



GHANA COMMUNICATION TECHNOLOGY UNIVERSITY



BASIC LAWS

OF THE GHANA COMMUNICATION
TECHNOLOGY UNIVERSITY



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OF THE GHANA COMMUNICATION
TECHNOLOGY UNIVERSITY**

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**GHANA COMMUNICATION TECHNOLOGY
UNIVERSITY ACT 2020
(ACT 1022)**



GHANA COMMUNICATION TECHNOLOGY UNIVERSITY ACT, 2020 (ACT 1022)

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REPUBLIC OF GHANA

THE ONE THOUSAND AND TWENTY-SECOND ACT
OF THE PARLIAMENT OF THE REPUBLIC OF GHANA
ENTITLED

GHANA COMMUNICATION TECHNOLOGY UNIVERSITY ACT,
2020

AN ACT to establish the Ghana Communication Technology University
as a public tertiary education institution and to provide for related matters.

DATE OF ASSENT: 13TH August, 2020

PASSED by Parliament and assented to by the President



Establishment of the Ghana Communication Technology University

1. (1) There is established by this Act, the Ghana Communication Technology University as a body corporate.
- (2) The University may for the performance of the functions of the University, acquire and hold property, dispose of property and enter into a contract or other transaction that relates to the aims of the University.
- (3) Where there is a hindrance to the acquisition of land, the land may be acquired for the University under the State Lands Act, 1962 (Act 125) and the costs shall be borne by the University.

Aims of the University

2. (1) The aims of the University are to provide a viable centre for higher education in information and communication technology and to undertake research in accordance with the following objectives:
 - (a) promote education, training and capacity building in academic disciplines related to information and communication technology;
 - (b) provide global consultancy service to both the private sector and the public sector;
 - (c) promote basic and applied research;
 - (d) create an entrepreneurial environment that will support innovation and product incubation development; and
 - (e) foster university-industry linkages.
- (2) For the purpose of achieving the aims of the University, the University shall have
 - (a) Schools, Faculties, Institutions and Centres related to information and communication technology; and
 - (b) any other related programmes determined by the Council.

Campuses of the University

3. (1) The University shall establish the main campus of the University at Tesano, Accra.
- (2) The University may establish other campuses in any other place as the Council may determine.



Award of Degrees

4. (1) The University shall award degrees including honorary degrees, diplomas and certificates.
- (2) The University may withdraw a degree, diploma or certificate that the University has awarded, where the University has evidence that,
- (a) the degree, diploma or certificate was obtained through fraud or academic malpractice; or
 - (b) the process of acquiring the degree, diploma or certificate was tainted by an act that in the opinion of the University undermines the integrity of the award.

Administration

The University Council

5. (1) The governing body of the University is a Council consisting of
- (a) a chairperson nominated by the President;
 - (b) the Vice-Chancellor of the University;
 - (c) one representative of the Ministry of Education not below the rank of a Director nominated by the Minister;
 - (d) two senior members of the University elected by the Convocation representing the professorial and non-professorial staff;
 - (e) one representative of the Conference of Heads of Assisted Secondary Schools nominated by the Conference of Heads of Assisted Secondary Schools;
 - (f) three persons nominated by the President, at least one of whom is a woman;
 - (g) one representative of the students, nominated by the Students' Representative Council of the University;
 - (h) one representative of the alumni of the University nominated by the alumni of the University;
 - (i) one representative of graduate students of the University nominated by the graduate students of the University;
 - (j) one representative of tertiary education workers nominated by the tertiary education workers;
 - (k) one representative of the administrators of the University nominated by the administrators; and
 - (l) one representative of the academic staff nominated by the teacher associations of the academic staff.
- (2) The Chairperson and other members of the Council shall be appointed by the President, in accordance with article 70 of the Constitution.



(3) The President, in making the nominations under paragraphs (a) and (f) of subsection (1), shall have regard to the academic qualifications, leadership qualities, expertise in finance, management, knowledge and related experience of the nominees in matters relevant to academic and public administration and management.

Functions of the Council

6. The Council shall:

- (a) ensure the implementation of the aims of the University;
- (b) approve plans and programmes of the University;
- (c) prescribe the terms and conditions for the admission of a person selected for any course of study and training organised by the University;
- (d) institute awards and scholarship schemes in furtherance of the aims of the University;
- (e) approve the appointments and promotions of Deans, Directors and Heads of Departments on the recommendations of the Appointments and Promotions Committee of the Academic Board or as may be prescribed in the Statutes of the University;
- (f) make professorial level appointments for the University on the recommendation of the Appointments and Promotions Committee of the Academic Board or as may be prescribed in the Statutes of the University;
- (g) ensure the proper use of funds and timely audit of the finances of the University;
- (h) oversee the internal organisation of the University including the establishment, variation and supervision of academic divisions, departments and faculties;
- (i) publish annual reports relating to the activities of the University;
- (j) approve annual estimates of the income and statement of accounts of the University; and
- (k) perform any other function that is incidental to the achievement of the aims of the University.



Establishment of Committees

7. (1) For the purpose of achieving the aims of the University, the Council may establish standing or ad-hoc committees, made up of members or non-members of the Council and assign the Committees functions that the Council considers appropriate.
- (2) A Committee comprised entirely of non-members of the Council shall be advisory only.

Tenure of Office of Members of the Council

8. (1) A member of the Council other than the Vice-Chancellor and an ex-officio member shall hold office for a period of three years and is eligible for re-appointment for another term only.
- (2) A member shall not represent more than one person or institution specified under section 5.
- (3) Where a member of the Council is absent from three consecutive meetings without reasonable cause, the office of that member shall become vacant.
- (4) A member of the Council, other than the Vice-Chancellor and an ex-officio member, may resign from office in writing addressed to the President through the Minister.
- (5) The President may revoke the appointment of a member for stated misconduct, inability to perform the functions or for any other just cause.
- (6) Where the office of a member becomes vacant by reason of death, resignation or the absence of the member from three consecutive meetings without reasonable cause, another person nominated by the relevant body shall be appointed for the unexpired term of the office.
- (7) The Chairperson of the Council shall, through the Minister, notify the President of any vacancy that occurs in the membership of the Council within thirty days of the occurrence of the vacancy.

Meetings of the Council

9. (1) The Council shall meet at least three times in each academic year for the despatch of business at a time and place determined by the Chairperson.
- (2) The Chairperson of the Council shall, upon the request of not less than one-third of the members, convene a special meeting of the Council.
- (3) The quorum at a meeting of the Council is eight members.
- (4) The Chairperson shall preside at each meeting of the Council and in the



absence of the Chairperson, a member of the Council elected by members present from among their number shall preside.

(5) Matters before the Council shall be decided by a simple majority of the members present and voting and in the event of an equality of votes, the person presiding shall have a casting vote.

(6) The Council may co-opt a person to attend and participate in any of the meetings but a co-opted person is not entitled to vote at a meeting.

(7) The proceedings of the Council are not invalidated by reason of a vacancy among the members or by a defect in the appointment or qualification of a member.

(8) Unless otherwise provided, the Council shall determine and regulate the procedure for the meetings of the Council.

Disclosure of Interest

10. (1) A member of the Council who has an interest in a matter for consideration

(a) shall disclose the nature of interest and the disclosure shall form part of the record of the consideration of the matter; and

(b) is disqualified from being present at or participating in the deliberations of the Council in respect of that member who has an interest in a matter.

(2) A member ceases to be a member of the Council if that member has an interest before the Council and

(a) fails to disclose that interest; or

(b) is present at or participates in the deliberations of the Council in respect of that matter.

(3) Without limiting any further cause of action that may be instituted against the member, the Council shall recover the benefit derived by a member who contravenes subsection (1) in addition to the revocation of the appointment of that member.

(4) This section applies to a member of a committee of the Council.

Allowances

11. Members of the Council and members of a committee of the Council shall be paid allowances approved by the Minister in consultation with the Minister responsible for Finance.



General Powers of the Council

12. (1) The Council may provide for any act or thing in relation to the University which the Council considers necessary or expedient.
- (2) The conferment of particular powers on the Council by other provisions of this Act shall not be taken to limit the generality of this section.

Principal Officers of the University

13. (1) The Principal Officers of the University are
 - (a) the Chancellor;
 - (b) the Chairperson of the Council; and
 - (c) the Vice-Chancellor.
- (2) The Principal Officers of the University shall, before assuming office subscribe to the oaths as specified in the Schedule.

Chancellor

14. (1) The University shall have a Chancellor who is appointed by the Council and who takes precedence over the other officers of the University.
- (2) The criteria and modalities for appointment of the Chancellor shall be prescribed by the Statutes.
- (3) The Chancellor shall hold office for a term of five years and is eligible for re-appointment for another term only.
- (4) The Chancellor shall preside at Congregation, meetings and ceremonies of the University at which the Chancellor is present.
- (5) The Chancellor shall be served with the summons, minutes and other documents related to meetings of the Council and may attend the meetings.
- (6) The Chancellor shall confer on qualified persons, degrees, diplomas and certificates awarded by the University in accordance with this Act and procedures prescribed by the Statutes.
- (7) The Chancellor may delegate a function under subsection (6) by directives in writing to the Council.
- (8) Without limiting the other roles of the Chancellor, where the integrity and welfare of the University are threatened by any matter, the Chancellor may, in consultation with the Council, intervene.

Vacancy in the Office of the Chancellor

15. (1) The office of the Chancellor shall become vacant on
 - (a) resignation;
 - (b) death;



- (c) removal from office; or
- (d) the expiry of the term of office.
- (2) The grounds and procedures for the removal of the Chancellor from office shall be contained in the Statutes.

Vice-Chancellor of the University

16. (1) The University shall have a Vice-Chancellor who is appointed by the Council.
- (2) The Vice-Chancellor shall hold office on the terms and conditions specified in the letter of appointment.
 - (3) The Vice-Chancellor shall hold office for a term of four years and is eligible for re-appointment for another term only.
 - (4) The Vice-Chancellor is the academic and administrative head and chief disciplinary officer of the University.
 - (5) The Vice-Chancellor is responsible to the Council for maintaining order and ensuring the effective and efficient administration of the University.
 - (6) The Vice-Chancellor shall perform such other functions as may be prescribed by the Council in the Statutes of the University.

Vacancy in the office of the Vice-Chancellor

17. (1) The Office of the Vice-Chancellor shall become vacant on
- (a) resignation;
 - (b) death
 - (c) removal from office; or
 - (d) the expiry of the term of office.
- (2) The grounds and procedures for the removal of the Vice-Chancellor from office shall be contained in the Statutes.

Pro Vice-Chancellor of the University

18. (1) The Council shall appoint at least one Pro Vice-Chancellor for the University in accordance with the Statutes.
- (2) A Pro Vice-Chancellor shall hold office for a term of three years and is eligible for re-appointment for another term only.
 - (3) A Pro Vice-Chancellor shall attend a meeting of the Council but shall not vote at the meeting.
 - (4) A Pro Vice-Chancellor shall be assigned duties as specified in the Statutes.
 - (5) The Council may appoint an additional Pro-Vice Chancellor to perform other functions as determined by the Council.



(6) The Pro Vice-Chancellor in charge of Academic Affairs shall perform the functions of the Vice-Chancellor in the absence of the Vice-Chancellor.

(7) A Pro Vice-Chancellor shall, before assuming office, take and subscribe to the Oath of Office and the Oath of Secrecy as specified in the Schedule.

Registrar of the University

19. (1) The Council shall appoint a Registrar for the University.

(2) The Registrar shall hold office on the terms and conditions specified in the letter of appointment in accordance with the Statutes.

(3) The Registrar shall be appointed for a term of four years and is eligible for re-appointment for another term only.

(4) The Registrar is responsible to the Vice-Chancellor for the day-to-day administration of the affairs of the University.

(5) The Registrar is the Secretary to the

(a) Council;

(b) Academic Board; and

(c) other boards and committees that may be set up by Statutes.

(6) The Registrar shall

(a) arrange the business of the Council;

(b) attend the meetings of the Council;

(c) record and keep the minutes of the meetings of the Council; and

(d) perform any other functions that the Council or the Vice-Chancellor may direct.

(7) The Registrar shall, before assuming office, take and subscribe to the Oath of Office and the Oath of Secrecy as specified in the Schedule.

Director of Finance

20. (1) The Council shall appoint a Director of Finance for the University, who shall perform functions as prescribed in the Statutes.

(2) The Director of Finance shall be appointed for a term of four years and is eligible for re-appointment for another term only.

(3) The Director of Finance is responsible to the Vice-Chancellor in the performance of the functions of the Director of Finance.

(4) The Director of Finance shall before assuming office take and subscribe to the Oath of Office and the Oath of Secrecy as specified in the Schedule.



Appointment of Academic, Administrative and Other Staff

21. (1) The Council may appoint academic, administrative and other staff as are necessary for the effective and efficient performance of the functions of the University.
- (2) The terms and Conditions of service of persons appointed under subsection (1) shall be determined by the Council.
- (3) The Council may delegate to the Vice-Chancellor, the power of appointment under subsection (1).

Academic Board

22. There is established by this Act, an Academic Board of the University which is answerable to the Council.

Composition of the Academic Board

23. (1) The Academic Board consists of
- (a) the Vice-Chancellor who is the Chairperson;
 - (b) the Pro Vice-Chancellor of Academic Affairs;
 - (c) the Dean or a representative of each faculty of School;
 - (d) the Professors and Associate Professors of the University;
 - (e) the Registrar of the University or a representative of the Registrar;
 - (f) the Librarian of the University;
 - (g) Directors of Institutes and Centres;
 - (h) Heads of Academic Departments;
 - (i) four other members elected by Convocation in accordance with the Statutes of the University; and
 - (j) any other person prescribed by the Statutes of the University.
- (2) The Board may establish standing and ad-hoc committees for the purpose of carrying out the functions of the Board under this Act and as may be determined by the Statutes enacted by the Council except that a Committee comprised entire-ly of non-members shall be advisory only.
- (3) A person who is a member of the Board by virtue of office may be represented at a meeting by a person designated by that member.



Functions of the Academic Board

24. The Board shall, subject to the powers of the Council,

- (a) determine the criteria for the admission of students into the University;
 - (b) decide matters that relate to the award of bursaries and scholarships at the University;
 - (c) determine
 - (i) the content of curricula for the University;
 - (ii) the academic standards, validations and review of courses;
 - (iii) the policy and procedures for the award of qualifications; and
 - (iv) the policy and procedures for the assessment and examination of students and for the discipline of students;
 - (d) regulate and assess the academic work of the University in the areas of teaching and research;
 - (e) consider the resources required to support the academic activities of the University;
 - (f) prepare and submit reports including recommendations on any matter affecting the University; and
 - (g) perform any other functions specified in the Statutes of the University.
- (2) Without limiting subsection (1), the Board shall advise the Council generally and in particular on academic matters of the University.

Internal Organisation of the University

25.(1) Subject to this Act, the Council may make arrangements as the Council considers appropriate for the internal organisation of the University, including the

- (a) establishment, variation and supervision of Academic Divisions, Schools, Halls of Residence, Departments, Hostels and other bodies on the campus at Tesano in Accra, and any other place as the Council may determine;
- (b) award of professorships and promotion of lecturers;
- (c) appointment and promotion of academic or administrative staff;
- (d) award of degrees, diplomas and certificates;
- (e) conferment of honorary degrees and other awards; and
- (f) award of fellowships, scholarships, bursaries and prizes.

(2) The University may

- (a) enter into an agreement or relationship with another institution whether



academic or non-academic within or outside the country; and

(b) incorporate within the University, another institution or body, taking over the property, rights, privileges and liabilities of that institution or body.

(3) The Council shall exercise the power referred to in subsection (1), only after consultation with the Academic Board on matters which in the opinion of the Council are academic matters.

Student Governance

26. (1) The University shall have a Students' Representative Council.

(2) The Students' Representative Council is responsible for representing students duly admitted and registered to study at the University.

(3) The constitution and other governing instruments of the Students' Representative Council shall

(a) be drawn up by the students subject to the approval of the Academic Board; and

(b) conform to this Act, the Statutes of the University and any other rules, regulations, directives and edicts duly issued by the University.

(4) The Statutes of the University may grant the Students Representative Council representation on appropriate bodies and organs of the University.
Statutes of the University

27. The Council shall enact Statutes which shall in particular,

(a) regulate the

(i) appointment;

(ii) conditions of service;

(iii) termination of appointment; and

(iv) retirement benefits;

of the employees of the University;

(b) determine the persons who form the academic staff of the University;

(c) determine the persons who are authorised to enter into transactions, sign contracts, cheques and other documents and negotiate instruments on behalf of the University and to regulate the procedure in relation to transactions entered into by the University;

(d) determine the academic calendar of the University;

(e) ensure that the seal of the University is kept under proper custody and is used only on the authority of the Council;

(f) determine the rules and procedures relating to the discipline of students and staff of the University;



- (g) determine the procedure for the assessment and award of degrees, diplomas and certificates;
- (h) determine the award of fellowships, scholarships, bursaries and prizes; and
- (i) provide for any matter which is required by this Act to be prescribed by Statute.

Procedure for Enacting Statutes

- 28.(1) For the purpose of enacting a Statute, the Council shall cause a draft of the Statute to be prepared and circulated to the members of the Council at least fourteen days before the meeting at which it is to be considered.
- (2) Written notice on amendments shall be circulated to members at least three days before the meeting.
- (3) After consideration at the meeting, the draft may be provisionally approved either with or without amendment.
- (4) The Statute as provisionally approved shall be circulated to the members of the Council and where in the opinion of the Council the Statute affects academic matters, the Statute shall be circulated to the members of the Academic Board, at least seven days before the meeting at which the Statute is to be confirmed.
- (5) A provisional Statute shall be confirmed without amendment at a meeting of the Council held not less than one month and not more than six months after the meeting at which the Statute was provisionally approved.

Convocation

- 29.(1) There shall be a Convocation of the University with the membership prescribed by the Statutes of the University.
- (2) The Registrar shall compile a register of members of Convocation which shall be published each academic year.
- (3) A person whose name appears on the register is entitled to attend and vote at the Convocation.
- (4) The Convocation shall meet at least once each academic year at a time and place determined by the Vice-Chancellor.
- (5) Despite subsection (4), the Convocation shall meet upon a request made by a number of members as prescribed in the Statutes of the University.
- (6) The Convocation shall receive and discuss a report from the Vice-Chancellor on the state of the University and future plans of the University.
- (7) The Convocation may express an opinion on any matter that affects the University and may refer the matter to the Council or Academic Board.



Congregation

- 30.(1) The University may hold a Congregation at a time and place determined by the Council for the purpose of awarding degrees, diplomas and certificates and for conferring honorary degrees.
- (2) A Congregation of the University shall consist of the Chancellor, the Council, the Board members of Convocation, graduates of the University and any other person prescribed by the Statutes.

Financial Matters

Funds of the University

- 31.(1) The Funds of the University include
- (a) monies approved by Parliament;
 - (b) internally generated funds consisting of
 - (i) fees paid by students of the University;
 - (ii) fees, charges and dues in respect of services rendered by or through the University;
 - (iii) proceeds from sale of publications of the University;
 - (iv) subscriptions, rents and royalties;
 - (c) grants and loans;
 - (d) returns on investments;
 - (e) donations and gifts; and
 - (f) monies from any other source approved by the Council.
- (2) Any sum of money received by or on behalf of the University shall be paid into a bank account of the University opened by or on the authority of the Council and with the approval of the Controller and Accountant-General.
- (3) The Council may invest the funds of the University that are not required for immediate use as the Council considers appropriate.

Borrowing Powers

- 32.(1) Subject to article 181 of the Constitution and section 76 of the Public Financial Management Act, 2016 (Act 921), the University may borrow money.
- (2) The University may, for the purpose of borrowing money under subsection (1), use a property of the University as security.



