROMOTION OF SENIOR MEMBERS (TEACHING) UNIVERSITIES**  
**FORM 1B (TO BE COMPLETED BY THE INSTITUTION)**

Name of institution: Ghana Institute of Journalism Faculty: PR & Advertising Department: Advertising & Marketing

Name of staff & Staff No.	Date of Birth	Qualifications/ Institutions/Place/ Years obtained	Present Grade/Date of Promotion (Where applicable)	Date of first appointment	Teaching load (Full time)	Teaching load (Part time)	Area(s) of specialization	Course(s) currently Taught	Remarks for Audit team
Yaw Odame Gyau/ 762094		M.Ed, Open University Malaysia, 2014  MA in Advertising, The London College, University College Kensington UK, 2005  BA Art, KNUST, 2002	Senior Lecturer – October 1, 2014	Lecturer – April 2, 2007	32hrs		Advertising and Marketing  Art and design / visual communication	Advertising and Media planning – 10hrs Advertising production – 10hrs Advertising creative strategies – 12hrs	Not qualified to have been a lecturer.  Has no research masters degree. Requires upgrading to research masters.  MA Advertising, The London College, University College Kensington not recognised as the awarding institution is not accredited in UK. The certificate should be referred to NAB for evaluation.  M.Ed is not relevant to the courses taught.  He was appointed to Senior Lecturer as part of a mass promotion, which was not properly done.

George Asamoah /971748	2 <sup>nd</sup> May, 1976	Diploma Public Relations and Advertising, GUJ, 2001 BA Political Science with Sociology, UG, 1997 MBA Marketing, UG, 2005 MPhil Marketing, UG, 2011	Lecturer	Lecturer – November 1, 2014			Marketing, Entrepreneurship, advertising and social media		Qualified as Lecturer Has research masters degree.
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**NATIONAL COUNCIL FOR TERTIARY EDUCATION**  
**AUDIT AND VERIFICATION OF QUALIFICATIONS AND PROMOTION OF SENIOR MEMBERS (TEACHING) UNIVERSITIES**  
**FORM IB (TO BE COMPLETED BY THE INSTITUTION)**

Name of institution: Ghana Institute of Journalism (GIJ)

Faculty: Journalism

Department: Broadcast Journalism

Name of staff & Staff No.	Date of Birth	Qualifications/ institutions/Place/ Years obtained	Present Grade/Date of Promotion (Where applicable)	Date of first appointment	Teaching load (Full time)	Teaching load (Part time)	Area(s) of specialization	Course(s) currently Taught	Remarks for Audit team
Timothy Quashigah 761953	22 <sup>nd</sup> August, 1960	M.Phil. in Global Leadership (UPSA) 2010 – 2012), MA. in Journalism Studies, University of Wales, Cardiff, 2002  Diploma in Public Relations/Advertising and Marketing (GIJ) - 1994	Senior Lecturer - 2014	April 2, 2007 - Lecturer	6 hours per week		Journalism (Broadcasting), Leadership;	Radio and Television News Presentation Radio and Television News Production Feature Writing In-depth Journalism	Has a research master but not relevant to the courses taught.  He should be reassigned to appropriate department where the courses would be relevant to his qualification or he should upgrade to a research master relevant to the courses currently taught  He was appointed to Senior Lecturer as part of a mass promotion, which was not properly done.

Shabau Yussif/ 972110	28 <sup>th</sup> March 1982	MPhil. Political science –UG, 2011 BA political Science with Theatre Studies, UG, 2006 Diploma in Communication Studies-GJU, 2004	Lecturer	Lecturer - Nov. 1, 2014	15 Per Week	Media and Governance	History of the Media in Ghana/Africa	Qualified as Lecturer  Has a research masters in relevant course taught.
Eric Agyekum Boansi/ 1295107	24 <sup>th</sup> October 1989	BA Communication Studies in Journalism, GJU, 2013 MPhil Communication Studies, UG, 2016	Assistant Lecturer	Assistant Lecturer – 17 <sup>th</sup> Dec. 2018				Qualified to be assistant lecturer  Has research masters degree
James Asante/ 761963	25 August 1957	Dip. in Journalism, GJU- 1993, MA. in Journalism Studies, Cardiff University, Wales- 2003, MBA, Glamorgan University, 2005	Senior Lecturer	19 <sup>th</sup> January, 2009 – Lecturer			On study leave (22 <sup>nd</sup> September, 2016)	Not qualified to have been a lecturer  No research masters degree. He requires upgrading to research masters  He was appointed to Senior lecturer as part of a mass promotion, which was not properly done.