Management of the Finances of the University

33. (1) The Council shall control and manage the finances of the University and determine matters on the financial administration of the University.
- (2) Without limiting subsection (1), where matters concerning the financial administration of the University affect the education policy of the University, the Council shall, before determining the matter, consult the Board and consider any recommendations or report of the Board.

Internal Audit Unit

34. (1) The University shall have an Internal Audit Unit in accordance with section 83 of the Public Financial Management Act, 2016 (Act 921).
- (2) The Internal Audit shall be headed by an Internal Auditor who shall be appointed in accordance with the Internal Audit Agency Act, 2003 (Act 658).
- (3) The Internal Auditor is responsible for the internal audit of the University.
- (4) The Internal Auditor shall, subject to subsections (3) and (4) of section 16 of the Internal Audit Agency Act, 2003 (Act 658), at intervals of three months
- (a) prepare and submit to the Council, a report on the internal audit carried out during the period of three months immediately preceding the preparation of the report; and
- (b) make recommendations in each report with respect to matters which appear to the Internal Auditor as necessary for the conduct of the affairs of the University.
- (5) The Internal Auditor shall, in accordance with subsection (4) of section 16 of the Internal Audit Agency Act, 2003 (Act 658), submit a copy of each report prepared under this section to the Minister and the Chairperson of the Council.

Accounts and Audit

35. (1) The Council shall ensure that the University keeps books, records, returns and other documents relevant to the accounts in the form approved by the Auditor-General.
- (2) The Council shall submit the annual accounts of the University to the Auditor-General for audit at the end of the financial year.
- (3) The accounts shall be under the signature of the Vice-Chancellor and the Director of Finance.
- (4) The Auditor-General shall, within six months after the end of the immediately preceding financial year



- (a) audit the accounts and submit the report to Parliament; and
- (b) forward a copy each of the audit report to the Minister and the Council.
- (5) The financial year of the University is the same as the financial year of the Government.

Annual Report and Other Reports

36. (1) The council shall, within three months after the end of each academic year, submit a report to the Minister covering the activities of the University for the year to which the report relates and make that report available to the regulatory body responsible for regulating tertiary education.
- (2) The report submitted under subsection (1) shall include the report of the Auditor-General.
- (3) The Minister shall, within thirty days after the receipt of the annual report, submit the report to Parliament with a statement that the Minister considers necessary.
- (4) The Council shall also submit to the Minister any other reports which the Minister may require in writing.

Exemption from Taxes, Duties and Other Charges

37. The University is exempt from the payment of taxes, duties and other charges that the Minister responsible for Finance may determine with the prior approval of Parliament.

Miscellaneous Matters

Anti-discrimination

38. (1) Without limiting any policy of the University on affirmative action, the University, or an officer of the University shall not discriminate against a person on the basis of that person's race, ethnic origin, political opinion, colour, gender, occupation, religion or creed, disability, social or economic status to determine whether that person is to be
- (a) admitted as a student of the University;
 - (b) registered as a student of the University;
 - (c) permitted to graduate from the University;
 - (d) appointed as an academic staff or other staff member;



- (e) promoted as an academic staff or other staff member; or
 - (f) granted any advantage, privilege or other benefit accorded to all other persons.
- (2) For the purpose of subsection (1), “an officer of the University” includes a Principal Officer, staff or other employee, an agent, servant or any other person performing or acting in an official capacity for or on behalf of the University.
- (3) For the purpose of this section, “discriminate” means to give different treatment to different persons attributable only or mainly on the grounds stated in subsection (1).

Matriculation

- 39.(1) A student admitted to the University, shall take a Matriculation Oath and sign the Matriculation Register as provided for in the Statutes of the University.
- (2) A student who fails to sign the Matriculation Register shall be prevented by the University from graduating.

Intellectual Property

- 40.(1) The intellectual property right in a work, research or other intellectual enterprise, funded or otherwise undertaken with the resources of the University, shall vest in the University.
- (2) The Statutes of the University shall provide for the creation, ownership and the use of intellectual property, including copyright, patents, trademarks, trade names and industrial designs by employees of the University in accordance with the laws on intellectual property.
- (3) The Council shall for the purpose of subsection (2), determine the incentives for persons who undertake any work, research or other intellectual enterprise, funded or otherwise undertaken with the resources of the University, to enable those persons benefit from their work, research or the intellectual enterprise.

Appeals

- 41.(1) There is established by this Act, the Ghana Communication Technology University Appeals Board.
- (2) The Council shall appoint the members of the Appeals Board.
- (3) The Appeals Board shall consist of
- (a) a Chairperson who is a retired Justice of the Superior Courts of Judicature or a lawyer qualified to be so appointed;
 - (b) two lawyers of at least ten years standing at the Bar who are persons of high moral integrity, one of whom is a woman; and



(c) two persons who are not lawyers or employees of the University who are persons of high moral integrity, one of whom is a woman.

(4) The Appeals Board shall hear and determine on appeal, matters on

(a) an act or omission in contravention of this Act or the Statutes enacted by the Council;

(b) breach of an employment contract by the University;

(c) the promotion of persons duly employed by the University;

(d) grievances by a student against the University on matters related to welfare and discipline; or

(e) any other matter or dispute referred to the Appeals Board by the Council.

(5) The Chairperson and two other members of the Appeals Board, constitute a panel for the hearing and determination of a case or matter before the Appeals Board.

(6) In the absence of the Chairperson, one of the two lawyers as specified in paragraph (b) of subsection (3), shall act as Chairperson.

(7) The Council shall establish the rules and procedure which govern

(a) the operation of the Appeals Board;

(b) the appointment and remuneration of the members of the Appeal Board;

(c) the functions of the Chairperson;

(d) the establishment of the Secretariat of the Appeals Board, and

(e) any other relevant matter.

Interpretation

42. In this Act, unless the context otherwise requires, “academic year” in relation to teaching appointment, retirement and related matters means the period from the 1st day of August in a calendar year to the 31st day of July of the next following year or any other period determined by the Academic Board; “Board” means the Academic Board of the University Established under section 22;

“calendar” means the official programme of activities of the University with respective dates;

“Convocation” means the Principal Officers of the University and all other senior members of the University appointed by the Council or Academic Board who are registered by the Registrar as members of Convocation;

“Council” means the governing body of the University established under section 5; “junior member” means a student enrolled for the time being in the University; “junior staff” means a person in the employment of the University of a rank below the Administrative Assistant or its equivalent;



“matriculation” means a process by which a person is formally recognized as a student of the University;

“Minister” means the Minister responsible for Education; “operative date” means the day on which a Statute is enacted; “professor” means a full professor; “professorial status” means the ranks of professor and associate professor “Pro Vice-Chancellor” means the person appointed under section 18 to the office of Pro Vice-Chancellor of the University;

“Statutes” means administrative guidelines enacted by the University Council in accordance with this Act to govern the internal operation of the University; “support staff” means a person other than senior staff employed by the University who is an Administrative Assistant or of a rank lower than an Administrative Assistant;

“University” means the Ghana Communication Technology University established under section 1; and

“Vice-Chancellor” means the person appointed under section 16 of this Act.

Transitional Provisions

43. (1) A contract entered into by the Ghana Technology University College shall have effect as if entered into by the University and obligations and liabilities subsisting against the governing body of the Ghana Technology University College immediately before the coming into force of this Act shall, on the coming into force of this Act, subsist between the Council established under this Act and that other person.

(2) Subject to this Act, the assets, liabilities, rights and property held by or on behalf of or for the purpose of the Ghana Technology University College in existence immediately before the coming into force of this Act and all persons employed for or by the Ghana Technology University College are by this section transferred to the University established under this Act.

(3) Until the date of the first meeting of the Council or within twelve months of the coming into force of this Act, the governing body of the Ghana Technology University College shall have and exercise the powers conferred by this Act on the Council.



(4) Any act lawfully made or done by the governing body of the Ghana Techno- gy University College before the coming into force of this Act shall have the same effect as if done by the Council.

SCHEDULE
(Section 13(2), 18(7), 19(7) and 20(4))

Part I Oath of Office

I.....do (in the name of the Almighty God (swear) (solemnly affirm) that I will at all times, well and truly serve the Ghana Communication Technology University and the Republic of Ghana in the Office of and that I will uphold, preserve, protect and defend the University as by law established. (So help me God).

(To be sworn before the President or such other person as the President may designate).

Part II Oath of Secrecy

I, holding the office of do (in the name of the Almighty God) (swear) (solemnly affirm) that I will not directly or indirectly communicate or reveal to any person any matter which shall be brought under my consideration or shall come to my knowledge in the discharge of my official duties except as may be required for the discharge of my official duties or as may be specifically permitted by law. (So help me God).

(To be sworn before the President or such other person as the President may designate).

Date of Gazette notification: 13th August, 2020



STATUTES OF THE GHANA COMMUNICATION TECHNOLOGY UNIVERSITY



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1. Definition of Terms

In these Statutes, unless the context otherwise requires:

“Academic Board” means the Academic Board of the Ghana Communication Technology University and its Business and Executive Committee as established by the Act and these Statutes;

“Academic year” means the period between 1st August to the 31st July of the following year or any other period determined by the Academic Board;

“The Act” means the Act that established the University;

“Alumni” means all Graduates of the University;

“Calendar” means the official programme of activities of the University with dates;

“Centre” means an establishment whose primary focus is multi-disciplinary research or extension services and in furtherance of which it may undertake training or teaching of persons who are associated with institutions that are outside the University for the award of professional University diplomas or certificates; multi-disciplinary research; advocacy or consultancy and headed by a Director;

“Congregation” means the assembly composed of members of the University Council, present and retired members of Convocation, graduates of the University and honorary graduates as summoned by the Chancellor, or in his or her absence by the Council Chair, for the purposes of receiving reports and witnessing the ceremony of awarding degrees, diplomas and certificates of the University and for any other purpose as the Council Chair may determine;

“Convocation” means the assembly composed of the Council Chair and Senior Members;

“Council” means the Governing body of the University as constituted by the Act;



“Department” means a division of a faculty or School that is concerned with teaching and research in a recognisable academic discipline and is headed by a Head of Department;

“Employee” means senior members and staff of the University;

“Faculty”/“School” means a collection of related Academic Departments, headed by a Dean;

“Junior Member” means a student enrolled in the University;

“Junior Staff” means persons employed by the University of the rank lower than Administrative Assistant or its equivalent;

“Matriculation” means a meeting to formally admit new junior members to the University;

“Nominators” means the Board of Nominators appointed in accordance with these Statutes;

“Learning Centre” means an Academic Unit of the University located other than the main campus of the University and headed by Coordinators;

“Lecturer” means Senior Lecturer, Lecturer, Assistant Lecturer or a Research Fellow;

“Professorial Status” means Professor and Associate Professor, unless where otherwise specified;

“Registrary” means the collection of non-academic divisions of the University;

“Registry” means the Central Administration under the Registrar;

“Satellite Campus” means a branch of the University that is physically at a distance from its main campus as established by the Council and made semi-autonomous;



“Senior Management” means the Vice-Chancellor, Pro Vice-Chancellor, Registrar, and any other person(s) that the Vice-Chancellor may co-opt from time to time;

“Senior Member” means academic, administrative and professional employee who has a minimum of Master’s degree or who by appointment becomes member of Convocation;

“Senior Staff” means persons employed by the University of the rank lower than Senior Member but higher than Junior Staff with University Diploma or Bachelor Degree or have been appointed by the University to the status;

“Statutes” with initial upper case means this entire document; and “statute” with initial lower case means a provision of this document;

“Unit” means the part of a non-academic division within a Directorate and headed by a Head intended to render a specialised, coordinating or support service;

“University” means the Ghana Communication Technology University (GCTU) comprising its main campus and its satellite campuses, learning centres, and its institutes;

“University Management” means the Vice-Chancellor, the Pro Vice-Chancellor, the Registrar, Deans, and Directors;

“University Property” consists of any property, movable or immovable, which belongs to the University as well as any property which the University shall acquire by way of gift or purchase;

“TEWU” means Tertiary and Educational Workers Union; **“GAUA”** means Ghana Association of University Administrators; **“GTEC”** means Ghana Tertiary Education Commission; **“UTAG”** means University Teachers Association of Ghana; **“SRC”** means the Student Representative Council; **“GRASAG”** means the Graduate Students Association of Ghana;



“**CTVET**” means the Commission for Technical and Vocational Education and Training

For the avoidance of doubt, words in the singular include the plural and words in the plural include the singular

2. Enactment Clause

These Statutes are made in accordance with the powers conferred on the University Council under section 27 of the Act.

3. Members of the University

Members of the University shall comprise the following:

- (1) Chancellor,
- (2) Chairperson of the University Council,
- (3) Members of the University Council,
- (4) Employees,
- (5) Junior Members,
- (6) Alumni,
- (7) Honorary Degree Holders,
- (8) Former Members of Council, and,
- (9) Pensioners.

4. The Chancellor

- (1) The University shall have a Chancellor who shall be appointed by the Council and who takes precedence over all other officers of the University.
- (2) The Chancellor shall hold office for a term of five (5) years and is eligible for re-appointment for another term only
- (3) The Chancellor shall be furnished with the summons, minutes, and other documents related to meetings of the Council and may attend the meetings.
- (4) The Chancellor shall confer on qualified persons, degrees, diplomas and certificates awarded by the University in accordance with the Act and procedures prescribed in these Statutes.
- (5) The Chancellor shall preside at Congregation and other meetings and ceremonies of the University at which the Chancellor is present.



- (6) The Chancellor may delegate a function under subsection (5) by directives in writing to the Council.
- (7) Without limiting the other roles of the Chancellor, where the integrity and welfare of the University are threatened by any matter, the Chancellor may, in consultation with the Council, intervene.
- (8) The Chancellor may be relieved of his or her post by Council on grounds of incapacity; persistent absence without justification; conviction of a criminal offence involving dishonesty, fraud or moral turpitude; or for gross misconduct.
- (9) The Chancellor shall be entitled to know the grounds for removal.

5. Appointment of the Chancellor

- (1) The office of the Chancellor shall be vacant on
 - (a) resignation
 - (b) death
 - (c) removal from office; or
 - (d) the expiry of the term of office.
- (2) The mode of appointment of the Chancellor shall be as specified in Schedule G of these Statutes. There shall be a board known as the Board of Nominators who shall be responsible for the nomination of persons to be considered for the position of Chancellor.
- (3) The Board of Nominators shall propose to the Academic Board, after diligent search and enquiry, the names of at least two persons who
 - (a) must be citizens of Ghana;
 - (b) must have distinguished themselves in the world of letters, science, business or University Relations; and,
 - (c) in the opinion of the Board of Nominators, are fit and proper persons.
- (4) The Board of Nominators shall comprise:
 - (a) a Chairperson and one other Member of Council nominated by Council;
 - (b) two representatives of Convocation;
 - (c) one representative of Alumni Association;
 - (d) one representative each of the Student Representative Council (SRC);
 - (e) One representative of the Graduate Students Association of Ghana (GRASAG);
 - (f) one representative of UTAG;
 - (g) one representative of GAUA;



- (h) one representative of Senior Staff; and,
 - (i) one representative of TEWU.
- (5) A person shall not be nominated and elected to the Office of Chancellor unless he or she satisfies the requirements of Article 94 Clause 2(b)-(e) of the Constitution of the Republic of Ghana.
- (6) The Board of Nominators shall not submit the name of the person for appointment as Chancellor without the prior consent of that person in writing.
- (7) When the Nominators have agreed on the candidates for the Office of Chancellor, the Council and the Academic Board shall, at a joint session convened for the purpose, elect without debate one of the persons proposed to the Office of Chancellor.
- (8) Where the joint session is unable to act on the recommendations of the Nominators the whole process of nomination shall continue until a person is elected.

6. The University Council

- (1) The University Council shall be the governing body of the University as established by the Act and shall formulate policies for the University but leave the execution of those policies to its administrative agents, acting under its general supervision.

(2) Composition of the Council

- (a) A Chairperson nominated by the President;
- (b) the Vice-Chancellor of the University;
- (c) one representative of the Ministry of Education not below the rank of a Director nominated by the Minister;
- (d) two senior members of the University elected by the Convocation representing the professorial and non-professorial staff;
- (e) one representative of the Conference of Heads of Assisted Secondary Schools nominated by the Conference of Heads of Assisted Secondary Schools;
- (f) three (3) other persons nominated by the President of the Republic of Ghana, at least one of whom shall be a woman;



- (g) one representative of the students, nominated by the Students' Representative Council of the University;
 - (h) one representative of the alumni of the University nominated by the alumni of the University;
 - (i) one representative of graduate students of the University nominated by the graduate students of the University;
 - (j) one representative of tertiary education workers nominated by the tertiary education workers;
 - (k) one representative of the administrators of the university nominated by the administrators; and
 - (l) one representative of the academic staff nominated by the teacher associations of the academic staff.
- (3) The Chairperson and three (3) other members of the Council shall be appointed by the President in accordance with article 70 of the Constitution.

(4) Functions of the Council

The Council shall

- (a) Ensure the implementation of the aims of the University;
- (b) Approve plans and programmes of the University;
- (c) Prescribe the terms and conditions for the admission of a person selected for any course of study and training organized by the University;
- (d) Institute awards and scholarship schemes in furtherance of the aims of the University;
- (e) Approve the appointments and promotions of Deans, Directors and Heads of Departments on the recommendations of the Appointments and Promotions Committee of the Academic Board or as prescribed in these Statutes;
- (f) Make professorial level appointments for the University on the recommendation of the Appointments and Promotions Committee of the Academic Board or as may be prescribed in this Statutes;
- (g) Ensure the proper use of funds and timely audit of the finances of the University;
- (h) Appoint Committees as specified in Schedule A of these Statutes;
- (i) Oversee the internal organisation of the University including the establishment, variation and supervision of the academic divisions, departments and faculties;
- (j) Publish annual reports relating to the activities of the University;



- (k) Approve annual estimates of the income and statement of accounts of the University; and,
- (l) Perform any other function that is incidental to the achievement of the aims of the University.

(5) Powers of the Council

Council shall have power to:

- (a) formulate in consultation with relevant bodies the strategic vision and mission, long-term academic and business plans and key performance indicators of the University;
- (b) determine the authority limits for the use of finances of the University;
- (c) control the property, funds and investments of the University and may, on behalf of the University, sell, buy, exchange and lease and accept leases of such property;
- (d) borrow money on behalf of the University and use the property of the University as security;
- (e) generally, enter into, carry out, vary or cancel contracts;
- (f) delegate authority to the Vice-Chancellor or any other official of the University;
- (g) establish processes for the monitoring and evaluation of the performance of itself and any other person or establishment of the University;
- (h) keep under review the policies, procedures and limits within which the management functions of the University are carried out by the Vice-Chancellor and other officers of the University;
- (i) safeguard the good name and values of the University;
- (j) appoint or dismiss the Vice-Chancellor, the Pro Vice-Chancellor(s), the Deans, Directors, Registrar, Deputy Registrars and Professors of the University;
- (k) award honorary degrees on the recommendation of the Academic Board; and
- (l) set up standing and ad-hoc committees composed of members and/or non-members and assign them such functions as are not inconsistent with the Act and these Statutes. The standing committees for the time being shall be as specified in Schedule A of these Statutes.
- (m) For the avoidance of doubt, Council shall have power to create new establishments or merge or abolish existing establishments.



(6) Term of Office of Council

- (a) A member of the Council other than the Vice-Chancellor and an ex-officio member shall hold office for a period of three years and is eligible for re-appointment for another term only.
- (b) Members representing various groups shall serve the term in accordance with arrangements governing that particular group.
- (c) A member shall not represent more than one person or institution specified in 6 (2) of the Statutes.
- (d) Where a member of the Council is absent for three consecutive meetings without reasonable cause, the office of that member shall become vacant.
- (e) A member of Council, other than the Vice-Chancellor and an ex-officio member, may resign from office in writing addressed to the President through the Minister.
- (f) The President may revoke the appointment of a member for stated misconduct, inability to perform the functions or for any other just cause.
- (g) Where the office of a member becomes vacant by reason of death, resignation or the absence of the member from three consecutive meetings without reasonable cause, another person nominated by the relevant body shall be appointed for the unexpired term of office.
- (h) The Chairperson of the Council shall, through the Minister, notify the President of any vacancy that occurs in the membership of the Council within thirty days of the occurrence of the vacancy.