**NATIONAL COUNCIL FOR TERTIARY EDUCATION**  
**AUDIT AND VERIFICATION OF QUALIFICATIONS AND PROMOTION OF SENIOR MEMBERS (TEACHING) UNIVERSITIES**  
**FORM 1B (TO BE COMPLETED BY THE INSTITUTION)**

Name of institution: Ghana Institute of Journalism (G.I.J) Faculty: Communication and Social Sciences Department: Languages

Name of Staff & Staff No.	Date of Birth	Qualifications/Institutes/Places/Years Obtained	Present Grade/Date of Promotion where Applicable	Date of First Appointment	Teaching Load (Full Time)	Teaching Load (Part Time)	Area(s) of Specialisation	Course(s) Currently Taught	Remarks from Audit Team
David Dankwah-Apawu/761663	August 1, 1977	MA TESL, UG, 2007 B.Ed English, UEW, 2003	Senior Lecturer - Oct. 1, 2014	January 19, 2009 - Lecturer	12 hours		English Linguistics and Applied Linguistics	Language and studies skills English language usage Creative writing and English literature	<b>Not qualified</b> Has no research masters. Requires upgrading to research masters.
Dickson Amexo	August 27, 1971	Mphil French, UG, 2011 BA French and Political Science, UG, 1997	Lecturer	October 1, 2012 - Lecturer	14 hours		French for specific purposes and literature	Basic French for communicators	Qualified as Lecturer Has a research masters
Dr. Modestus Fosuo/761627	5 <sup>th</sup> Nov., 1968	Dip. in Education, UCC (1998), BA in English, UCC (1998), MPhil in English UG (2004),	Senior Lecturer - March 1, 2015	Sept., 1, 2007 - Lecturer					Qualified to be Lecturer Has research masters and PhD He was promoted to Senior lecturer position

		PhD in Media and Communication, University of Leeds (2014)							but the evaluation by the external assessors was not properly done.
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Name of institution: Ghana Institute of Journalism (G.I.J) Faculty: Communication and Social Sciences Department: Communication

Dr. Lawrence Agyepong/761 611	March 1, 1973	BA English and History, KNUST, 2000 Msc Media and Communication Research, Leicester University, 2009 PhD media and Communication, Leicester University, 2017	Lecturer	January 19, 2009 – Lecturer	10 hours	Celebrity Studies, Political communication and culture studies	Public Relations, Political Communication, Globalisation & development, and Research Methods.	Qualified as Lecturer Has a PhD
Kodwo Jonas Anson Boateng / 761633	7th Sept. 1963	Diploma in Journalism, GIT, 1985 Master of Social Sciences in Communication, University of Helsinki, Finland, 2002 Bachelor of Social Sciences in Development Studies, University of Helsinki, Finland, 2001	Senior Lecturer – Sept. 1, 2014	1st October 2007 - Lecturer	24 hours	Mass Communication, Journalism, Development Communication and Gender Studies	Media and Society Online Digital Journalism Media and Communication policy Media System and Transformation	Not qualified to be lecturer. No research masters. Required upgrading to research masters He was appointed to Senior Lecturer as part of a mass promotion, which was not properly done.