(7) Meetings of the Council

- (a) The Council shall meet at least three times in each academic year for the dispatch of business at a time and place determined by the Chairperson.
- (b) The Council shall meet at such times and places as the Chairperson may determine for the dispatch of its business.
- (c) The term “meeting” includes, except where inconsistent with any legal enactment:
 - i. Physical presence of members;
 - ii. Video conference or similar electronic channel allowing simultaneous visual and/or audio participation; and
 - iii. Telephone conferencing.



- (d) Notice of a meeting of Council other than an emergency meeting and the business to be transacted thereat shall be given in writing to each member of Council by the Registrar not later than seven (7) days before the date fixed for such a meeting.
- (e) The Chairperson of the Council shall, upon the request of not less than one-third of the members, convene a special meeting of the Council.
- (f) The quorum at a meeting of the Council is eight members.
- (g) The Chairperson shall preside at each meeting of the Council and in the absence of the Chairperson, a member of the Council elected by members present from among their number shall preside.
- (h) Matters before the Council shall be decided by a simple majority of the members present and voting and in the event of an equality of votes, the person presiding shall have a casting vote.
- (i) The Council may co-opt a person to attend and participate in any of the meetings but a co-opted person is not entitled to vote at a meeting.
- (j) The proceedings of the Council are not invalidated by reason of a vacancy among the members or by a defect in the appointment or qualification of a member.
- (k) Unless otherwise provided, the Council shall determine and regulate the procedure for the meetings of the Council.
- (8) The Council may establish standing or ad-hoc committees, made up of members and non-members of Council and assign the Committee's functions that the Council considers appropriate.

7. Principal Officers of the University

The Principal Officers of the University shall comprise:

- (a) the Chancellor;
- (b) the Chairperson of the University Council; and
- (c) the Vice-Chancellor.

8. The Chairperson of the University Council

- (1) There shall be a Chairperson of the University Council who shall be appointed according to the provisions of the Act.
- (2) The Chairperson shall preside over all meetings of the Council.
- (3) In the absence of the Chairperson, a member of the Council elected by members present from among their number shall preside.



- (4) The Chairperson shall be eligible for appointment for a maximum of two terms each of three-year duration.
- (5) When the position of Chairperson becomes vacant, the Council shall through the Minister inform the President of the Republic of Ghana.

9. The Vice-Chancellor

- (1) The University Council shall appoint the Vice-Chancellor who is answerable to the Council and is the academic and administrative head and chief disciplinary officer of the University. The Vice-Chancellor shall, under the direction of Council, exercise the powers and perform the functions conferred on him or her by section 16 of the Act and these Statutes. The Vice-Chancellor shall be responsible for the management of the University and shall report to the Council at its regular meetings on the progress and challenges of the University.
- (2) A person being considered for appointment as Vice-Chancellor shall be a full Professor, a distinguished scholar, and must have considerable managerial and administrative experience in higher education and/or in industry.
- (3) The Vice-Chancellor shall be responsible to the Council for maintaining order and ensuring the effective and efficient administration of the University.
- (4) The Vice-Chancellor shall be responsible for driving the overall growth and development of the University under the direction of the Council and shall have overall authority over academic, financial and administrative matters.
- (5) The Vice-Chancellor shall hold office for a term of four years and is eligible for re-appointment for another term only.
- (6) The Vice-Chancellor shall submit annually to the Council, a statement of the financial and human resource requirements which in his opinion are necessary for the effective conduct of the business of the University. Council may direct that a copy of the report be placed before the Academic Board for its information.
- (7) The Vice-Chancellor is, by virtue of office, a member of Congregation, Convocation, and every committee of the Academic Board.



- (8) For the avoidance of doubt, the Vice-Chancellor shall have unrestricted rights of attendance and speech at the meetings of all University bodies, whether executive or advisory.
- (9) Unless otherwise provided in the Act or in these Statutes, the Vice-Chancellor is, by virtue of office, the Chairperson of every board or committee of which the Vice-Chancellor is a member.
- (10) The Vice-Chancellor is responsible to the Council for the custody of the University Seal and for affixing it to documents in accordance with the Regulations made by Council.
- (11) The Council may specify the documents on which the University Seal may be affixed and the procedure to be followed and the recording in a register of the documents to which the Seal has been affixed.
- (12) The Vice-Chancellor shall advise the Council and the Academic Board on matters affecting policy, finance, governance and administration of the University.
- (13) The Vice-Chancellor may delegate in writing to a senior member the performance of a function vested in the Vice-Chancellor by the Act or these Statutes.
- (14) The Vice-Chancellor shall not leave Ghana without prior notification in writing signed by him/her and addressed to the Chairperson of Council specifying the period of his/her absence.
- (15) Where the Vice-Chancellor is absent, the Pro Vice-Chancellor shall act. In the absence of the both Vice-Chancellor and Pro Vice-Chancellor, the most senior Dean of professorial status shall act.
- (16) The Vice-Chancellor may resign from office by writing to the Chairperson of Council.
- (17) The Vice-Chancellor may only be removed from office for good cause.



- (18) Any member of the University may petition Council for the removal of the Vice-Chancellor. A copy of the petition shall be served on the Vice-Chancellor.
- (19) Council shall determine whether the petition merits consideration.
- (20) Where Council determines that the petition merits consideration, it shall set up a five-member committee to investigate the matter raised in the petition.
- (21) Both the petitioner and the Vice-Chancellor shall be given the opportunity to be heard during the deliberations of the committee either in person or through a representative.
- (22) Council may in its absolute discretion determine whether the Vice-Chancellor shall be temporarily suspended or otherwise interdicted while the inquiry is pending.
- (23) Council shall have the right to accept, partially accept, or reject the recommendations of the committee, provided that no recommendation of the committee may take effect unless it has been approved by a special resolution of Council supported by not less than two-thirds of the entire members of Council.
- (24) The Vice-Chancellor may be relieved of his or her post by Council on grounds of incapacity; persistent absence without justification; conviction of a criminal offence involving dishonesty, fraud or moral turpitude; or for gross misconduct. Council shall afford the Vice-Chancellor a fair hearing and, at any such removal proceedings, the Vice-Chancellor shall be entitled to know the grounds for removal and to attend with Counsel of his or her choice.
- (25) One year before the post of Vice-Chancellor becomes vacant or when the post is vacant, a Search Committee shall be constituted by Council to recommend a successor.
- (26) The mode of appointment and re-appointment of the Vice-Chancellor shall be as specified in Schedule G of these Statutes.
- (27) The Search Committee shall advertise the vacancy.



- (28) The Search Committee shall comprise the following;
- (a) Three members nominated by Council.
 - (b) Two Senior members elected by the Academic Board, one of whom shall be of an academic, and the other administrative.
 - (c) A Chairperson appointed by Council who is neither a member of Council nor of the University.
 - (d) The Registrar shall be the Secretary.
- (29) The Search Committee shall determine its own procedure.
- (30) The Search Committee shall report to Council and shall propose at least two names for the consideration of the Council together with the reasons for proposing each candidate. The Search Committee shall provide a ranking of the proposed names accompanied by the reasons.
- (31) A person shall not be appointed Vice-Chancellor who has not been recommended by the Search Committee.
- (32) The out-going Vice-Chancellor shall not be eligible for election as a member of the Search Committee.
- (33) On the appointment of a Vice-Chancellor, the Chairperson of Council shall introduce him or her to the University community and its stakeholders, and induct him or her into office at a special meeting convened for the said purpose.

10. Pro Vice-Chancellor

- (1) Pursuant to section 18 of the Act, the Council shall appoint at least one Pro Vice-Chancellor for the University.
- (2) The Pro Vice-Chancellor shall report to the Vice-Chancellor.
- (3) A person being considered for appointment as Pro Vice-Chancellor shall be of Professorial status, a distinguished scholar, and must have had considerable managerial experience in higher education.
- (4) In the absence of the Pro Vice-Chancellor, the most senior Dean of Professorial status shall act for a period not exceeding one academic year.



- (5) A Pro Vice-Chancellor shall hold office for a term of three years and is eligible for re-appointment to another term only but not beyond statutory retirement age.
- (6) The Pro Vice-Chancellor shall perform such functions as may be assigned by the Vice-Chancellor or the University Council.
- (7) The Pro Vice-Chancellor shall have responsibility over the academic matters, quality assurance, students and research matters of the University.
- (8) The Pro Vice-Chancellor shall in the absence of the Vice-Chancellor perform the functions of the Vice-Chancellor.
- (9) Whenever the Pro Vice-Chancellor is absent from office for a period of one month or more but not exceeding three months, the Vice-Chancellor shall make temporary arrangements for the performance of the functions of the office by appointing the most senior Dean of Professorial status to act pending the return of the Pro Vice-Chancellor.
- (10) Subject to (9) above, where the Pro Vice-Chancellor is unable to return to office after one academic year, the Council shall initiate processes to appoint a new Pro Vice-Chancellor.
- (11) The Pro Vice-Chancellor may be relieved of his or her post by Council on grounds of incapacity; persistent absence without justification; conviction of a criminal offence involving dishonesty, fraud or moral turpitude; or for gross misconduct. Council shall afford the Pro Vice-Chancellor a fair hearing and, at any such removal proceedings, the Pro Vice-Chancellor shall be entitled to know the grounds for removal and to attend with Counsel of his or her choice.
- (12) The Pro Vice-Chancellor may resign his or her office by writing to the Chairperson of Council.
- (13) The mode of appointment and re-appointment of the Pro Vice-Chancellor shall be as specified in Schedule G of these Statutes.



11. Registrar and Registry

- (1) Pursuant to section 19 of the Act, the Council shall appoint a Registrar who shall be the Chief Operating Officer of the University and shall, in that capacity, be responsible for the day-to-day operations of the University under the Vice-Chancellor and in accordance with the policy directives of the Council.
- (2) Without prejudice to the generality of subsection (1) of this Statute, the duties and responsibilities of the Registrar shall include the following:
 - (a) the preparation of student registration and admission materials, the maintenance of both soft and hard copies of such materials and overseeing the process of registration;
 - (b) the preparation of the academic calendar, class schedules, time-tables, grade sheets and the distribution of semester reports;
 - (c) the initiation of final graduation plans, the tabulation of classes and the award of honours;
 - (d) the coordination of matriculation and congregation procedures and ceremonies;
 - (e) the maintenance of students' academic records on a permanent basis;
 - (f) Be responsible for the custody of the University seal and for putting it on documents in accordance with the directions of Council;
 - (g) being secretary to the Chancellor, the Council, the Academic Board, the Business and Executive Committee and the standing committees of the Academic Board and keeping records and conducting correspondence on their behalf; and
 - (h) the preparation and presentation of an annual report to the Council and the Academic Board on the operations of the Registry during the previous year within six months of the end of the year.
- (3) The Registrar shall be a member of the Academic Board.
- (4) The Registrar may resign from office in writing addressed to the Chairperson of Council.
- (5) The provisions on the removal of the Vice-Chancellor shall apply to the removal of the Registrar from office.



- (6) In the event of a vacancy, the Council shall after consideration of a report from a joint committee of the Council and the Academic Board appoint a Registrar on the terms and conditions determined by the Council.
- (7) For the avoidance of doubt, the Registrar shall have the right of audience in the meetings of all University bodies, whether he is a member or not.
- (8) The Registrar shall be assisted in the execution of the functions of his/her office by such number of officers as the University shall appoint on the recommendations of the University Appointments and Promotions Committee and in accordance with these Statutes. The terms and conditions of the officers as well as their specific duties and responsibilities shall be specified in the instruments of appointment.
- (9) Without prejudice to the generality of the foregoing, the following officers shall together with the Registrar constitute the Registry:
 - (a) Director of Finance;
 - (b) Director of Internal Audit
 - (c) Director of Academic Affairs;
 - (d) Director of Human Resource and Organisational Development;
 - (e) Director of General Administration and Operations;
 - (f) Director of the Centre for Strategic Business and Professional Development;
 - (g) Director of Information Communication Technology;
 - (h) Director of Works and Physical Development;
 - (i) Director of University Relations;
 - (j) Director of University Health Services;
 - (k) Head of Procurement;
 - (l) In-House Counsel;
 - (m) Faculty/School Officers; and
 - (n) Such other officers as the Vice-Chancellor may determine.
- (10) When a vacancy occurs, or is about to occur in the office of the Registrar, a Search Committee shall be constituted by Council as stated in Schedule H of these Statutes.
- (11) The Search Committee shall advertise the vacancy.



- (12) The mode of appointment and re-appointment of the Registrar shall be as specified in Schedule H of these Statutes.
- (13) The Search Committee after making such enquiries as it deems fit, including an interview, shall propose not more than three candidates to Council. The notification, application, selection and appointment processes shall commence at least six months before the expiration of the term of the incumbent.
- (14) The Registrar may delegate in writing to a Senior Member the performance of a function vested in the Registrar by the Act or these Statutes.
- (15) The Registrar shall cause to be published quarterly all policy decisions of Council and the Academic Board.
- (16) The Non-Teaching units of the University shall include but not be limited to the following:
- (a) Finance Directorate
 - (b) Internal Audit Directorate
 - (c) Directorate of Academic Affairs
 - (d) Directorate of Human Resource and Organisational Development
 - (e) Directorate of General Administration and Operations
 - (f) Procurement Unit
 - (g) Directorate of Works and Physical Development
 - (h) Centre for Strategic Business and Professional Development
 - (i) Directorate of Information Communication Technology
 - (j) Industrial Liaison Unit
 - (k) Legal Unit
 - (l) Sports Unit
- (17) Non-Teaching Unit shall have a Head and relevant personnel appointed by the University Appointments and Promotions Committee.
- (18) Council may, on the recommendations of the Academic Board, establish such other units and offices as it deems appropriate and appoint officers to occupy them.



(19) The duties, terms and conditions of office shall be determined by Council.

12. University Librarian

- (1) There shall be a University Librarian who shall be appointed by Council on the recommendation of the University Appointments and Promotions Committee.
- (2) The University Librarian shall report to the Pro Vice-Chancellor and shall be responsible for the management of all libraries and related information and communication materials and resources of the University.
- (3) The University Librarian shall manage the libraries and related information, communication materials and resources in accordance with rules and regulations approved by the Academic Board.
- (4) The University Librarian shall implement or ensure the implementation of decisions of the Library Board approved by the Academic Board.
- (5) The University Librarian shall be a member of the Academic Board and its Business and Executive Committee.
- (6) The University Librarian may be relieved of his or her post by Council on grounds of incapacity; persistent absence without justification; conviction of a criminal offence involving dishonesty, fraud or moral turpitude; or for gross misconduct. Council shall afford the University Librarian a fair hearing and, at any such removal proceedings, the University Librarian shall be entitled to know the grounds for removal and to attend with Counsel of his or her choice.
- (7) The University Librarian may resign his or her office by writing to the Chairperson of Council.
- (8) The mode of appointment and re-appointment of the University Librarian shall be as specified in Schedule H of these Statutes.



13. Academic Board

- (1) There shall be an Academic Board of the University constituted according to the provisions of the Act which is answerable to the Council.
- (2) The membership of the Academic Board shall consist of:
 - (a) The Vice-Chancellor as the Chairperson;
 - (b) The Pro Vice-Chancellor;
 - (c) Deans or a representative of each faculty or School;
 - (d) The Professors and Associate Professors of the University;
 - (e) The Librarian of the University;
 - (f) Directors of Academic and Administrative Directorates, Institutes and Centres;
 - (g) Heads of Academic Departments;
 - (h) Four other members elected by Convocation in accordance with the Statutes of the University;
 - (i) One representative from each Academic Department;
 - (j) One representative from SRC;
 - (k) One representative from GRASAG;
 - (l) Any other person co-opted to be in attendance; and,
 - (m) The Registrar shall serve as the Secretary.
- (3) The Academic Board shall perform the functions assigned it under the Act and these Statutes and more particularly, shall ensure the centrality of academic objectives in the life and work of the University.
- (4) The Academic Board shall ensure the maintenance of the integrity and reputation of the University as a centre of learning and research and shall take prompt and adequate steps to remove or minimize any threat or damage to the academic integrity and reputation of the University.
- (5) The Academic Board may establish standing and ad-hoc committees as specified in Schedule B of these Statutes for the purposes of carrying out the functions of the Board as prescribed by the Act or these Statutes except that a Committee comprised entirely of non-members shall be advisory only. Each committee shall submit an annual report of its work to the Academic Board.



- (6) The Academic Board shall normally operate through a Business and Executive Committee which shall perform such functions as specified in Schedule B of these Statutes.
- (7) The Business and Executive Committee, and the standing committees of the Academic Board shall carry out the functions assigned to them by the Board in accordance with principles of academic integrity and shall be accountable to the Board in the execution of their mandates.
- (8) A standing committee established by or under the authority of the Academic Board which fails and/or neglects to adhere to such principles may be promptly dissolved.
- (9) The Academic Board shall not be bound to follow or take into account the decisions and recommendations of a standing committee.
- (10) All standing committees shall operate under and be responsible directly to the Academic Board. Accordingly, they shall report at least once a year to, and in such manner as may be prescribed by the Academic Board.
- (11) The term of office of members of standing committees shall be two academic years.
- (12) For the avoidance of doubt, no decision of a standing committee shall be implemented without the prior approval of the Academic Board or its Business and Executive Committee.
- (13) In exceptional cases, the Vice-Chancellor may act on behalf of the Business and Executive Committee of the Academic Board subject to ratification.
- (14) A person who is a member of the Board by virtue of office may be represented at a meeting by a person designated by that member.



14. Functions of Academic Board

The Board shall, subject to the powers of the Council,

- (1) Determine the criteria for the admission of students into the University;
- (2) Decide matters that relate to the award of bursaries and scholarships at the University;
- (3) Determine:
 - (a) The content of curricula for the University;
 - (b) the academic standards, validations and review of courses;
 - (c) the policy and procedure for the award of qualifications; and
 - (d) the policy and procedure for the assessment and examination of students and for the discipline of students;
- (4) regulate and assess the academic work of the University in the areas of teaching and research;
- (5) consider the resources required to support the academic activities of the University;
- (6) prepare and submit reports including recommendations on any matter affecting the University;
- (7) Determine and establish the academic policy of the University and generally regulate the programmes of instruction and the examinations held by the University;
- (8) make regulations after receiving reports from the Boards of Faculties, Institutes, Schools and Centres concerned relating to courses of study, the award of degrees and any other academic distinctions;
- (9) make reports and representations to the Council, on its own initiative or at the request of the Council, on a matter affecting the University;
- (10) make recommendations to the Council on the establishment, combination, abolition, change of scope or division of a Faculty, an Institute, a School, Centre or Department;



- (11) make regulations for the admission of persons to courses approved by the University;
- (12) make regulations for the discipline of junior members of the University;
- (13) refer proposals on any matter to Convocation for consideration;
- (14) delegate any of its functions;
- (15) determine the length of each academic year and divide the year into appropriate terms, semesters or divisions; and
- (16) perform such other functions conferred on it by the Act, Statutes or as the Council may assign to the Board from time to time.

15. Meetings of the Academic Board

- (1) The Academic Board shall have the following types of meetings:
 - (a) Regular
 - (b) Emergency
 - (c) Special
- (2) The Vice-Chancellor shall convene a regular meeting of the Academic Board at least twice in each semester, the first within six weeks of the commencement of the semester and another within the last six weeks of the semester.
- (3) A special meeting of the Academic Board shall be convened on the written request of at least two thirds of the total members of the Academic Board to the Vice-Chancellor with a statement of the matters to be discussed at the special meeting. In the event of such a request, the Vice-Chancellor shall convene a special meeting within seven days of the request, specifying in the notice of the meeting the matters to be considered.
- (4) An emergency meeting of the Academic Board may be called by the Vice-Chancellor, or in his or her absence by the Pro Vice-Chancellor or the officer acting as Vice-Chancellor at any time by giving at least 24 hours' written notice to members and stating the emergency that has arisen and the business that shall be transacted in relation to the emergency.



- (5) The term meeting includes, except where inconsistent with any legal enactment:
 - i. Physical presence of members;
 - ii. Video conference or similar electronic channel allowing simultaneous visual and/or audio participation; and,
 - iii. Telephone conferencing.
- (6) The quorum for the transaction of the business of the Academic Board shall be half of the members.
- (7) The Academic Board may appoint such standing committees or other committees as it considers necessary and shall determine the composition and functions of the committees.

16. Director of Finance

- (1) There shall be a Director of Finance who shall be appointed by Council on the recommendations of a Search Committee of Council. The Director of Finance shall be appointed in the manner presented in the Schedule H to these Statutes.
- (2) The Director of Finance shall be responsible to the Vice-Chancellor for the financial administration of the University in accordance with the Public Financial Management Regulatory Framework, Financial and Stores Regulations and other relevant policies.
- (3) The Director of Finance shall possess a postgraduate degree in the relevant area and shall be licensed by a recognised professional accounting body to practise accountancy in Ghana and shall possess at least ten (10) years post-qualification experience as a professional accountant.
- (4) The Director of Finance shall be responsible for the preparation of the annual operating budget of the University and shall present same through the Vice-Chancellor to the Finance Committee and to Council for review and approval. He or she shall also submit periodic reports to the Finance Committee and Council on behalf of the Vice-Chancellor on the status of plans and projections necessary for the preparation of budgets for succeeding years.
- (5) Without prejudice to the generality of the Finance Committee's powers, the Director of Finance shall:



- (a) ensure that the University's accounting system has been approved by the Controller and Accountant General in consultation with the Auditor-General;
- (b) manage and operate the University's accounting system, so as to ensure the accountability of all officers transacting the business of the University, and facilitate the efficient discharge of such business;
- (c) exercise oversight responsibility for the accounting functions of other self-accounting and income-generating units of the University
- (d) prepare monthly accounts in a form prescribed and time period set by the Controller and Accountant General in the Accounting Manual. He or she shall also prepare, sign and submit to the Director-General of Ghana Tertiary Education Commission (GTEC), the Minister, the Auditor-General and the Controller and Accountant General's Department (CAGD), annual departmental accounts in the form prescribed by the CAGD in consultation with the Auditor-General within six months after the end of the year;
- (e) prepare financial statements in accordance with appropriate financial reporting standards and submit same to Council through the Finance Committee every three months, or such other period as the Finance Committee may determine;
- (f) ensure the efficient and effective use of appropriations under the University's control, within the ambit of government policy and in compliance with any enactment, regulations or instructions issued under the authority of any enactment;
- (g) ensure the due and proper collection of government revenue collectable by the University within the terms of any enactment or of instructions issued or approved by the Controller and Accountant General or Council;
- (h) make payments for works, goods and services within the funds appropriated to the University, and in accordance with Public Financial Management Regulations, the Financial and Stores Regulations and any other enactment;
- (i) implement policies relating to accounting and financial control in the University;
- (j) liaise with Ministries, Departments and Agencies (MDAs) in respect of financial matters affecting the University;
- (k) receive and order the disbursement of any trust moneys for which the University has been appointed as administering authority by or under any enactment or agreement;
- (l) manage and reconcile the bank accounts authorised for the University by the Controller and Accountant General or Council;



- (m) preserve in good order and secure the economical use of all equipment and stores used by the University;
 - (n) ensure, on behalf of Council, that proper records are kept of all University property, assets, stocks and valuables of all funds in a register;
 - (o) transact any other financial business for which the Vice-Chancellor is made responsible, by or under any enactment in accordance with the requirement of such authority, or of instructions issued or approved by the University Council;
 - (p) answer such questions as are raised by the Auditor-General in respect of the financial transactions and accounts of the University;
 - (q) afford every facility to both internal and external auditors in the performance of their functions;
 - (r) appear before the appropriate committee to make such explanations, as required by the Committee, in respect of the annual University accounts;
 - (s) advise the Vice-Chancellor and other officers of the University on matters relating to the accounts and funds of the University and invest University funds as directed by Council or the Vice-Chancellor, as the case may be;
 - (t) perform such other functions relating to accounting, financial and treasury services as may be prescribed by Council, the Vice-Chancellor or the Academic Board.
- (6) The Director of Finance shall hold office for four (4) years and may, upon application, be eligible for re-appointment for a further term of up to four (4) years only, provided that no part of the second term enters the compulsory retirement age.
- (7) The Director of Finance may resign from office by notice in writing addressed to the Chairperson of Council through the Vice Chancellor of the University in accordance with the terms and conditions of his or her appointment.
- (8) The Council may cause the removal of the Director of Finance from office for stated good cause, including in particular conduct that has compromised or threatened to compromise the financial integrity of the University, on grounds of incapacity, persistent absence without justification, non-performance, conviction of a criminal offence involving dishonesty, fraud or moral turpitude, or for gross misconduct. Council shall afford the Director of Finance a fair hearing and s/he shall be permitted to attend all proceedings with a Counsel of his or her choice.



- (9) The provisions for the removal of the Vice-Chancellor from office shall apply to the removal of the Director of Finance.
- (10) Should a vacancy occur in the Office of the Director of Finance through resignation, removal, death or any other cause which incapacitates him or her from performing the functions and duties as Director of Finance, the Vice-Chancellor shall nominate one of the Deputy Directors of Finance to serve in an Acting position until a substantive Director of Finance is appointed.
- (11) When a vacancy occurs or is about to occur in the office of the Director of Finance, a Search Committee shall be constituted by Council as stated in Schedule H of the Statutes.
- (12) The search committee shall advertise the vacancy.
- (13) The Search Committee shall conduct inquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.

17. Director of Internal Audit

- (1) There shall be a Director of Internal Audit, who shall be appointed by Council on the recommendation of the University Appointments and Promotions Committee as stated in Schedule I of these Statutes.
- (2) The Internal Audit Unit shall be an independent, assurance and consulting unit under the Vice-Chancellor. It shall seek to enhance and protect corporate value through the provision of risk-based and objective assurance, advice and insight.
- (3) The Director of Internal Audit shall exercise professional and administrative supervision over staff under the Internal Audit Directorate to ensure that the internal control systems of the University are efficient and effective.
- (4) The Director of Internal Audit shall possess a postgraduate degree in the relevant area and shall be licensed by a recognised professional body to practise accountancy in Ghana and shall possess at least ten (10) years post-qualification experience as a professional accountant.
- (5) The Director of Internal Audit shall be responsible for the management of the internal audit activities of the University in accordance with the Public Financial Management Act 2016 (Act 921), the Internal Audit Agency Act 2003 (Act 658) and relevant standards.



- (6) The Director of Internal Audit shall, in accordance with the Internal Audit Agency Act, 2003 (Act 658) and in conformity with standards and procedures provided by the Agency, set up under the Act, carry out periodic internal audit of the University and submit reports thereof to the Audit Committee through the Vice Chancellor of the University.
- (7) The Director of Internal Audit shall be responsible for the internal audit of the accounts and financial transactions of the University.
- (8) Without prejudice to Internal Audit Agency Act, 2003 (Act 658) and the Public Financial Management Act 2016 (Act 921), the Director of Internal Audit shall report directly on administrative issues to the Council through the Vice Chancellor and the Audit Committee in accordance with guidelines provided for in the Public Financial Management Act and Regulations.
- (9) The Director of Internal Audit shall perform the following duties and responsibilities:
 - (a) review and appraise, where necessary, the adequacy, soundness and applications of accounting, financial and operational controls in the University;
 - (b) ensure the establishment and operation of an efficient and effective internal financial control system;
 - (c) evaluate the effectiveness of the risk management and governance process of the University and contribute to the improvement of that risk management and governance process;
 - (d) provide assurance on the efficiency, effectiveness and economy in the administration of the programmes and operations of the University;
 - (e) ascertain the extent of compliance with established policies, plans and procedures, and appraise the quality of performance of those carrying out assigned responsibilities;
 - (f) ascertain the extent to which assets are accounted for and safeguarded against losses of all kinds;
 - (g) ascertain the reliability of accounting and other data developed or generated within the University;
 - (h) provide assurance to the Vice-Chancellor, and for that matter, the University Council, that there is an adequate system of internal controls;
 - (i) ensure that policies and procedures are appropriate and not wasteful;



- (j) ensure that reliable records form the basis for the preparation of appropriate financial and other data provided for decision-making;
 - (k) Vet all proposed expenditures to ensure compliance with laid-down internal control systems and other statutory requirements;
 - (l) conduct periodic examination of the accounts of the University including the units with limited financial and operational autonomy;
 - (m) monitor and ensure that all expenditure incurred have been authorised and are within budgetary provisions;
 - (n) conduct periodic management audit and submit reports to the Vice-Chancellor and the Council;
 - (o) liaise with External Auditors and ensure that appropriate action is taken on reported audit findings;
 - (p) submit periodic audit reports on the activities of all Units to the Vice-Chancellor, the Audit Committee and the Council;
 - (q) generally, be responsible for ensuring that the University complies with the provisions of the Internal Audit Agency Act, 2003 (Act 565) and Public Financial Management Act, 2016 (Act 921); and
 - (r) discharge any other assignments that the Vice-Chancellor shall deem necessary.
- (10) The Director of Internal Audit shall be required to draw the Vice-Chancellor's attention to deficiencies in the organisational system, instances of duplicated functions, waste or other inefficiencies, with suggestions for remedies where necessary.
- (11) The Director of Internal Audit is also required to carry out special reviews of accounting and internal control systems with the view to stamping out weaknesses.
- (12) The Director of Internal Audit of the University shall, in consultation with the Vice-Chancellor and in accordance with guidelines issued by the Internal Audit Agency, prepare an annual audit work plan of the activities required to be performed by the Director of Internal Audit in a financial year which is determined by the risk assessment including the fiscal risk of the University.



- (13) The Director of Internal Audit of the University shall, within thirty days after the beginning of the financial year, submit:
- (a) the annual audit work plan to the Vice-Chancellor and the Audit Committee; and
 - (b) a copy of the annual audit work plan to the Internal Audit Agency.
- (14) The Director of Internal Audit shall submit quarterly reports on the execution of the annual audit work plan to the Vice-Chancellor, the Audit Committee, the Auditor-General and the Director-General of the Internal Audit Agency.
- (15) The Director of Internal Audit shall, in the performance of his or her functions, have access to information and property required to be audited and be provided with any relevant explanation required.
- (16) The Director of Internal Audit may resign from office by notice in writing to the Chairperson of Council through the Registrar in accordance with the terms and conditions of appointment.
- (17) The University Council may remove the Director of Internal Audit from office for stated good cause, including in particular conduct that has compromised or threaten to compromise the financial integrity of the University subject to regulation 220(2) of the Public Financial Management Regulations, 2019 (L.I.2378).
- (18) The provisions for the removal of the Vice Chancellor from office shall apply to the removal of the Director of Internal Audit.
- (19) Should a vacancy occur in the Office of the Director of Internal Audit through resignation, removal, death or any other cause which incapacitates him or her from performing the functions and duties as Director of Internal Audit, the Vice-Chancellor shall nominate one of the Deputy Directors of Internal Audit to serve in an Acting position until a substantive Director of Internal Audit is appointed.



(20) When a vacancy occurs or is about to occur, the Registrar shall notify Council who shall cause to be advertised, such vacancy and to invite applications from suitably qualified candidates. The University Appointments and Promotions Committee, assisted by at least two (2) external assessors, shall conduct enquiries at it deems necessary, interview the applicants and make recommendations for appointment by Council.

18. Director of Academic Affairs

- (1) The Directorate of Academic Affairs shall be responsible for implementing the academic policies and managing the general academic programmes of the University.
- (2) The Council shall, on the recommendation of the University Appointments and Promotions Committee, appoint a Director of Academic Affairs who shall, under the Registrar, be the head of the Directorate of Academic Affairs.
- (3) The mode of appointment of the Director of Academic Affairs shall be as stated in Schedule I of these Statutes.
- (4) The Director of Academic Affairs shall be of Deputy Registrar rank and shall be responsible for the implementation of the academic policies of the University.
- (5) The Director of Academic Affairs shall assist the Registrar in:
 - (a) the preparation and implementation of teaching and examination schedules;
 - (b) the processing of admission applications including advertisements for such applications;
 - (c) the allocation of lecture rooms and examination centres as well as other logistical matters relating to the academic agenda of the University;
 - (d) making physical arrangements for all academic functions of the University;
 - (e) the maintenance of academic facilities and the supervision of employees;
 - (f) the preparation and issuance of statements of examination results, transcripts and certificates;
 - (g) the preparation and publication of academic materials, including the Handbook of Regulations for courses of study for Junior members in consultation with the Director of University Relations;



- (h) collaborating with faculties and departments to provide effective student services; and
 - (i) the discharge of any other assignments that the Registrar shall deem necessary.
- (6) Subject to these Statutes and without prejudice to the power of the Director of Academic Affairs to process admission forms, the admission of students shall be the exclusive responsibility of the Admissions Committee whose membership shall include the Deans of the Faculties and Faculty representatives elected by the Academic Board in accordance with regulations governing admissions. The Admissions Committee shall adhere at all times to the criteria for selecting applicants approved by the Academic Board.
- (7) The Director of Academic Affairs shall be responsible for coordinating the dealings of the University with all affiliated institutions.
- (8) The Director of Academic Affairs may resign from office by notice in writing to the Vice-Chancellor, through the Registrar in accordance with the terms and conditions of his or her appointment.
- (9) The Vice-Chancellor in consultation with the Registrar shall in the temporary absence of a Deputy Registrar appoint an administrator in the next higher rank to an Acting position.
- (10) Council may also remove the Director of Academic Affairs from office for good cause and in accordance with the instrument of appointment.

19. Director of Human Resource and Organisational Development

- (1) The Directorate of Human Resource and Organisational Development shall be responsible for the strategic management and development of the University's human capital.
- (2) The Council shall, on the recommendation of the University Appointments and Promotions Committee, appoint a Director of Human Resource and Organisational Development who shall, under the Registrar, be the head of the Directorate of Human Resource and Organisational Development.



- (3) The mode of appointment of the Director of Human Resource and Organisational Development shall be as stated in Schedule I of these Statutes.
- (4) The Director of Human Resource and Organisational Development shall be of Deputy Registrar rank and shall, under the Registrar:
 - (a) lead in the development and implementation of the human resource policies of the University;
 - (b) provide strategic planning with respect to the human resource needs of the University;
 - (c) coordinate all appointment and promotion processes in the University;
 - (d) oversee recruitment process in close coordination with Heads of Departments;
 - (e) keep, maintain and update records of Staff;
 - (f) plan and ensure execution of staff orientation and career development programmes;
 - (g) provide general support services and recreational activities to Staff;
 - (h) ensure the timely renewal and termination of employment contracts;
 - (i) manage Staff compensation and benefits in conjunction with the Directorate of Finance;
 - (j) institute and maintain a system for monitoring and evaluating the performance of all employees of the University and submit reports thereon to the Vice-Chancellor and the Council;
 - (k) manage and advise on the collective bargaining process and collective agreements with unionised staff;
 - (l) draw and maintain an effective succession plan;
 - (m) coordinate employee activities in compliance with national and international laws;
 - (n) institute a system for continuing education and in-service training for all employees of the University; and,
 - (o) discharge any other assignment that the Registrar shall deem necessary.
- (5) The Director may resign from office by notice in writing to the Vice-Chancellor through the Registrar in accordance with the terms and conditions of his or her appointment.
- (6) The Director of Human Resource and Organisational Development may also be removed from office for good cause and in accordance with the instrument of appointment.



- (7) The Vice-Chancellor in consultation with the Registrar shall in the temporary absence of a Deputy Registrar appoint an administrator in the next higher rank to an Acting position.

20. Director of General Administration and Operations

- (1) The Directorate of General Administration and Operations shall be responsible for coordinating municipal and management services of the University.
- (2) The Council shall, on the recommendation of the University Appointments and Promotions Committee, appoint a Director of General Administration and Operations who shall, under the Registrar, be the Head of the Directorate of General Administration and Operations.
- (3) The mode of appointment of the Director of General Administration and Operations shall be as stated in Schedule I of these Statutes.
- (4) The Director of General Administration and Operations shall be of Deputy Registrar status and shall, under the Registrar:
 - (a) assist the Registrar in managing time and space for meetings of University Boards and Committees by developing annual schedule of meetings;
 - (b) keep leadership archives of the University;
 - (c) assist the Registrar in monitoring the term of Committee members and initiating the constitution/reconstitution of membership of University Boards/Committees in due course;
 - (d) ensure that appropriate logistics are made available to Management and Staff;
 - (e) ensure the efficient use of the University's physical infrastructure and utility services through routine inspection and reporting;
 - (f) investigate availability and suitability of options for new premises or land for expansion purposes;
 - (g) ensure environmental cleanliness and good sanitary conditions on all campuses through routine inspection and reporting;
 - (h) ensure that agreed work by Staff or Contractors have been completed satisfactorily and on time and follow up on any deficiencies, thereafter, for timely corrective measures to be implemented;



- (i) superintend over the Transport Unit and ensure effective management of the University's fleet of vehicles;
 - (j) superintend over the Security Unit and ensure the provision of quality security services;
 - (k) establish early warning systems that identify and provide warning about safety and security of buildings, sites, locations, events and activities;
 - (l) respond in a timely manner to emergencies or urgent issues as they arise;
 - (m) direct, plan and implement essential central services such as security, estate, cleaning, catering, waste disposal and recycling;
 - (n) superintend over labelling of structures;
 - (o) ensure that buildings meet health and safety requirements;
 - (p) keep an up-to-date inventory of all buildings, equipment, vehicles and other valuable properties with their respective service, maintenance and insurance renewals schedules;
 - (q) manage space allocation for official gatherings by staff or external bodies;
 - (r) offer various student and staff municipal services;
 - (s) perform any other emerging activities outside the schedules of any other administrative directorate;
 - (t) perform any other responsibilities at the instance of the Vice-Chancellor, Pro-Vice-Chancellor or the Registrar.
- (5) The Director of General Administration and Operations may resign from office by notice in writing to the Vice-Chancellor through the Registrar in accordance with the terms and conditions of his or her appointment.
- (6) The Director of General Administration and Operations may also be removed from office for good cause and in accordance with the instrument of appointment.
- (7) The Vice-Chancellor in consultation with the Registrar shall in the temporary absence of a Deputy Registrar appoint an administrator in the next higher rank to an Acting position.



21. Director of University Relations

- (1) The Directorate of University Relations shall be responsible for building and maintaining the University's corporate image and relationship with its publics, managing events and communicating with the University's stakeholders.
- (2) Council shall on the recommendation of the University Appointments and Promotions Committee appoint a Director of University Relations who shall, under the Registrar, head the Directorate of University Relations.
- (3) The mode of appointment of the Director of University Relations shall be as stated in Schedule I of these Statutes.
- (4) The Director of University Relations shall be of Deputy Registrar status and shall be responsible for cultivating, coordinating and maintaining the University's relations with its publics, including the media.
- (5) The Director of University Relations has the primary responsibility for the projection and maintenance of the image/reputation of the University.
- (6) Without prejudice to the generality of the foregoing, the Director of University Relations shall also be responsible for:
 - (a) coordinating and overseeing the organisation of all major or special events and ceremonies including matriculation, congregation, investiture, public lectures and inaugural, inter-faculty and valedictory lectures;
 - (b) receiving guests and visitors of the University and providing the necessary courtesies and protocols;
 - (c) regulating and controlling the putting up of notices, posters, and banners;
 - (d) marketing, branding and communications;
 - (e) the maintenance of relations with the Alumni of the University;
 - (f) dissemination of information to internal and external stakeholders;
 - (g) the production of university publications; and,
 - (h) the discharge of any other assignments that the Registrar shall deem necessary.