Dr. Albert - James S. Tayman/ 922800	26 <sup>th</sup> June, 1974	NAFTI, HND, Sound Production for Motion Pictures - 1998, Master of Arts, Film and Broadcast Management, Bourneouth University 2005, PhD Media and Communication, Bourneouth University, -2013	Senior Lecturer – Nov. 1, 2015	2 <sup>nd</sup> July 2016 – Lecturer	12 hours		Communication and Culture Studies Media Management Film and Television Sound Recording and Reproduction	Visual Communication Communication research design News media broadcast news writing Media and conflict	<b>Qualified as Lecturer</b> <b>Has Phd degree in relevant field</b>  <b>Promoted to Senior Lecturer without following due process as derived in the Statute</b>
Kobina Ano Bedu-Addo / 761605	27 <sup>th</sup> July 1970	Diploma in Public Relations and Advertising, GD, 1996 MA in Communication, The University of West Minister, 2002	Senior Lecturer – 1 October 2014	2 <sup>nd</sup> April 2007 – Lecturer				New Media, Media and Society, Media Systems, Online Journalism	<b>Not Qualified to have been a Lecturer</b>  No research Masters degree. He requires upgrading to research masters degree  He was appointed to Senior Lecturer as part of a mass promotion, which was not properly done.

**NATIONAL COUNCIL FOR TERTIARY EDUCATION**  
**AUDIT AND VERIFICATION OF QUALIFICATIONS AND PROMOTION OF SENIOR MEMBERS (TEACHING) UNIVERSITIES**  
**FORM 1B (TO BE COMPLETED BY THE INSTITUTION)**

Name of institution: Ghana Institute of Journalism (GIJ)

Faculty:

Journalism

Department: Print Journalism

Name of staff & Staff No.	Date of Birth	Qualifications/ institutions/ Place/ Years obtained	Present Grade/Date of Promotion (Where applicable)	Date of first appointment	Teaching load (Full time)	Teaching load (Part time)	Area(s) of specialization	Course(s) currently Taught	Remarks for Audit team
Henry Kojo Bonsu-Owu 1197830	7 <sup>th</sup> Februar y, 1972	MPhil Communication and Media Studies, Business Communication, UEW, 2013 UG, MPA, 2005 BA in Art, knust, 1998	Lecturer	1 January 2016 - Lecturer	Regular Semester One: 21 hours Semester Two: 6 hours	Weekend Semester One: 9 hours Semester Two: 9 hours	Advertising Print Production	Semester One: Principles of Advertising L200 Web & Print Material Production L400 Semester Two: Advertising and Society L400	Qualified to be lecturer Has a research masters
Godwin Etse Sikanaku	23 <sup>rd</sup> March, 1982	PhD in Mass Communications, University of Iowa, 2013 MSC Journalism and mass Communication,	Lecturer	1 <sup>st</sup> November, 2018 - Lecturer	18 Hours		Political Communication International Communication, Broadcast Journalism,	Broadcast Journalism (9 Credits Hours) International Communication and	Qualified as lecturer Has a Ph.D degree

		<p>Iowa State University of Science and Technology, 2008</p> <p>BA political science with sociology, UG, 2005</p>					<p>Research Methods Print, Journalism, Online Journalism</p>	<p>Journalism (3 Credit Hours) Advance Reporting (3 Credit Hours) Communication Research (3 Credit Hours)</p>	
<p>Zakaria Tanko Musah 914053</p>	<p>2<sup>nd</sup> May, 1972</p>	<p>Barrister at Law (BL) Ghana Law School (Makola) 2014,</p> <p>Postgraduate Diploma in Legal Practice at the Bar Manchester Metropolitan: 2012,</p> <p>LLB (Hons) Law Degree Leeds University, UK, 2007</p> <p>MA in Communication Studies, Sheffield Hallam University, UK, 2004</p> <p>Diploma in Journalism, Ghana Institute of Journalism 1997</p>	<p>Lecturer</p>	<p>Lecturer – Dec. 3, 2012</p>	<p>23 hours</p>		<p>Media and Human rights</p> <p>Media and corruption issues</p> <p>Investigative journalism</p> <p>Media law / ethics etc.</p>	<p>Introduction media law/ethics</p> <p>Introduction: political communication</p> <p>Introduction business law</p> <p>Introduction to community journalism / investigative journalism</p>	<p>Not qualified to have been a lecturer</p> <p>Has no research masters degree. Requires upgrading to research masters degree.</p>