- (7) In order to aid in the execution of his/her public relations duties, the Director of University Relations shall undertake information gathering and analysis, perception studies and the identification of various groups of the general population.
- (8) The Director of University Relations shall act as the Spokesperson on University matters.
- (9) The Director of University Relations may resign from office by notice in writing to the Vice-Chancellor through the Registrar in accordance with the terms and conditions of his appointment.
- (10) The Council may also remove a Director of University Relations from office for good cause and in accordance with the instrument of appointment.
- (11) The Vice-Chancellor in consultation with the Registrar, shall, in the temporary absence of a Deputy Registrar, appoint an administrator in the next higher rank to an Acting position.

22. Director of Works and Physical Development

- (1) The Directorate of Works and Physical Development shall be responsible for providing and maintaining the physical infrastructure, including, buildings, plant, machinery, utilities, roads, byways, grounds and gardens of the University, whether owned, leased or otherwise controlled or possessed by the University, wherever situated.
- (2) Council, shall on the recommendation of University Appointments and Promotions Committee appoint a Director of Works and Physical Development who shall, head the Directorate of Works and Physical Development.
- (3) The mode of appointment of the Director of Works and Physical Development shall be as stated in Schedule I of these Statutes.
- (4) The Director of Works and Physical Development shall report to the Vice-Chancellor.



- (5) The Director of Works and Physical Development shall be responsible for the overall development and maintenance of the physical and infrastructural works of the University in an efficient and effective manner.
- (6) The Director of Works and Physical Development shall be of an equivalent of a Deputy Engineer/Deputy Quantity Surveyor/Deputy Architect rank.
- (7) Without prejudice to the generality of the foregoing, subject to the approval of the Development Committee, the Director of Works and Physical Development shall handle or deal with:
 - (a) the supervision of works and contracts to ensure that construction and renovations are in consonance with prevailing industry standards and specifications, taking due cognisance of the needs and requirements of the University;
 - (b) the management of construction contracts with a view to ensuring compliance and due delivery of projects;
 - (c) the procurement of designs and drawings, works and consultancy services relating to the provision of technical advice on construction in compliance with national law and these Statutes;
 - (d) the management and maintenance of the buildings, roads, drains, parks and gardens of the University and their designs and drawings;
 - (e) exercising oversight responsibility over the operations of the Maintenance Unit;
 - (f) the general landscaping of campuses and properties of the University;
 - (g) the acquisition and allocation of housing for employees of the University;
 - (h) the construction and maintenance of residential facilities for students;
 - (i) the management and control of land use and the maintenance of records on all land transactions entered into by and on behalf of the University;
 - (j) the provision of valuation services;
 - (k) the management, control and disposal of waste;
 - (l) the provision of fumigation and other pest control services; and
 - (m) the discharge of any other assignments that the Vice-Chancellor shall deem necessary.
- (8) The Director of Works and Physical Development may resign from office by notice in writing to Council through the Registrar in accordance with the terms and conditions of his or her appointment.
- (9) The Council may also remove the Director of Works and Physical Development from office on grounds of incapacity, persistent absence without justification,



non-performance, conviction of a criminal offence involving dishonesty, fraud or moral turpitude, or for gross misconduct. Council shall afford the Director of Works and Physical Development; a fair hearing and s/he shall be permitted to attend all proceedings with a Counsel of his or her choice.

- (10) When a vacancy occurs or is about to occur, the Registrar shall notify Council who shall cause to be advertised such vacancy and to invite applications from suitably qualified candidates. The University Appointments and Promotions Committee, assisted by at least two external assessors, shall conduct enquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.
- (11) The Vice-Chancellor in consultation with the Registrar, shall, in the temporary absence of the Deputy Director of Works, appoint an administrator of a Senior Engineer/Quantity Surveyor/Architect rank to an acting position.

23. Director of Information Communication Technology

- (1) The Directorate of Information Communication Technology shall be responsible for providing and maintaining the ICT infrastructure of the University, wherever situated.
- (2) Council, shall on the recommendation of University Appointments and Promotions Committee appoint a Director of Information Communication Technology who shall, under the Registrar head the Directorate of Information Communication Technology.
- (3) The mode of appointment of the Director of Information Communication Technology shall be as stated in Schedule I of these Statutes.
- (4) The Director of Information Communication Technology shall be of an equivalent of a Deputy Director of ICT rank.
- (5) The Director of Information Communication Technology shall be responsible for:
 - (a) providing leadership for the development of a progressive ICT environment within the University and all distance learning centres;
 - (b) overseeing the design and facilitating the integration of sound ICT architecture, technology standards and best practices for the University;



- (c) developing programmes and schedules that include privacy and security oversight for academic and administrative information processes, and computer services to meet the goals and objectives of the University;
- (d) developing strategic plans and implementing the objectives of the information technology needs of the university to ensure the computer capabilities are responsive to the needs of the university's growth and objectives;
- (e) overseeing the development, design, and implementation of new applications and changes to existing computer systems and software packages;
- (f) developing, reviewing and certifying all back-up and disaster recovery procedures and plans;
- (g) developing, directing and managing all computing and ICT strategic plans of the University;
- (h) establishing university infrastructure to support and guide individual divisions, faculties, departments, or campuses in computing and information technology efforts;
- (i) ensuring the identification and installation of appropriate and progressive IT infrastructure that can support administration, and enhance teaching and research;
- (j) providing leadership in the formulation and implementation of effective online teaching and learning;
- (k) advising on the acquisition of digital academic resources to support virtual teaching and learning;
- (l) planning and executing training programmes in ICT for staff and students;
- (m) improvement in teaching delivery and aided technologies;
- (n) developing and maintaining, and facilitating implementation of a sound and integrated ICT architecture;
- (o) directing the information and data integrity of the university and its business units;
- (p) developing and establishing operating policies and approaches for computing and information technology;
- (q) evaluating overall operations of computing and information technology functions and recommending enhancements;
- (r) advising senior management on strategic systems conversions and integrations in support of institutional goals and objectives;
- (s) preparing university ICT objectives and budgets to facilitate the orderly and efficient capture, storage, processing, and dissemination of information;



- (t) interacting with senior academic decision makers on internal and external operations that are impacted by the capture, storage, processing and dissemination of information;
 - (u) reviewing and approving major contracts for computing and information technology services and equipment including service level agreements; ensuring the security of the information systems, communication lines, and equipment;
 - (w) identifying emerging information technologies to be assimilated, integrated, and introduced within the University;
 - (x) assessing new computing technologies to determine potential value for the university;
 - (y) recruiting, training, supervising, and evaluating department staff; and
 - (z) undertaking any other assignments that the Vice-Chancellor or Registrar shall deem necessary.
- (6) The Director of Information Communication Technology may resign from office by notice in writing to the Council through the Registrar in accordance with the terms and conditions of his appointment. The Council may also remove the Director of Information Communication Technology from office for good cause and in accordance with the instrument of appointment.
- (7) The University may remove the Director of Information Communication Technology from office on grounds of incapacity, persistent absence without justification, non-performance, conviction of a criminal offence involving dishonesty, fraud or moral turpitude, or for gross misconduct. Council shall afford the Director of Information Communication Technology a fair hearing and s/he shall be permitted to attend all proceedings with a Counsel of his or her choice.
- (8) When a vacancy occurs or is about to occur in the office of the Director of Information Communication Technology, the Registrar shall notify Council which shall cause to be advertised such vacancy and invite applications from suitably qualified candidates. The University Appointments and Promotions Committee, assisted by at least two (2) external assessors, shall conduct enquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.



- (9) The Vice-Chancellor in consultation with the Registrar, shall, in the temporary absence of the Deputy Director of ICT, appoint one of the Senior Systems Analyst/Senior Programmer/Senior Network Administrator/Senior Web Technologist/ Senior Application Technologist rank to an acting position.

24. Director, University Health Services

- (1) The appointment of Director of university Health Services shall be in accordance with the relevant university statutes.
- (2) The Director of University Health Services shall exercise supervision over the staff under him or her to ensure the efficient and effective functioning of the Health Services Directorate.
- (3) In collaboration with the Vice-Chancellor and the Registrar, he or she shall exercise oversight responsibility over the operations of all hospitals, clinics and other health units of the University.
- (4) The Director of University Health Services shall perform any other functions as may be assigned to him or her by the Vice-Chancellor through the Registrar.
- (5) The Director of University Health Services shall be at the level of a Deputy Registrar and shall be under the Registrar.
- (6) The Director of the University Health Services may resign his or her office by letter addressed to the Chairperson of Council through the Registrar and Vice-Chancellor.
- (7) The Director of University Health Services may resign from office by notice in writing to the Council through the Registrar in accordance with the terms and conditions of his appointment. The Council may also remove the Director of University Health Services from office for good cause and in accordance with the instrument of appointment.
- (8) The University may remove the Director of University Health Services from office on grounds of incapacity, persistent absence without justification, non-performance, conviction of a criminal offence involving dishonesty, fraud or



moral turpitude, or for gross misconduct. Council shall afford the Director of University Health Services a fair hearing and /s/he shall be permitted to attend all proceedings with a Counsel of his/her choice.

- (9) When a vacancy occurs or is about to occur in the office of the University Health Services, the Registrar shall notify Council which shall cause to be advertised such vacancy and invite applications from suitably qualified candidates. The University Appointments and Promotions Committee, assisted by at least two (2) external assessors, shall conduct enquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.
- (10) The Vice-Chancellor in consultation with the Registrar, shall, in the temporary absence of the Director of University Health Services, appoint a Deputy Director of Finance to an acting position.

25. Head of Procurement

- (1) Council shall on the recommendation of the University Appointments and Promotions Committee appoint a Head of Procurement who shall, under the Registrar head the Procurement Unit.
- (2) The Head of Procurement shall be of the rank of a Deputy Procurement Officer.
- (3) The Head of Procurement shall:
- (a) Ensure that the procurement activities of the University are efficient, effective and in line with the Procurement Act, 2003 (Act 663) and the Public Procurement (Amendment) Act, 2016 (Act 914);
 - (b) The Head of Procurement shall manage the stores;
 - (c) Perform any other related functions as may be assigned to by the Vice-Chancellor or the Registrar.
- (4) The Head of Procurement must have both professional qualification and a relevant Master's degree, and must have served as a Senior Assistant Procurement Officer in a University or an equivalent grade in an analogous institution for a minimum of five (5) years.



- (5) The Head of Procurement may resign from office by notice in writing to the Council through the Registrar in accordance with the terms and conditions of his appointment. The Council may also remove the Head of Procurement from office for good cause and in accordance with the instrument of appointment.
- (6) When a vacancy occurs or is about to occur, the Registrar shall notify Council who shall cause to be advertised, such vacancy and to invite applications from suitably qualified candidates. The University Appointments and Promotions Committee, assisted by at least two (2) external assessors, shall conduct enquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.
- (7) The Vice-Chancellor in consultation with the Registrar, shall, in the temporary absence of a Deputy Procurement Officer, appoint an administrator of the Senior Assistant Procurement Officer rank to an acting position.

26. In-House Counsel

- (1) Council shall on the recommendation of the University Appointments and Promotions Committee appoint an In-house Counsel for the University on terms and conditions specified in the letter of appointment.
- (2) The In-House Counsel, who shall be of the rank of a Senior Assistant Registrar equivalent, shall be head of the Legal Unit and shall be responsible to the Registrar.
- (3) The In-House Counsel shall be responsible for all legal matters of the University including but not limited to advising the Vice-Chancellor on contracts being entered into by the University, handling legal suits against the University at the Courts of Justice and any other matters that may be referred to him/her by the Vice-Chancellor.
- (4) The In-House Counsel may resign from office by notice in writing to the Council through the Registrar in accordance with the terms and conditions of his or her appointment. The Council may also remove the In-House Counsel from office for good cause and in accordance with the instrument of appointment.



- (5) When a vacancy occurs or is about to occur, the Registrar shall notify Council who shall cause to be advertised, such vacancy and to invite applications from suitably qualified candidates. The University Appointments and Promotions Committee, assisted by at least two (2) external assessors, shall conduct enquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.

27. Director of Centre for Strategic Business and Professional Development

- (1) Council shall on the recommendation of the University Appointments and Promotions Committee appoint a Director of the Centre for Strategic Business and Professional Development of the University.
- (2) The mode of appointment of the Director of Centre for Strategic Business and Professional Development shall be as stated in Schedule I of these Statutes.
- (3) The Director of the Centre for Strategic Business and Professional Development, who shall be of the rank of a Deputy Registrar, shall, under the Registrar, be responsible for:
- (a) The revenue generating units of the University;
 - (b) the management of the hostels of the University;
 - (c) the management of the Printing/ Reprographic Unit;
 - (d) the management of the Technical Education and Training Unit;
 - (e) the management of the University bookshop;
 - (f) the management of other commercial activities;
 - (g) adding value to the existing service lines and also rolling out new product/service lines for business growth;
 - (h) negotiating business contracts;
 - (i) initiating, encouraging, promoting, facilitating and coordinating the University's business enterprise;
 - (j) customer engagement practices such as frequent interactions, understanding requirements, collecting feedback on implementation and taking corrective measures, where required;
 - (k) establishing standard systems and procedures in the Unit for high quality service delivery to clientele and ensure higher profitability through effective utilization of resources;



- (l) promoting strategic partnerships between the University and industries and business community; and
 - (m) perform any other related functions as may be assigned by the Vice-Chancellor.
- (4) The Director of the Centre for Strategic Business and Professional Development may resign from office by notice in writing to the Council through the Registrar in accordance with the terms and conditions of his or her appointment. The Council may also remove the Director of the Centre for Strategic Business and Professional Development from office for good cause and in accordance with the instrument of appointment.
 - (5) When a vacancy occurs or is about to occur, the Registrar shall notify Council who shall cause to be advertised, such vacancy and to invite applications from suitably qualified candidates. The University Appointments and Promotions Committee, assisted by at least one and up to three external assessors, shall conduct enquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.
 - (6) The Vice-Chancellor, in consultation with the Registrar, shall, in the temporary absence of a Deputy Registrar, appoint an administrator of Senior Assistant Registrar rank to an acting position.

28. Director of Quality Assurance and Promotion

- (1) Council shall on the recommendation of the University Appointments and Promotions Committee appoint a Director of Quality Assurance and Promotion to head the Directorate of Quality Assurance and Promotion.
- (2) The Director of Quality Assurance and Promotion shall under the Pro Vice-Chancellor, be responsible for coordinating, planning and monitoring academic programmes of the University.
- (3) The Director shall be of Professorial rank with considerable teaching, research and administrative experience; and well-grounded in the principles of quality assurance and quality improvement.



- (4) The Director of Quality Assurance and Promotion shall hold office for a term of three (3) Academic years and may be eligible for re-appointment for another term of three (3) Academic years only subject to satisfactory performance.
- (5) In the absence of academics of professorial rank, the Vice-Chancellor shall appoint an academic of Senior Lecturer rank, who shall serve for an initial term of two (2) years and renewable for another term of two (2) years only.
- (6) The Directorate of Quality Assurance and Promotion shall be the university wide body with the responsibility of spearheading the quality assurance system of the University including all sections and the various mechanisms designed to maintain high performance standards.
- (7) The Director may resign from office by notice in writing to the Council through the Registrar in accordance with the terms and conditions of his/her appointment. The Council may also remove a Director of Quality Assurance and Promotion from office for good cause and in accordance with the instrument of appointment.
- (8) When a vacancy occurs or is about to occur, the Registrar shall notify Council who shall cause to be advertised such vacancy and to invite applications from suitably qualified candidates. The University Appointments and Promotions Committee shall conduct enquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.
- (9) In the absence of Senior Academics of Professorial status, the Vice-Chancellor shall appoint an academic of Senior Lecturer/Senior Research Fellow rank to an acting position.

29. Director of International Programmes and Institutional Advancement

- (1) Council shall on the recommendation of the University Appointments and Promotions Committee appoint a Director of International Programmes and Institutional Advancement.
- (2) The Director of International Programmes and Institutional Advancement shall, under the Vice-Chancellor, be responsible for:



- (a) the management of all agreements establishing links between the University and foreign institutions of learning;
 - (b) the promotion and advertisement of the programmes of the University to international students and researchers;
 - (c) the organisation of summer schools and orientation programmes for foreign students;
 - (d) the provision of guidance and counselling services for international students;
 - (e) the coordination of staff and student exchange and external staff training programmes;
 - (f) creating and maintaining a comprehensive database of students and external assistance programmes; and
 - (g) performing such other functions as shall be determined by the Vice-Chancellor or University Council.
- (3) The Director of International Programmes and Institutional Advancement shall be responsible for the following development-related functions, which include but not limited to:
- (a) assisting the Vice-Chancellor, the Management, the Faculty, and the Staff in advancing the mission of the University;
 - (b) fundraising (including major gifts, special project or capital campaigns, deferred/planned donations; corporate and foundation grants; with a special focus on cultivating, soliciting and stewarding support from Alumni, individuals, corporations, foundations, and other constituencies);
 - (c) managing a portfolio of donors and prospects for which s/he cultivates, solicits and stewards in their relationship to the University;
 - (d) developing and implementing a comprehensive fundraising plan that addresses the needs and strengths of all the constituent units of the University;
 - (e) developing and implementing workable, practical, and sustainable systems and processes that enhance and reward productivity in all areas of Institutional Advancement;
 - (f) developing and implementing strategies to identify, cultivate, and steward new funding sources;
 - (g) working closely with the Vice-Chancellor to determine fundraising priorities, including measurable goals and benchmarks of short and long-term objectives;
 - (h) measuring the success of Institutional Advancement and report to the Vice-Chancellor once every semester and as and when appropriate;



- (i) remaining current on national policies and procedures that are relevant to fundraising programmes; and attend fundraising and donor cultivation events as necessary;
- (4) The Director of International Programmes and Institutional Advancement shall be an academic of a Professorial rank.
- (5) The Director shall hold office for a term of three (3) Academic years and may be eligible for re-appointment for another term of three (3) Academic years only subject to satisfactory performance.
- (6) In the absence of academics of professorial rank, the Vice-Chancellor shall appoint an academic of Senior Lecturer rank, who shall serve for an initial term of two (2) years and renewable for another term of two (2) years only.
- (7) The Director of International Programmes may resign from office by notice in writing addressed to the Pro Vice-Chancellor in accordance with the terms and conditions of his or her appointment. Council may also remove the Director of International Programmes from office for good cause and in accordance with the instrument of appointment.
- (8) When a vacancy occurs or is about to occur, the Registrar shall notify Council who shall cause to be advertised such vacancy and to invite applications from suitably qualified candidates. The University Appointments and Promotions Committee shall conduct enquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.

30. Director of Research, Innovation and Consultancy

- (1) Council shall on the recommendation of the University Appointments and Promotions Committee appoint a Director of Research, Innovation and Consultancy to head the Office of Research and Innovations.
- (2) The Director of Research, Innovation and Consultancy shall be an academic of a Professorial rank.



- (3) The Director shall hold office for a term of three (3) Academic years and may be eligible for re-appointment for another term of three (3) Academic years only subject to satisfactory performance.
- (4) In the absence of academics of professorial rank, the Vice-Chancellor shall appoint an academic of Senior Lecturer rank, who shall serve for an initial term of two (2) years and renewable for another term of two (2) years only.
- (5) The Director of Research, Innovation and Consultancy shall, under the Pro Vice-Chancellor have responsibility for:
 - (a) the development and implementation of the University's research policy and guidelines;
 - (b) guide consultancy/research teams in carrying out assignments/studies and preparation of detailed project reports;
 - (c) the promotion, facilitation and co-ordination of research activities in the University as a whole;
 - (d) establishing operational systems for ethical clearance, as well as their monitoring and evaluation;
 - (e) representing the interests of the University in contractual applications and reporting;
 - (f) setting standards and ensuring effective dissemination of high-quality research output;
 - (g) administering contract research;
 - (h) promoting the development of faculty capability and capacity to deliver high quality research output;
 - (i) ensuring effective distribution and efficient use of research funds, in line with priority areas identified in the University's strategic plan and national needs;
 - (j) the development of a fundraising strategy and to raise funds for research;
 - (k) providing liaison between the University and funding agencies and broker strategic partnerships between such agencies and the University;
 - (l) the registration, protection, patenting and commercialization of intellectual property; and
 - (m) any other functions as shall be assigned by the Vice-Chancellor.
- (6) The Director of Research, Innovation and Consultancy may resign from office by notice in writing to the Council through the Registrar in accordance with the



terms and conditions of his or her appointment. The Council may also remove a Director of Research, Innovation and Consultancy from office for good cause and in accordance with the instrument of appointment.

- (7) When a vacancy occurs or is about to occur, the Registrar shall notify Council who shall cause to be advertised such vacancy and to invite applications from suitably qualified candidates. The University Appointments and Promotions Committee shall conduct enquiries as it deems necessary, interview the applicants and make recommendations for appointment by Council.

31. Director of Institute of Continuing and Distance Education

- (1) The Council shall on the recommendation of the University Appointments and Promotions Committee appoint a Director to head the Institute of Continuing and Distance Education.
- (2) The Director shall report to the Pro Vice-Chancellor.
- (3) The Director shall be of professorial rank and shall be of the status of a Dean of Faculty/School.
- (4) The Director who is of a professorial rank shall hold office for an initial term of three (3) years and shall be eligible for re-appointment for a second term of three (3) years only subject to satisfactory performance.
- (5) In the absence of academics of professorial rank, the Vice-Chancellor shall appoint an academic of Senior Lecturer rank, who shall serve for an initial term of two (2) years and renewable for another term of two (2) years only.
- (6) The Director shall provide leadership and supervise the academic and administrative activities of the Institute of Continuing and Distance Education, and shall:
- (a) Ensure that only qualified students are admitted into and remain on the Continuing and Distance Education programme;
 - (b) Provide accurate and timely information to prospective students, faculty and administrators concerning the Continuing and Distance Education programme;
 - (c) Counsel Continuing and Distance Education students with academic challenges; and



- (d) Recommend for approval by the responsible faculty or school, the award of Continuing and Distance Education degrees.
- (7) The Director of Continuing and Distance Education may resign from office by notice in writing addressed to the Vice Chancellor in accordance with the terms and conditions of his or her appointment. Council may also remove the Director of Continuing and Distance Education from office for good cause and in accordance with the instrument of his/her appointment.

32. Dean of Student Affairs

- (1) There shall be a Dean of Student Affairs who shall be appointed by Council on terms and conditions as recommended by the University Appointments and Promotions Committee.
- (2) The Office of the Dean of Student Affairs shall be headed by an academic of not below the rank of Senior Lecturer.
- (3) The Dean shall have the status of a Dean of Faculty/School.
- (4) The Dean of Student Affairs shall liaise with the Pro Vice-Chancellor, Registrar, Deans of Faculties/Schools, the Students Representative Council and other appropriate bodies in all matters affecting the welfare of Junior Members.
- (5) The Dean of Student Affairs shall be responsible, under the Pro Vice-Chancellor for:
 - (a) the counselling and placement of students;
 - (b) the provision of chaplaincy services through the Chaplaincy Board to students and other members of the University;
 - (c) the resolution of conflict between students and halls and hostels of residence as well as conflicts involving students outside of halls and hostels;
 - (d) making representation to the University about ways of enhancing the quality of students' life;
 - (e) ensuring the maintenance of cordial relations among the various student groups and the student body as a whole, to ensure that they obtain maximum benefit from their university experience;
 - (f) ensuring the orderly organisation of students' activities within the university;



- (g) providing leadership to all bodies and activities that promote the well-being of students of the University including the Students' Representative Council (SRC), the GCTU branch of Graduate Students Association of Ghana (GRASAG), and the Counselling Unit;
 - (h) overseeing the management of dues and other levies collected by the Students' Representative Council (SRC) and the GCTU branch of Graduate Students Association of Ghana (GRASAG) from students or on behalf of students;
 - (i) overseeing the formation of students' associations;
 - (j) working with student groups and the Sports Unit in developing extra-curricular programmes and activities of the university;
 - (k) coordinating with the groups to encourage the participation of students in the activities that promote personal growth and development of students;
 - (l) encouraging the development of a student culture that encourages exercise of leadership, respect for diversity and the traditions of the University, and responsibility for personal actions;
 - (m) ensuring that any disciplinary actions imposed on any student(s) by the recognized authority of the University are complied with; and
 - (n) giving permission to students to go on protest marches and demonstrations whether within or outside the University.
- (6) The Dean shall be of a professorial rank and shall hold office for a term of three (3) years and may be eligible for re-appointment for another term of three (3) Academic years only subject to satisfactory performance.
- (7) In the absence of academics of professorial rank, the Vice-Chancellor shall appoint an academic of Senior Lecturer rank, who shall serve for an initial term of two (2) years and renewable for a second term of two (2) years only.
- (8) The Dean of Student Affairs may resign from office by notice in writing addressed to the Pro Vice-Chancellor in accordance with the terms and conditions of his/her appointment. Council may also remove the Dean of Student Affairs from office for good cause and in accordance with the instrument of his/her appointment.
- (9) There shall be established in the Office of Dean of Students Affairs a Students' Affairs Committee which shall assist the Dean in the performance of his or her duties. The composition of the Committee shall be as follows:



- (a) The Dean – Chairperson
- (b) The University Counsellor
- (c) The Chaplain/Imam
- (d) Two (2) SRC Representatives (a male and a female)
- (e) One (1) Representative from the Academic Board
- (f) A Secretary appointed by the Registrar

33. Academic and Teaching Units

- (1) Subject to the provisions of the Act, Council shall approve the creation of such Academic and Teaching Divisions of the University as Faculties, Institutes, Schools, Departments, Centres and any other units of teaching and research as may be determined on the recommendations of the Academic Board.
- (2) A Faculty/School shall have a Board and a Dean appointed by Council.
- (3) The structure, status, functions and privileges of the academic divisions shall be in accordance with these Statutes.

34. Faculties/Schools/Institutes

- (1) There shall be in the University, Faculties/Schools/Institutes and such other academic entities as Council may, on the recommendation of the Academic Board, establish.
- (2) The internal organisation of the University into Faculties/Schools/Institutes shall be in accordance with Schedule N of these Statutes.
- (3) Each Faculty/School/Institute shall be headed by a Dean who shall report to the Pro Vice-Chancellor, and the appointment shall normally be made in the academic year preceding the one in which the person appointed is to commence the term of office as Dean.
- (4) The Dean shall be appointed from amongst the academic senior members of the Faculty/School who are of Professorial rank.
- (5) Where a suitable senior member of Professorial status cannot be found in the faculties, a suitable senior academic member of Senior Lecturer rank may be appointed as Dean.



- (6) Where there are no suitable academic senior members of Senior Lecturer status and above in the Faculty/School, the Dean may be appointed from a cognate Faculty.
- (7) A Head of Department appointed as Dean or Director shall vacate his or her position as Head of Department.
- (8) A Dean who is of a professorial rank shall hold office for a period of three (3) years and may be eligible, upon completion of his/her term of office, for re-appointment for another term of three (3) years subject to satisfactory performance. A Dean who is of a Senior Lecturer rank shall hold office for a period of two (2) years and subject to renewal for another term of two (2) years.
- (9) The measure of satisfactory performance shall be in the manner as specified in Schedule L of these Statutes.
- (10) Where there is only one suitable senior academic member of professorial status, he or she may be re-appointed to serve more than the normal two terms provided his or her performance is satisfactory.
- (11) The Dean of a Faculty with five or more departments shall be assisted by a Vice-Dean who shall be elected by the Faculty Board from among members of the Faculty of Senior Lecturer rank and shall hold office for two (2) years and be eligible for re-election of two (2) years only. If not already a member of the Faculty Board, a person elected Vice-Dean shall automatically become a member of the Board.
- (12) In the absence of the Dean in a Faculty where the Vice-Dean is absent, the most senior Head of Department in the Faculty shall act as Dean.
- (13) The Dean or Vice-Dean may resign his or her post by writing to the Chairperson of Council in accordance with the terms and conditions of his or her appointment. Council may also remove the Dean from office for good cause and in accordance with the instrument of appointment.



- (14) When a vacancy occurs in the Deanship of a Faculty, the Pro Vice-Chancellor shall present the names and curriculum vitae of the three most senior and suitable academic members of the faculty with his or her evaluation and recommendation(s) to the University Appointments and Promotions Committee (UAPC) for consideration. The UAPC, assisted by at least one external assessor, shall consider the Pro Vice-Chancellor's report and make its own recommendation(s). The UAPC's recommendations shall be forwarded to Council for consideration and appointment.

35. Functions and Powers of Deans

- (1) The Dean of a Faculty/School shall be responsible to the Vice-Chancellor through the Pro Vice-Chancellor for providing leadership to the faculty and maintaining and promoting the efficiency and good order of the Faculty in accordance with policies and procedures prescribed by the Act, these Statutes or as may be determined from time to time by Council, the Academic Board and the Faculty/School Board.
- (2) The Dean shall be the Chairperson of the Faculty/School Board and Head of the Faculty/School.
- (3) The Dean shall, in consultation with the Heads of Departments, have the responsibility for the postgraduate training of the faculty's own graduates and lecturers on study leave.
- (4) The Dean shall liaise with industries, professional institutions, associations and similar bodies and organize consultative meetings of Faculty members and industrial experts in the various professional fields within the faculty.
- (5) The Dean shall liaise with other Faculties or Schools and take responsibility for the organisation of common courses.
- The Dean shall co-ordinate the work of the Departments within the Faculty.
- (7) The Dean shall consult with, and be assisted by the Heads of Departments in the execution of his/her duties.



36. Faculty/School Boards

- (1) There shall be in each Faculty or School a Board whose membership shall consist of the following:
 - (a) The Dean of the Faculty/School as Chairperson;
 - (b) The Vice-Dean where appointed;
 - (c) Professors and Associate Professors within the Faculty;
 - (d) All Heads of Departments within the Faculty;
 - (e) One representative from each Department elected by the Academic Senior Members of each Department;
 - (f) One representative from each cognate Faculty;
 - (g) One representative from the Directorate of Quality Assurance and Promotion;
 - (h) Two representatives from industry;
 - (i) Subject to the approval of the Academic Board, such other persons as may be determined by the Faculty Board; and,
 - (j) The Faculty Officer, who shall be of the rank not below a Senior Assistant Registrar, shall be the Secretary to the Board.

- (2) The terms of office of members of the Faculty Boards other than Heads of Departments and Professors and Associate Professors in the Faculty shall be two (2) years. Such members of the Board shall be eligible for re-election for only another term of two (2) years.

- (3) Each Faculty Board shall meet at least twice each Semester. Meetings of the Faculty Board shall be convened by the Dean by giving at least five (5) days' notice in writing to all the members of the Faculty Board. Emergency meetings of a Faculty Board may be called by the Dean at any time by giving at least 24 hours' notice to members.

- (4) The quorum for a meeting of Faculty Board shall be half of the total membership.

- (5) A special meeting of the Faculty Board shall be called by the Dean on the written request of at least half of the members of the Board submitted to the Dean with a statement of the subject matter to be considered at that special meeting. The Dean shall convene a special meeting of the Board within seven days of receipt of the request.



37. Powers of Faculty/School Boards

Subject to the Act and these Statutes, the Board of each Faculty/School shall have the following powers and functions under the Academic Board:

- (1) To regulate, within the general policy approved by the Academic Board, the teaching and study of the subjects/courses assigned to the faculty;
- (2) To recommend the provision of adequate facilities for instruction and research in the disciplines assigned to the faculty;
- (3) To recommend to the Academic Board, Internal and External Examiners for appointment;
- (4) To advise on regulations and syllabuses dealing with courses of study for degrees and other awards of the faculty;
- (5) To make recommendations of thesis topics/areas and supervisors for postgraduate research projects;
- (6) To make recommendations to the Academic Board for the award of degrees (other than honorary degrees), diplomas, certificates, University fellowships, studentships, scholarships and prizes within the faculty;
- (7) To consider the faculty budget and make allocation to Departments;
- (8) To deal with any matters referred to it by the Academic Board;
- (9) To appoint such sub-committees as it may consider necessary for the discharge of its functions.



38. School of Graduate Studies and Research

- (1) The University shall on the recommendation of the Academic Board establish the School of Graduate Studies and Research to manage post-graduate programmes and research of the University;
- (2) The School of Graduate Studies and research shall be headed by a Dean of Professorial Status who shall report to the Pro Vice-Chancellor, and the appointment shall normally be made in the academic year preceding the one in which the person appointed is to commence the term of office as Dean.
- (3) The Dean shall be appointed from amongst the academic senior members of the University who are of Professorial rank.
- (4) Where a suitable senior member of Professorial status cannot be found in the faculties, a suitable senior academic member of Senior Lecturer/Senior Research Fellow rank may be appointed as Dean.
- (5) A Dean who is of a professorial rank shall hold office for a period of three (3) years and may be eligible, upon completion of his or her term of office, for re-ap- pointment for another term of three (3) years subject to satisfactory performance. A Dean who is of a Senior Lecturer rank shall hold office for a period of two (2) years and subject to renewal for another term of two (2) years.
- (6) The measure of satisfactory performance shall be in the manner as specified in Schedule L of these Statutes.
- (7) The Dean of Graduate School and Research shall perform such functions as stated in statute 34.
- (8) The Dean of the School of Graduate Studies and Research shall be assisted by a Vice-Dean where necessary who shall be appointed by the Vice-Chancellor.
- (9) The Vice-Dean where appointed shall be of the rank of Professorial Status, and shall hold office for three (3) years in the first term and be eligible for re-ap- pointment for a second term. In the absence of academics of Professorial



Status, a Senior Lecturer/Senior Research Fellow shall be appointed as Vice-Dean, who shall serve for an initial term of two (2) years and be eligible for re-appointment for a second term.

- (10) The Vice-Dean where appointed shall be a member of the School of Graduate Studies and Research Board.
- (11) The Dean or Vice-Dean may resign his/her post by writing to the Chairperson of Council in accordance with the terms and conditions of the appointment. Council may also remove the Dean or Vice-Dean from office for good cause and in accordance with the instrument of appointment.
- (12) When a vacancy occurs in the Deanship of the School of Graduate Studies and Research, the Pro Vice-Chancellor shall present the names and curriculum vitae of three most senior and suitable academic members of the University with his/her evaluation and recommendation(s) to the University Appointments and Promotions Committee (UAPC) for consideration. The UAPC, assisted by at least one external assessor, shall consider the Pro Vice-Chancellor's report and make its own recommendation(s) and forward same to Council for consideration and appointment.

39. School of Graduate Studies and Research Board

- (1) There shall be a School of Graduate Studies and Research Board which shall comprise the following:
 - (a) The Dean as Chairperson;
 - (b) Vice-Dean of the School of Graduate Studies and Research where appointed;
 - (c) All Faculty/School Deans;
 - (d) Dean of Student Affairs;
 - (e) Director of Research, Innovation and Consultancy;
 - (f) Director of Quality Assurance and Promotions;
 - (g) Director of Institute of Continuing and Distance Education;
 - (h) Director of International Programmes and Institutional Advancement;
 - (i) All Academic Heads of Department; and,
 - (j) The Head of Administration at the School of Graduate Studies and Research shall serve as Secretary to the Board.



- (2) Functions of the School of Graduate Studies and Research Board
 - (a) The School of Graduate Studies and Research Board shall be responsible for all matters relating to teaching and research in the School of Graduate Studies;
 - (b) The Board shall be responsible for all matters relating to School of Graduate Studies and Research examinations;
 - (c) The Board shall determine the code of conduct, professional dress code, disciplinary processes and other matters relating to or uniquely associated with the discipline or profession concerned;
 - (d) The Board shall recommend External Examiners to Academic Board for appointment;
 - (e) The Board shall submit proposals to the Academic Board on academic and non-academic developments within the School of Graduate Studies and Research;
 - (f) The Board shall deal with and to report on any matter referred to it by the Academic Board;
 - (g) The Board shall appoint such sub-committees as it may consider necessary in the discharge of its functions; and,
 - (h) Attend to any other matter referred to it by the Academic Board.

40. Academic Departments

- (1) Each Faculty shall consist of Departments as specified by the Statutes.
- (2) A Department is a division in a faculty that has responsibility for undergraduate and graduate level teaching and research.
- (3) A Department shall have a Head who shall be elected by the faculty members of the Department. The recommendation from the Department shall be submitted, through the Dean of Faculty, to the Vice-Chancellor for consideration and appointment.
- (4) The Head of Department shall be of a professorial rank or in the absence of academics of Professorial rank, the Head shall be elected from among the faculty of the next higher category of senior members, that is, Senior Lecturers.
- (5) Where there is no suitable Senior Lecturer in the Department, a suitable academic senior member of professorial or senior lecturer status may be appointed from another Department of that Faculty or a cognate Faculty.



- (6) A Head of Department who is of a Professorial rank shall hold office for a term of up to three (3) years, and is eligible for re-appointment of another term of three (3) years. A Head of Department who is of a Senior Lecturer rank shall hold office for two (2) years and is eligible for re-appointment of another term of two (2) years.
- (7) The measure of satisfactory performance shall be in the manner as specified in Schedule L of these Statutes.
- (8) A person shall not be eligible for appointment as Head of Department if he or she will be unable to complete the whole term before compulsory retirement of the first term.
- (9) It shall be the responsibility of the Head of Department with the approval of the Faculty Board, to organize the teaching programme, to maintain acceptable standards of teaching and to ensure that adequate facilities are available for research in their respective disciplines.
- (10) Subject to the powers of the Faculty/School Board and the Academic Board, a Head of Department shall:
 - (a) be responsible under the Dean of Faculty/School for the general administration of the Department in respect of human, financial and material resources of the Department within the general framework of university policy;
 - (b) provide leadership, maintain and promote efficiency and good order in the Department in accordance with the policies and procedures of the University;
 - (c) organize the approved teaching and research programmes of the Department and encourage the carrying out of research;
 - (d) maintain acceptable standards of teaching and any other academic work;
 - (e) provide for the assessment of student performance;
 - (f) liaise with the Dean of the Faculty in matters affecting the Department;
 - (g) convene a meeting of the members of the Department at least twice a semester for the purpose of planning and evaluating the activities of the Department; and
 - (h) advance and promote generally the well-being of the Department and persons engaged in the Department.



- (11) The Head of Department shall have direct responsibility for departmental administration, recommendations for the appointments and promotions of staff and, subject to the provisions of the Statutes, for maintenance of discipline.
- (12) The Head of Department shall liaise with other Departments, Centres, Faculties, Schools, Industries, Professional Institutions, Associations and similar bodies on matters affecting the Department.
- (13) The Head of Department shall consult with the Dean in all matters affecting his/her Department and the Faculty.
- (14) The Vice-Chancellor may, acting on the advice of the Dean, withdraw his or her approval of the appointment of a Head of Department for good cause, such as abuse of office or for any action which in the opinion of Vice-Chancellor, seeks to bring that office into disrepute.
- (15) The Head of Department may be relieved of his or her post by Council on grounds of incapacity; persistent absence without justification; conviction of a criminal offence involving dishonesty, fraud or moral turpitude; or for gross misconduct.
- (16) Council shall afford the Head of Department a fair hearing and, at any such removal proceedings, the Head of Department shall be entitled to know the grounds for removal and to attend with Counsel of his or her choice.
- (17) The Head of Department may resign from his/her office by writing to the Vice-Chancellor.
- (18) When a vacancy occurs in the Headship of an Academic Department, the Registrar shall invite applications from suitable candidates in the department. Where two or more applications are received, the Faculty in the Department shall be made to elect the Head from among the candidates. The elected candidate shall be appointed by the Vice-Chancellor. In the event where only one application is received, the Registrar shall submit the name to the Vice-Chancellor for appointment. The Registrar shall maintain the register of eligible voters in the department.