Osei Kwadwo Adow /	11 <sup>th</sup> March 1957	MPhil Political Science, University of Ghana, 1995 BA Political Science with Sociology, UG, 1991 Diploma in Journalism, GIJ, 1986	Senior Lecturer – 1 <sup>st</sup> Oct. 2014	1 <sup>st</sup> March 2005 - Lecturer	15 Hours	Media Law Political Science	Media Law & Ethics	Qualified to be a lecturer but not in the courses currently taught – media law and ethics. Has a research masters degree He should be reassigned to appropriate department where his MPhil will be relevant for him to teach. He is on post retirement contract.
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**NATIONAL COUNCIL FOR TERTIARY EDUCATION**  
**AUDIT AND VERIFICATION OF QUALIFICATIONS AND PROMOTION OF SENIOR MEMBERS (TEACHING) UNIVERSITIES**  
**FORM 1B (TO BE COMPLETED BY THE INSTITUTION)**

Name of institution: Ghana Institute of Journalism Faculty: PR & Advertising Department: Public Relations

Name of staff & Staff No.	Date of Birth	Qualifications/ institutions/Place/ Years obtained	Present Grade/Date of Promotion (Where applicable)	Date of first appointment	Teaching load (Full time)	Teaching load (Part time)	Area(s) of specialization	Course(s) currently Taught	Remarks for Audit team
Rhodallene Amartey/ 761655	1 <sup>st</sup> April 1969	Advanced Certificate in Marketing, CIM – UK, 1996 Bachelor of Arts (Sociology with Religions) University of Ghana, 1993 MBA Marketing, UG, 2001	Senior Lecturer – September 1, 2014	1 <sup>st</sup> October 2007 – Lecturer	6hrs		Marketing Advertising	Principles of marketing Introduction to Advertising	Not qualified to have been appointed lecturer  No research masters degree. Requires upgrading to research masters degree.
Dr Mavis Essandoh /762150	5 <sup>th</sup> December 1, 1965	BA sociology with political studies, UG, 1993 Graduate Diploma in Communication studies, UG, 1998 MPhil Communication Studies, UG, 2005 PhD Media and Communication, Deakin University, Australia, 2017	Senior Lecturer – November 1, 2014	October 1, 2007 – Lecturer	15 hours		Public relations and community journalism	Public Relations	She was appointed to Senior Lecturer as part of a mass promotion, which was not properly done.  Qualified as Senior Lecturer  Has research masters and PhD  She was appointed to Senior Lecturer as part of a mass promotion, which was not properly done

Miss Paulina Kuranchie/ 971730	10 <sup>th</sup> Dec, 1982	BSc (Hons) Physics (2007), UCC M. Phil. Communication and Media Studies (Business Communication option), UEW, 2013	Lecturer- Nov. 1, 2014	Lecturer- Nov. 1, 2014			Public relations, advertising, marketing and Developme nt communica tion	Public relations and communication , integrated communication s, public relations theories, and international public relations	Qualified as lecturer  Has a research masters
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**NATIONAL COUNCIL FOR TERTIARY EDUCATION  
AUDIT AND VERIFICATION OF QUALIFICATIONS AND PROMOTION OF SENIOR MEMBERS (TEACHING) UNIVERSITIES  
FORM IB (TO BE COMPLETED BY THE INSTITUTION)**

Name of institution: Ghana Institute of Journalism Faculty: Communication and Social Sciences Department: Social Sciences

Name of staff & Staff No.	Date of Birth	Qualifications/ institutions/Place/ Years obtained	Present Grade/Date of Promotion (Where applicable)	Date of first appointment	Teaching load (Full time)	Teaching load (Part time)	Area(s) of specialization	Course(s) currently Taught	Remarks for Audit team
Stanley K.M. Semarco / 761660	2 <sup>nd</sup> May, 1970	MPhil – Psychology/University of Ghana / Legon-Accra Ghana/ June 2005 BA Psychology with Statistics / University of Ghana/ Legon-Accra Ghana/ June 1998	Senior Lecturer / 1 <sup>st</sup> November 2014	Lecturer – Oct. 1, 2007	15 hrs		Managerial Leadership, Corporate Brand, Thinking Skills and Creative Problem Solving Social, Industrial and Organisational Psychology	Psychology Statistics Logic & Critical Thinking Research Undergraduate Project Work Supervision, MA Thesis Supervision	Qualified as lecturer Has a research masters degree
Ewuradjo Sangmuah Tabbicca/761952	2 <sup>nd</sup> December, 1963	M.Phil. Development Studies (UCC) 2002 BA (HONS) Sociology, UCC, 1990 Diploma in Education (UCC)1990.	Senior Lecturer (Promoted in Nov. 1 2014)	1 <sup>st</sup> October 2007 - Lecturer	10 hrs a week		Communication research/ Gender and Development	Information Gathering and Research Gender and Development	Qualified to have been appointed Lecturer She has a research masters She was appointed to Senior Lecturer as part of a mass promotion, which was not properly done.

Collins Adu-Bempah Brobbey (762374)	22nd June, 1966	B.A., Political Science with History; (UG) Legon, Ghana, 1999; MPhil: Political Science (UG) Legon, Ghana, 2003; PhD African Studies, (UG) Legon, Ghana, 2013	Senior Lecturer – November 1, 2014	Lecturer – April 2, 2007	14 hours	Political Science, information gathering, research methods, governance and democracy development	Introduction to political science Doctrines, theories and concepts of development, Advanced communication research design and analysis	Qualified to be appointed lecturer Has a research masters and PhD He was appointed to Senior Lecturer as part of a mass promotion, which was not properly done.
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**NATIONAL COUNCIL FOR TERTIARY EDUCATION**  
**AUDIT AND VERIFICATION OF QUALIFICATIONS AND PROMOTIONS OF SENIOR MEMBERS (NON-TEACHING)**  
**OF UNIVERSITIES**

Name of Institution: **GHANA INSTITUTE OF JOURNALISM**  
**FORM 1C (TO BE COMPLETED BY THE INSTITUTION)**

Name & Staff No.	Date of Birth	Qualification/Institutions/Place /Year Obtained	Section/Unit/Department	Present Grade/Rank/Date of Promotion where Applicable	Current Appointment	Date of First Appointment	Total No. of years of Relevant Working Experience since First Appointment:	Remarks (For Audit Team)
Janetta Sika Akoto	2 <sup>nd</sup> 22 <sup>nd</sup> November, 1974	BA, Theatre Arts with English (UG), 1999. MA in International Affairs (UG), 2002. PhD in Education, University of Bristol, 2011. MA in Human Resource Development (UCC), 2015	Academic Affairs	Deputy Registrar	Deputy Registrar, Academic Affairs - January 1, 2019	January 1, 2019 - Deputy Registrar	13 years (1997-Till date)	Qualified as Deputy Registrar Has a masters degree in HRD
Matthias Dugu	3 <sup>rd</sup> June, 1967	EMBA, UG, 2014	Finance	Deputy Finance Director	Acting Finance Director.	October, 2014		Not qualified to appointed deputy finance director No professional qualification

								<p>Required to provide Bachelor's certificate</p> <p>EMBA not required for entry to senior member level</p> <p>Appointed Deputy Finance Director without due processes derived from the Statute.</p> <p>Qualified to hold the position as Senior Internal Auditor.</p>
<p>Harriet Akua Karikari</p>	<p>19<sup>th</sup> July, 1972</p>	<p>HND Accountancy (CCTU), 1995</p> <p>Bachelor of Commerce (UCC), 2004</p> <p>MBA Accounting (UG), 2011</p> <p>Chartered Accountant (ICAG), 2015</p> <p>CAG, 2015</p>	<p>Internal Audit</p>	<p>Deputy Internal Auditor – March 1, 2015</p>	<p>Deputy Internal Auditor</p>	<p>October 1, 2007 as Internal Auditor.</p>	<p>11 years (2007 – 2019)</p>	<p>Has a professional qualification and membership certificate</p> <p>Was not qualified to have been an internal auditor at the time of first appointment because she was appointed with Bachelor's degree in Commerce</p>