- (19) Each Department in a Faculty/School shall have a Department Board comprising the Head of Department as Chairperson, and all other Senior Mem- bers. Meetings shall be convened at least twice every semester to:
- (a) plan and evaluate its work;
 - (b) consider general organisation and regulations of prescribed courses and research;
 - (c) consider the Departmental Budget; and
 - (d) consider matters referred to it by the Faculty Board.
- (20) Meetings of the Departmental Committee shall be convened by the Head of Department by giving at least five (5) days' notice in writing to all the Senior Members in the Department/Centre.
- (21) The Head of Department shall convene a special meeting at the written request of at least one-third of the Senior Members of the Department submitted with a statement of the subject matter to be discussed. Such a meeting shall be convened within seven (7) days upon receipt of the request.
- (22) The quorum for the transaction of any business of the Committee shall not be less than one-half of the total number of members at post.

41. Convocation

- (1) There shall be a Convocation of the University which shall be composed of all categories of Senior Members of the University as specified in Schedule F of these Statutes.
- (2) The Registrar shall compile and maintain a register of the members of the Convocation which shall be published every academic year.
- (3) A person whose name appears on the Register of Convocation is entitled to attend and vote at the Convocation.
- (4) The Chairperson of Convocation may appoint an Advisory Body from members of convocation who may advise the Chairperson on matters concerning the convocation.



(5) Meetings of Convocation

- (a) Convocation shall meet at least once each academic year at the time determined by the Vice-Chancellor to receive the Vice-Chancellor's report on the state of the University and its future plans.
- (b) The person presiding shall determine the procedure to be followed at Convocation.
- (c) Despite (a) above, on the request in writing of not less than twenty-five members of Convocation stating the purpose for which the meeting is to be called, the Vice-Chancellor shall summon a special meeting of Convocation within seven days and the notice summoning the meeting shall specify the business to be considered.
- (d) The quorum for a meeting of the Convocation is fifty members including the Chairperson and the Secretary.

(6) Functions of Convocation

- (a) In addition to any other function granted by these Statutes to the Convocation, a meeting of the Convocation may express an opinion on any matter affecting the University and may refer any matter to a university body for further consideration.
- (b) The Convocation shall refer any matter to any University body for consideration.
- (c) The Convocation shall receive a report from the Vice-Chancellor towards the end of academic year on the state of the University, including academic, human resources, financial and infrastructure matters, and the future plans of the University.
- (d) Convocation shall elect from among its members a number of senior members as provided by the Act to serve on the Council and other Boards or committees of the University.
- (e) Where a vacancy occurs in Convocation's representation on the Council or Academic Board, the returning officer shall call for nominations and where at the close of such nominations the number of candidates is more than the number of vacancies, the Returning Officer shall proceed to hold elections in accordance with the voting scheme set out in Schedule F.



42. Matriculation

- (1) A person enrolling in the University for the first time shall be matriculated.
- (2) A person shall not matriculate into the Faculty/School unless that person has fulfilled the conditions prescribed by the Academic Board and has been accepted for admission.
- (3) The Academic Board shall determine the manner of matriculation into the University.

43. Congregation

- (1) There shall be a Congregation of the University which shall be composed of:
 - (a) Chancellor
 - (b) Chairperson and members of Council
 - (c) Convocation
 - (d) Graduands of the University
 - (e) Members of the University.
- (2) Congregation shall be held for the purpose of receiving reports and witnessing the ceremony for awarding degrees, diplomas and certificates of the University and for any other purposes determined by Council.
- (3) A Congregation for the conferment of regular diplomas and certificates shall be convened from time to time as determined by Council and shall be presided over by the Chancellor.
- (4) The procedure for the presentation of Graduands and for the conferment of degrees, diplomas and certificates and other matters relating to Congregation shall be determined by the Academic Board for the consideration and approval of Council.



44. Financial Management and Administration

- (1) The finances of the University shall be managed in accordance with the relevant provisions of national law including the Public Financial Management Act, 2016, (Act 921), the Public Financial Management Regulations, 2019 (L.I 2378), the Internal Audit Agency Act, 2003 (Act 658), the Public Procurement Act, 2003 (Act 663) and the Public Procurement (Amendment) Act, 2016 (Act 914).
- (2) The accounts of the University shall be audited annually by the Auditor-General in accordance with clause (2) of Article 187 of the Constitution of Ghana or an External Auditor appointed by Council.
- (3) Subject to the Act, these Statutes and the terms of any particular fund, endowment or loan, the financial resources of the University shall be applied solely to the purposes of the University.
- (4) There shall be an Entity Tender Committee which shall be constituted in accordance with the Public Procurement Act, 2003 (Act 663) and the Public Procurement (Amendment) Act, 2016 (Act 914).
- (5) The composition of the Entity Tender Committee is as specified in Schedule A of these Statutes.

45. Annual Reports

- (1) There shall be an annual report on the University submitted by the Vice-Chancellor to Council within six months after the end of each academic year for publication, taking into account reports from the various sections of the University.
- (2) It shall be the responsibility of Deans, Heads, Directors and Chairpersons of Statutory Committees to submit reports on the activities of their Faculties, Departments, Campuses, or Sections and Committees to the Vice-Chancellor for inclusion in the annual report.
- (3) The financial year of the University shall be the same as the financial year of the Government of Ghana.



46. External Auditors of the University

- (1) The Auditor-General shall appoint External Auditors to audit the accounts of the University.
- (2) The External Auditors appointed shall conduct their business in accordance with the directives of the Auditor-General, and shall receive such remuneration as shall be determined by Council.
- (3) The External Auditors shall have right of access to books, accounts and relevant records of the University and shall be entitled to such information and explanation as they deem necessary for the proper discharge of their responsibilities.
- (4) The External Auditors shall submit to Council, once in each year, a report on the accounts of the University.
- (5) The External Auditors may resign their appointment by letters addressed to Council.

47. Auditing of University Accounts

- (1) The accounts of the University, including the accounts of its Units as well as the consolidated accounts, shall be audited annually by the Auditor-General in accordance with Clause (2) of Article 187 of the Constitution of the Republic of Ghana.
- (2) The Council shall submit the annual accounts of the University to the Auditor-General for audit at the end of the financial year.
- (3) The accounts shall be under the signature of the Vice-Chancellor and the Director of Finance.
- (4) The Auditor-General shall, within six months after the end of the immediately preceding financial year:
 - (a) Audit the accounts and submit the report to Parliament; and
 - (b) Forward a copy each of the audit report to the Minister and the Council.



48. Appointment and Promotion of Employees

- (1) All appointments shall be made by or on behalf of the University Council.
- (2) The University Council shall authorize the appointments of senior members, staff and other categories of persons.
- (3) The recruitment and appointment of new senior members and staff (academic and non-academic) shall be carried out in conformity with the related criteria for appointments and promotions.
- (4) Appointed full-time employees shall not engage in any other full-time employment.
- (5) A baseline year shall be agreed during which all departments/units within each division shall determine existing vacancies based on employee's establishment numbers approved by the Academic Board.
- (6) The terms of appointment of all employees shall be specified in their letter of appointment and, in any event, shall not be less favourable than those prevailing at the time of appointment as stipulated in the Service Conditions approved by the Council.
- (7) The criteria and process for appointment to any teaching rank or for progression and promotion from one teaching rank to the next teaching rank shall be as determined by the criteria set out in Schedule J of these Statutes.
- (8) For the avoidance of doubt, the offices of Vice-Chancellor; Pro Vice-Chancellor; Deans; Heads of Departments; Directors of Institutes or Centres; or Coordinators of Teaching Units are posts and not ranks, and are to be occupied for specified terms of office.
- (9) The Vice-Chancellor, on the recommendation of the Faculty/School Board, may appoint an Adjunct/Visiting Scholar. The person should have a demonstrable track record of significant contribution to scholarship in the discipline



concerned. In exceptional cases, a person from industry, commerce, public administration or professional practice with vast and relevant experience who has made significant contributions to his or her discipline or sector may be considered for appointment.

The person shall maintain a continued commitment to the University and demonstrate the ability, during the period of engagement, of making distinctive contributions to the University.

- (10) Where an Adjunct/Visiting Scholar is at a post and is engaged by the University in teaching, research or for other academic purposes, he or she shall be provided with remuneration and necessary resources that he or she shall be entitled to by virtue of such full or part-time employment.
- (11) The criteria and process for appointment to any non-teaching rank or for progression and promotion from one non-teaching rank to the next non-teaching rank shall be as determined by the criteria set out in Schedule K of these Statutes.
- (12) For the avoidance of doubt, the following are classified as administrative positions and not ranks: Registrar, Directors, Faculty Officers, Head of Administration, Heads of Units, and Supervisors.
- (13) The appointment or promotion of senior members of the University shall be based purely on merit in accordance with principles of fairness and non-discrimination and in accordance with the provisions of the Act and these Statutes.
- (14) The Criteria for the Appointments and Promotions of Senior and Junior Staff are provided for in the Harmonized Scheme of Service for the Public Universities.
- (15) Appointment to the position of Director or Deputy Director in the Registry shall initially be made internally, in accordance with Schedule I of these Statutes, and assessment based on experience as well as evidence of competence and leadership.



(16) The University shall provide training and development to all appointed employees governed by the Training and Development policy.

49. Appointments to Certain Offices to be by Open Advertisement

Unless otherwise provided in these Statutes, appointments to the offices of Vice-Chancellor, Registrar, Director of Finance, and Librarian shall normally be by open advertisement in the mass media.

50. Appointment of Endowed Chairs

- (1) A Department/Faculty/School Board may recommend for the creation of an Endowed Chair in any of its disciplines. The recommendation shall be reviewed by the Academic Board for Council's approval.
- (2) Funds to support the Chair shall not be from government subvention or from tuition fees but may be received from research foundations or individual or corporate donations and benefactions.
- (3) The occupant of an endowed chair shall be of a Professorial rank. S/he shall occupy the position for a period of not less than one academic year and not more than three academic years at a time.
- (4) The occupant shall receive a grant as prescribed or agreed upon and shall carry out the research, product development, publication or extension service for which S/hewas appointed to occupy the endowed chair.
- (5) The occupant shall be required to mentor faculty members and, where appropriate, lead at least one graduate level seminar.

51. Staff Probation

- (1) All persons appointed to established posts shall be on probation of one year after which they will become eligible for confirmation subject to a report of satisfactory work and conduct by the Head of Directorate/Department/Unit concerned.



- (2) The Vice-Chancellor on the recommendation of the Dean/Head of Directorate/Department/Unit concerned, may extend the probationary period of a Staff Member for not more than six months for stated reasons.
- (3) The rules and procedures of Staff on probation shall be regulated by the employee manual of the University.

52. Renewal of Contract Appointment

- (1) All non-tenured appointments are subject to renewal at the end of an existing contract period.
- (2) At least six (6) months to the end of his or her existing contract, the appointee should be reminded to apply in writing, indicating his or her intention to renew or otherwise, the contract.
- (3) The procedure for renewal of contract appointment shall be as provided for in the relevant criteria for appointments and promotions.

53. Secondment

- (1) The Vice-Chancellor may approve an application for a Senior Member to embark on secondment for national assignment.
- (2) A request for secondment shall be made by a representative of Government or the Public Services of the status of either a Minister or Chief Director of the Public Service or the Chief Executive of the requesting private entity, provided always that the obligation of a senior member to apply for leave of absence from the University is not extinguished by reason only of this requirement.
- (3) Before the secondment of a senior member under this statute, the University shall enter into an appropriate contract under which it is entitled to reimbursement from the Government or the Public Service or the private entity for the salary and other emoluments and facilities including housing of a senior member seconded to Government or the Public Service or the private entity.



- (4) For the avoidance of doubt, a senior member shall not be seconded or granted leave to take up appointment as an officer of a political party or any movement of a partisan nature.
- (5) On completing the secondment, the senior member shall be granted a year's leave to prepare to resume academic work. The cost of this leave shall be borne by Government or the Public Service or the private entity as appropriate and shall be negotiated by the University.
- (6) Secondment shall be for a period of two (2) years in the first instance, subject to renewal for another term of two (2) years.

54. Leave of Absence

- (1) A staff member may be allowed a leave of absence without pay for a period of two (2) years in the first instance, subject to renewal for another term of two (2) years.

55. Sabbatical Leave

- (1) A sabbatical leave may be granted to a Senior Member who has served the University for a minimum of six (6) years.
- (2) In consultation with the Dean concerned or Registrar, the Vice-Chancellor may approve a period of one year of a scholar on sabbatical leave. In the case where the sabbatical leave requested is more than one calendar year, the request shall require the approval of the Academic Board and Council.
- (3) A Senior Member on sabbatical leave is expected to return to serve the University for the same duration as approved for the sabbatical leave.

56. Discipline in the University

- (1) The Vice-Chancellor, as the Chief Disciplinary Officer, shall ensure discipline in the University in accordance with the Statutes and any other legislations.
- (2) Subject to these Statutes, the Vice-Chancellor may delegate any part of his or her authority in respect of discipline to any person or body as s/he may deem fit or appropriate.



- (3) Except as otherwise provided the disciplinary rules under Schedule D to these Statutes shall apply to discipline in the University.
- (4) Any person affected by any decision of the Vice-Chancellor, or the person or body to whom s/he has delegated authority, shall have the right of appeal to the University Appeals Board.

57. Breaches by Employees

- (1) An employee who absents himself or herself from duty for a period of three consecutive working days or more but less than ten, without prior permission where it was reasonable and practical to have obtained prior permission, shall be cautioned for a first offence.
- (2) An employee who absents himself or herself from duty for a period of ten consecutive working days or more without prior permission where it was reasonable to have obtained prior permission, shall be deemed to have vacated his or her post and his or her appointment may forthwith be terminated.
- (3) All employees shall obtain written permission from the Vice-Chancellor for any travel abroad. Request shall normally be submitted two (2) weeks before the intended date of travel.

58. Discipline and Penalties

Without prejudice to the statutes relating to discipline, the University shall have the power to treat misconduct on the part of any employee as a matter of contract and may deal with such misconduct in accordance with the provisions of their contracts of employment and or the collective agreement as the case may be or generally under the Labour Act, 2003 (Act 651).

(1) Academic Offences

It shall be an offence for a member:

- (a) to abet any of the offences described in Students Academic Offences of these Statutes and other related manuals;
- (b) to evaluate an application for admission or transfer to a course or programme of study by reference to any criterion that is not approved by the University;
- (c) to evaluate academic work by a student by reference to any criterion that does not relate to its merit, to the time within which it is to be submitted or to the manner in which it is to be performed; or,



- (d) to award or enhance grades for a student or for a course not taken by a student or to procure same to be done;
- (e) accepting gifts in exchange of academic favours;
- (f) to forge or in any other way alter or falsify any academic record or document, circulate or make use of any such forged, altered or falsified record, whether the record be in print or electronic form; or,
- (g) to engage in any form of academic cheating, dishonesty, misconduct, fraud or misrepresentation not herein otherwise described, in order to obtain academic credit or another academic advantage of any kind.

(2) Non-Academic Offences

- (a) Without prejudice to the application of the national laws by the University, it shall be an offence for a member of the University to:
 - i. assault another person or threaten any other person with assault whether sexual or otherwise or commit battery against another person;
 - ii. cause or threaten any other person with bodily harm, or cause any other to fear bodily harm;
 - iii. knowingly create a condition that endangers the health or safety of other persons;
 - iv. threaten any other person with damage to such person's property, or knowingly cause any other person to fear damage to her or his property;
 - v. engage in a course of discriminatory conduct that is directed at one or more specific individuals, and that is based on the race, ancestry, place of birth, origin, colour, ethnic origin, citizenship, sex, creed, age, marital status, family status, disability; that is known to be unwelcome; and that exceeds the bounds of freedom of expression or academic freedom as these are understood in university policies and accepted practices, including but not restricted to those explicitly adopted;
 - vi. cause by action, threat or otherwise, a disturbance that the member knows obstructs any activity organised by the university or by any of its divisions, or infringes on the right of other members to carry on their legitimate activities, to speak or to associate with others. For example, peaceful picketing or other activity outside a class or meeting that does not substantially interfere with the communication inside, or impede access to the meeting, is an acceptable expression of dissent;



- vii. steal, knowingly take, destroy or damage premises of the university or any physical property that is not one's own;
 - viii. knowingly use without authorization, destroy or damage information or intellectual property belonging to the University or to any of its members;
 - ix. knowingly deface the inside or outside of any building of the University;
 - x. possess effects or property of the University appropriated without authorisation;
 - xi. give and/or accept gifts that will compromise the discharge of one's duties;
 - xii. knowingly create a condition that endangers or threatens the destruction of the property of the University or of any of its members;
 - xiii. knowingly use any facility, equipment or service of the university contrary to the expressed instruction of a person or persons authorised to give such instruction, or without just cause;
 - xiv. knowingly mutilate, misplace, misfile, or render inaccessible or inoperable any stored information such as books, film, data files or programmes from a library, computer or other information storage, processing or retrieval system;
 - xv. knowingly or maliciously bring a false charge against any member of the University;
 - xvi. counsel, procure, conspire with, abet, incite or aid a person in the commission of an offence defined in these Statutes;
 - xvii. deface the trees on campus with advertising or other material or notices howsoever described;
 - xviii. sexually harass or assault a person;
 - xix. defecate outside the designated buildings or places on campus;
 - xx. produce or distribute pornographic material on the premises of the University;
 - xxi. indecently expose one's self in public.
- (b) Without prejudice to the generality of subsection 2(a) of this statute, it is an offence for a member of the University to sexually harass another member of the University by engaging in unwelcome or unwanted behaviour of a sexual nature, including, but not limited to attempting to touch or touching, attempting to fondle or fondling, attempting to caress or caressing.

(3) Rules and Procedures Relating to Discipline:

- (a) There shall be disciplinary committees for each of the categories of members of the University recognised by these Statutes namely, Senior Members, Staff (Senior and Junior) and Junior Members as set out in Schedule B.



- (b) A disciplinary committee shall investigate an allegation of misconduct referred to it by the Vice-Chancellor or the Registrar and shall make appropriate recommendations on the charges including sanctions.
- (c) The Registrar or other authorised University official shall cause to be investigated an allegation of misconduct referred to it by the Vice-Chancellor.
- (d) Where investigations disclose misconduct, disciplinary proceedings shall be instituted before the appropriate disciplinary committee by the Vice-Chancellor or his representative.
- (e) For the avoidance of doubt, it shall not be necessary to conduct an investigation of misconduct where the University is already in possession of the relevant evidence. The persons identified in the evidence shall be charged directly before the appropriate disciplinary committee by the Vice-Chancellor or his or her representative.
- (f) Where a disciplinary action concerns a person, who is a member of the relevant committee, the Vice-Chancellor shall replace that person with a suitably qualified alternate.
- (g) A disciplinary proceeding in respect of a junior member is without prejudice to the right of the Academic Board to investigate an allegation of impropriety or malpractice relating to admission into the University or examinations and to take appropriate action including disciplinary sanctions.
- (h) A charge shall be in writing, addressed to the accused, and signed by or under the authority of the Disciplinary Officer. It shall contain a statement of the offence or breach with sufficient details and shall be filed with the Registrar.
- (i) The Registrar shall promptly notify the Chairperson and the Secretary of the related disciplinary committee.
- (j) Upon receipt by the Chairperson from the Secretary of a charge which appears to be in proper form, the Chairperson shall convene proceedings immediately and give appropriate notice of a date, time and place for the hearing to the accused. The Chairperson shall ensure that the proceedings are conducted with due dispatch.
- (k) The Vice-Chancellor shall implement the decisions of the Disciplinary Committees in accordance with these Statutes.