Sumaila Awudu	21 <sup>st</sup> August, 1973	DIP Public Administration (UG), 2001 BA Pol. Science & Study of Religions (UG), 2004, MA Adult Education, Wisconsin Int. Univ. College/UG, 2010	Faculties of Journalism and Public Relations & Advertising	Senior Assistant Registrar	Senior Assistant Registrar- March 1, 2015	April 2, 2007 - Assistant Registrar	14 years (2004- Till date)	Management has to realigned their designations to be consistent with the tertiary level's designations.  She should be appointed as key administrative officer.
Seth Ofosu Obeng	6 <sup>th</sup> October, 1973	Teachers' Certificate "A", Presby Training College, Akropong, 1994. Diploma HPERs, UEW/UCC, 2000. Bachelor of Education, HPERs, UEW/UCC, 2001 MPA, UG, 2006.	Graduate School	Senior Assistant Registrar	Senior Assistant Registrar- April 2, 2007	April 2, 2007- Senior Assistant Registrar	12 years (2007- Till date)	Qualified as Senior Assistant Registrar  Acquired his masters in 2006 and appointed as Senior Assistant Registrar in 2007 without work experience.

Lydia Nyantakyi-Baah	18 <sup>TH</sup> June, 1974	Teacher Cert 'A' Presbyterian College of Education (1997), BA in Information Studies with Religion, UG (2003), MA in Library Studies, UG (2006), MPhil in Library and Information Studies, University of Cape town (2016)	Library	Senior Assistant Librarian- promoted in March. 1 2015	Head of Librarian	October 1, 2007 - Assistant Librarian	16 years (2003- Till date)	Qualified to be Assistant Librarian She has a research masters degree Assessors report for promotion required. Report not cited by the team
Nana Akua Agyemang-Badu	22 <sup>TH</sup> July, 1959	B.A in English with Sociology (UG), (1982) MBA, in Not Profit Management (GIMPA), 2009. MPA, Harvard University, 2015.	Public Affairs	Assistant Registrar	Assistant Registrar	January 19, 2009 - Assistant Registrar	31 years (1983- Till date)	Qualified to be assistant registrar Has master's degree Has not been promoted even though she has worked for 10 years since her appointment. BA and MBA need to be provided. Certificates not cited by the team.

Alfred Terry Enchil	25 <sup>TH</sup> June, 1981	HND, Takoradi Technical University (2001), BBA (finance), University of Professional Studies, Accra (2006), EMBA (Finance), UG (2014)	Finance	Accountant	Accountant- March 1, 2015	October 1, 2007 – Accounting Assistant	12 years (2007- Till Date)	Not qualified as Accountant.
Ernest Atachao	29 <sup>TH</sup> October, 1980	B.A. in Psychology with information Studies (UG), 2006. Master of Arts in information Studies (UG), 2013	Library	Assistant Librarian	Assistant Librarian – 1 <sup>st</sup> March 2015	January, 2009 – Senior Library Assistant	18 years (2001- Till date)	Not qualified to be assistant Librarian  Has no research masters. He is required to upgrade to research masters.

Rashidatu M. Abdullah	4 <sup>TH</sup> February, 1983	Bachelor of Science in Administration, UG (2006), MBA, Finance, Coventry University/GTUC (2014)	Finance	Accountant – promoted in March 1, 2015	Ag. Procurement Officer	Oct. 1, 2007 – Accounting Assistant	13 years (2006- Till date)	Not qualified  Has no professional qualification and not a member of a professional body.
Stella Adwoa Abrokwah	14 <sup>TH</sup> March, 1977	Dip. in Librarianship (UG), 2003. B.A. in Information Studies with Study of Religions (UG), 2007. MA. in Library Studies (UG), 2012.	Library	Assistant Librarian	Assistant Librarian – March 1, 2015	October 1, 2007 – Library Assistant	23 years (1996- Till date)	Not qualified to be assistant librarian  Has no research masters. She is required to upgrade to research masters.