(4) Procedure

- (1) When a Staff is served with notice to appear before a Disciplinary Committee, s/he shall, within three (3) working days after the service of the said notice to him or her, furnish the Committee with his or her defense to the allegations leveled against him or her.
- (2) Where the Staff fails to submit his or her response within the stipulated period the Disciplinary Committee shall proceed with the enquiry.
- (3) Where no adverse findings have been made against a Staff, the Vice-Chancellor shall communicate to him or her within seven (7) days upon receipt of the Disciplinary Committee's report.
- (4) Where the Staff had been suspended, he shall be restored to his or her former position forthwith, and if on interdiction, arrears of salary shall be paid accordingly.
- (5) Depending on the gravity of the offence committed by the Senior Member/ Staff, the Vice-Chancellor may cause him or her to be interdicted pending the finality of investigations.
- (6) The Staff who has been interdicted shall be paid two-thirds (2/3) of his or her salary while on interdiction.
- (7) It is the duty of the Vice-Chancellor to ensure that the case is determined as expeditiously as possible, and s/he shall report to Council, at its next meeting.
- (8) The following are the penalties that may be imposed for breaches of discipline:
 - (a) Dismissal;
 - (b) Termination of appointment;
 - (c) Suspension from duty without pay for a stated period;
 - (d) Reduction in rank or grade;
 - (e) Interdiction;
 - (f) Stoppage of increment;
 - (g) Forfeiture of pay for stated period;
 - (h) Withholding of increment;



- (i) Reprimand; and,
- (j) Warning.

(9) For the purpose of these Statutes, these penalties shall be treated as major penalties which shall be imposed only by the Vice-Chancellor of the University in consultation with Council. This applies only in the case of Senior Members. For Senior Staff and Junior Staff, the Vice-Chancellor shall be responsible for administering both major and minor penalties.

(5) Sanctions for Employees

- (1) Without prejudice to the Statutes relating to discipline, the University shall have the power to treat misconduct on the part of any employee as a matter of contract and may deal with such misconduct in accordance with the provisions of their contracts of employment and/or the collective agreement as the case may be or generally under the Labour Act, 2003 (Act 651).
- (2) Alternatively, the University may sanction any of its employees by suspension, demotion in rank or grade, outright dismissal or by the imposition of monetary fines which may be deducted directly from the salary or other emoluments of the employees involved in a disciplinary action.

59. The University Appeals Board

Dispute Settlement

- (1) There is established in accordance with Section 41 of the Act, a body to be known as the Ghana Communication Technology University Appeals Board.
- (2) The Appeals Board shall hear and determine appeal matters on:
 - (a) An act or omission in contravention of the Act or the Statutes enacted by the Council;
 - (b) breach of employment contracts by the University;
 - (c) the promotion of persons duly employed by the University;
 - (d) grievances by students and staff against the University on matters related to welfare and discipline; or
 - (e) any other matter or dispute referred to the Board by the Council.



- (3) The University Appeals Board consists of
- (a) A Chairperson who is a retired justice of the Superior Court of Judicature or a lawyer qualified to be so appointed;
 - (b) Two lawyers of at least ten years standing at the Bar who are persons of high moral integrity one of whom is a woman; and
 - (c) Two persons who are not legal practitioners or employees of the University who are persons of high moral integrity one of whom is a woman.
- (4) The Chairperson and two (2) other members of the Appeals Board, constitute a panel for the hearing and determination of a case or matter before the Appeals Board.
- (5) The Council shall establish the rules and procedures which govern:
- (a) the operations of the Appeals Board;
 - (b) the appointment and remuneration of its members;
 - (c) the functions of the Chairperson;
 - (d) the establishment of the Secretariat of the Appeals Board; and,
 - (e) any other relevant matter.

60. Exiting from University employment

(1) Termination on Probation

- (a) The University may terminate the appointment of an employee who is on probation at any time for any good reason(s) made known to it, subject to one (1) months' notice or salary in lieu of notice.
- (b) An employee on probation may give one (1) month notice for termination of appointment or pay one (1) month salary in lieu of notice.

(2) Senior Member Appointment Termination

- (a) Except as may otherwise be provided by Council, a Senior Member may resign his or her appointment and thereby terminate the engagement with the University on giving, in writing under his or her signature to the Vice-Chancellor, at least six-months' notice, which resignation shall take effect on the last day of the calendar month.



(b) The Council may terminate the appointment of any Senior Member of the University by giving six months' notice or six month's salaries in lieu of notice.

(3) Removal of Office of a Senior Member

Any Senior Member of the University may be removed from office for good cause by Council. "Good cause" shall include but shall not be restricted to:

- (a) Conviction by a court of law for any offence which Council considers to be such as to render the person concerned unfit for the discharge of the functions of his or her office;
- (b) Conduct which is incompatible with one's position as a Senior Member of the University as spelt out in the Human Resource Manual;
- (c) Any other conduct which brings or seeks to bring a Senior Member's office into disrepute;
- (d) Conduct which Council considers to be such as to constitute failure or inability of the person concerned to discharge the functions of his or her office or to comply with the terms of his or her appointment.

(4) Dismissal of a Senior Member

A Senior Member shall not be dismissed unless:

- (a) He or she has been notified in writing of the grounds on which consideration is being given for his or her dismissal;
- (b) There has been an investigation relating to his or her case by the Disciplinary Committee (Senior Members) and the person concerned has been permitted to appear to defend himself or herself in person and the report of the Disciplinary Committee has been considered by Council;
- (c) Council shall, after receipt of the report of the Disciplinary Committee, have the liberty to interview the Senior Member, or the complainant or any witness as, in its discretion, it deems necessary. Where the complainant or a witness is to be interviewed by Council, the Senior Member under investigation shall have the right to be present and to examine the witness or make a statement in connection with the testimony of the complainant or witness;
- (d) An employee may appeal on a decision of Council to the Appeals Board; and,
- (e) The final decision of Council on the case of a dismissed Senior Member based on the advice of the Appeals Board shall not be subject to further appeal within the University.



(5) Retirement of Employees

- (a) Except as may be otherwise provided in special cases by Council, a Senior Member appointed to a full-time post in the University on a renewable contract shall retire from his or her appointment and all other offices held by him or her in the University by virtue of the appointment at the end of the month within which he or she attains the age of sixty.
- (b) Except as may be otherwise provided in special cases by Council, an employee shall retire from the service of the University on attainment of sixty years.
- (c) The University shall notify an employee at least six (6) months to the date of his/her retirement.

61. Conflict of Offices

- (1) No officer of the University shall hold two offices concurrently where it is established that the simultaneous performance of the duties and responsibilities of both offices will result in conflict of offices or where it is determined that one person should not carry too much of the task of governing the University.

62. Examinations

- (1) Examinations Board:

The Academic Board shall make the necessary regulations for the establishment of an Examinations Board to regulate the conduct and/or certification of examination.

- (2) Composition of Examinations Board
 - (a) Pro Vice-Chancellor as Chairperson
 - (b) Deans of School/Faculty
 - (c) Dean of Students Affairs
 - (d) Examinations Officer(s)
 - (e) Director of Quality Assurance and Promotions
 - (f) Director of Academic Affairs
 - (g) Director of General Administration and Operations
 - (h) A Secretary appointed by the Registrar



(3) Functions of Examinations Board

The Examinations Board shall perform the following functions:

- (a) Ensuring the provision of examination materials;
- (b) Approving the venue for examinations;
- (c) Conducting efficient and effective invigilation;
- (d) Handling of examination scripts;
- (e) Designing regulations for the conduct of examinations to candidate;
- (f) Setting the timetable for conduct of examinations;
- (g) Recommending grading to Academic Board;
- (h) Submitting reports on the conduct of the Examinations to the Academic Board; and
- (i) Carrying out any other functions as may from time to time be referred to them by the Academic Board or as is contained in these Statutes.

(4) Examinations Officer:

- (a) There shall be at least one Examinations Officer in a Faculty/School who shall have oversight responsibility for the functions of the internal examiners.
- (b) The Examinations Officer shall be appointed by the Academic Board with prior approval from Council.
- (c) The Examinations Officer shall not be below the rank of a Lecturer who has served for not less than four (4) years.
- (d) S/he shall be responsible for the implementation of the decisions of the Examinations Board.
- (e) S/he shall submit comprehensive reports to the Examinations Board.
- (f) Examinations Regulations are as contained in Schedule E.

63. Halls of Residence and Hostels

- (1) There shall be Halls of Residence, Hostels and other residential facilities as determined by the University Council.
- (2) The power of the University Council to establish a Hall of Residence, Hostel or any other residential facility may be implemented in collaboration with a private organization or an individual who shall also be regulated by the Statutes of the University.



- (3) Each Hall of Residence, Hostel or other residential facility shall consist of such number of Junior Members, Senior Members and other employees of the University as may be determined by the Academic Board in regulations approved for the hall or residential facility.
- (4) Each Hall of Residence, Hostel or residential facility shall consist as the case may be, of a Hall Master, and Hall Tutors of the Senior Common Room, and the Hall President, Secretary and Treasurer of the Junior Common Room.
- (5) Each Hall of Residence, Hostel or other residential facility shall, where conditions permit, be managed, subject to the Statutes establishing it.
- (6) Each Hall of Residence, Hostel or residential facility shall be managed by Senior Members, also known as Fellows and shall constitute the Governing Board of the Hall.
- (7) The Governing Board shall be composed of a Hall Master, Senior Tutor, and other Tutors, and President of the Junior Common Room as may be presented by the statutes.
- (8) The Governing Board of each Hall of residence, Hostel or residential facility shall have the power to take disciplinary action against any Junior Member with respect to a breach of discipline of the Hall, Hostel or residential facility. However, where the breach of discipline will result in dismissal or is in the opinion of the Governing Board, a major breach of discipline, the matter shall always be referred to the Vice-Chancellor for the appropriate disciplinary action to be taken.

64. Student Governance

- (1) The Academic Board shall regulate the conduct and activities of students of the University.
- (2) Students shall be entitled to form associations in exercise of their right to freedom of association guaranteed under the Constitution of the Republic of Ghana. However, no student association shall be formed nor operated within the University without the written approval of the Dean of Student Affairs.



- (3) The University shall have a Students' Representative Council (SRC) and a Graduate Students Association of Ghana (GRASAG), elected by and representing the Junior Members of the University.
- (4) The SRC and GRASAG shall be the official organs of the Junior Members of the University and shall be responsible for:
 - (a) Representing students duly admitted and registered to study at the University
 - (b) Promoting the general welfare and interest of students, coordinating the welfare, cultural, intellectual and recreational activities of the students in the University.
 - (c) Presenting the views of the students of the University to the appropriate body or bodies depending upon the nature of the matter.
 - (d) Establishing links and maintaining cordial relationships with students of other universities, educational and voluntary institutions within and outside the Republic of Ghana.
 - (e) Nominating student representatives to serve on appropriate University bodies and committees.
 - (f) Promoting cordial relationships among all sections of the University community and maintaining a good relationship with past students of the University.
 - g) Publishing a record of students' activities.
- (5) The Constitution and other governing instruments of the Students' Representative Council and Graduate Students Association of Ghana (SRC and GRASAG), the Junior Common Rooms, and other student associations shall at all times:
 - (a) be drawn up by the students subject to the approval of the Academic Board, and
 - (b) conform to the Act, the Statutes of the University as enacted by Council, and any other rules, regulations, directives and edicts, duly issued by the principal officers of the University in conformity with the Act.
 - (c) The Constitution of the SRC and GRASAG shall be submitted through the Dean of Students' Affairs to the Academic Board for consideration.
- (6) The Vice-Chancellor, in consultation with the Academic Board, shall have the power to prescribe standards for contesting student offices.
- (7) The right of students to demonstrate or go on procession or other public protest on or outside the campus shall be subject to regulations enacted for that purpose by the Academic Board.



- (8) The right of students to demonstrate or go on procession or other public protest for a grievance shall be the last resort after exhausting all internal procedures.
- (9) Without prejudice to the generality of the foregoing, students may not demonstrate or go on procession or other public protest outside the campus without notice to the Dean of Student Affairs and act in accordance with the relevant laws of the Republic of Ghana.

65. Sanctions for Students

- (1) One or more of the following sanctions may be imposed by Disciplinary Committee for Junior Members/Board upon the conviction of any Junior Member:
 - (a) an oral or written reprimand;
 - (b) an order for the resubmission of the piece of academic work in respect of which the offence was committed, for evaluation: such a sanction shall be imposed only for minor offences and where the student has committed no previous offence;
 - (c) assignment of a grade of zero or a failure for the piece of academic work in respect of which the offence was committed;
 - (d) a reduction of the final grade in the course in respect of which the offence was committed;
 - (e) denial of privileges to use any facility of the University, including library and computer facilities;
 - (f) a monetary fine;
 - (g) suspension from a course or courses, a programme, an academic unit or division, or the University for such a period of time up to five years as may be determined by the Disciplinary Committee;
 - (h) expulsion from the University. Expulsion shall mean that the student shall be permanently denied registration in any University programme; and,
 - (i) disqualification from contesting elections or removal from any office in the University.
- (2) For the avoidance of doubt, notwithstanding previous conferment or confirmation of an award of a degree, diploma, certificate, standing credits or any other qualification howsoever described, the University shall have the power to cancel or withhold or withdraw any award at any time it becomes known that:



- (a) a candidate had gained admission into the University with false qualifications;
or
 - (b) a candidate had impersonated someone else, or
 - (c) a candidate had been guilty of an examination malpractice for which a corresponding grade would have been awarded; or
 - (d) a candidate had engaged in any other conduct which in the opinion of the University would have resulted in the cancellation or withdrawal of the award.
- (3) The decision to cancel, withhold or withdraw an award shall be made by Council on the recommendation of the Academic Board.
- (4) The Vice-Chancellor shall have power to order that any sanction imposed by the Council be recorded on the student's academic record and transcript. The decision of the Vice-Chancellor shall be reported by the University in the University bulletin and, where appropriate, in the national media.

66. Conflict of Interest

- (1) Any member of Council, the Academic Board, a committee established by or under the authority of Council or the Academic Board and any other body or entity of the University who is, in any way, directly or indirectly interested in any contract, transaction or other decision being considered by Council, the Academic Board, a committee of Council or the Academic Board, and such other body shall, at any meeting at which such contract, transaction or decision is being considered, declare his or her interest and the nature and extent thereof and shall abstain from participating in discussion with respect to the matter, from moving and seconding motions, and from voting thereon.
- (2) No employee of the University engaged in teaching shall have in his or her class a student who is a spouse, child, ward, parent or family member provided that with respect to the family member, the Vice-Chancellor may, in exceptional circumstances, waive this Statute.
- (3) An employee shall declare his or her interest under (2) of this statute above in writing to the Vice-Chancellor.



(4) No decision of Council, the Academic Board or a committee established by or under the authority of Council or the Academic Board or any other duly established body shall be invalid in whole or in part by reason of the existence of a conflict of interest.

Provided that the interested member shall not be allowed to benefit from the decision of Council, the Academic Board, a committee of Council or the Academic Board, the Students' Representative Council, a Junior Common Room or any such body once it is discovered that that member was in any way, directly or indirectly, interested in the contract, transaction or decision.

(5) Without prejudice to the generality of the foregoing provisions, no member of the University shall without the approval of the Vice-Chancellor:

- (a) enter into a commercial contract or transaction with the University; or
- (b) receive a benefit directly or indirectly from any contract or transaction with the University.

(6) No employee of the University shall accept an appointment or engage in the provision of services outside the University without the express prior approval of the Vice-Chancellor in writing. The Vice-Chancellor may refuse to grant approval, where the service to be provided is similar to the University's mission or may diminish the esteem or reputation of the University.

(7) Any contract or transaction which is contrary to this Statute shall, for all purposes, be null and void.

67. Industrial Action by Unionized Employees

(1) The University recognizes the right of every employee to freedom of association and of the right to demonstrate in order to protect his economic and social interests.

(2) Employees who engage in industrial action pursuant to their right to do so under any collective agreement or other labour arrangement shall do so in strict accordance with the Labour Act, 2003 (Act 651) and must respect the rights and freedoms of other members of the University and the general public.



- (3) No industrial action taken or purported to be taken shall deliberately target the disruption of academic work and/or the provision of essential services to campus.
- (4) For the purposes of this Statute essential services shall have the same meaning as in the Labour Act, 2003 (Act 651).

68. Anti-Discrimination

- (1) The University, its employees and or its constituents shall at no time discriminate against a person based on religion, political affiliation, gender, ethnic origin, disability, race, creed, colour, social or economic status in determining whether that person is to be:
 - (a) appointed and/or promoted as an employee of the University;
 - (b) admitted and/or registered as a student of the University;
 - (c) permitted to graduate from the University; or
 - (d) granted any advantage, privilege or other benefit accorded all other persons.
- (2) Discrimination here means to treat persons of similar characteristics (similarly situated) differently.

69. Decision-Making by University Entities

- (1) A matter not expressly provided for by these Statutes or by regulations shall be determined by the Vice-Chancellor subject to approval or ratification by Council.
- (2) Unless taken by consensus, a decision reached by a meeting of a University body shall not have effect unless it has the support of at least a simple majority of the members present and voting and if all votes cast are equal, the presiding person shall have a casting vote; the minutes shall record the result of the voting or reflect the consensus reached.
- (3) No decision of the University shall be invalidated by reason only of the existence of a vacancy in the membership of the body making the decision or of a defect in the appointment of a member of that body;



- (4) Subject to the Act, these Statutes and regulations made by the Academic Board, all University bodies shall determine their own procedures.
- (5) At a meeting of any University body, a member of that body may raise a point of order and shall be entitled to be heard forthwith. A point of order shall relate only to a perceived breach of the provisions of the Act, the provisions of these Statutes and Regulations or rules of the University body in question. The member shall specify why in his or her opinion there has been a breach and the ruling of the person presiding shall be final and shall not be open to discussion.
- (6) For the avoidance of doubt, these Statutes and Regulations made thereunder shall apply to all activities approved by the University whether occurring within or outside the physical location of the University including field trips and social events.
- (7) Where in these Statutes an office holder is said to be under another officeholder, it shall be taken to mean that the officeholder is answerable to that other.

70. Amendment of these Statutes

- (1) Notice of any motion to enact, amend or repeal any of these Statutes shall be given at the regular meeting of Council immediately preceding the meeting at which the motion is to be moved.
- (2) A motion to enact, amend or repeal any of these Statutes shall not carry unless it receives the approval of at least two-thirds of the entire membership of Council.
- (3) The Academic Board shall have power to recommend to Council amendments of these Statutes.
- (4) Upon the approval of any such proposal for amendment which shall be by a two-thirds (2/3) majority vote of the Academic Board at its regular meeting, the Board shall report same to Council in writing at the next meeting of Council.

71. Intellectual Property

- (1) The intellectual property right in a work, research or other intellectual enterprise funded or otherwise undertaken with resources of the University shall vest in the University.



- (2) The Statutes of the University shall provide for the creation, ownership and the use of intellectual property, including copyright, patents, trademarks, trade names and industrial designs by employees of the University in accordance with the laws on intellectual property.
- (3) The Council shall, for the purpose of subsection (2), determine the incentives for persons who undertake any work, research or other intellectual enterprise, funded or otherwise undertaken with the resources of the University, to enable those persons benefit from their work, research or the intellectual enterprise.

72. Contracts and Property of the University

- (1) Subject to the Act and these Statutes, the University may enter into contracts and own, hold and dispose of movable and immovable property solely for the purpose of achieving the aims and objectives of the University.
- (2) For the avoidance of all doubt, the authority to enter into contractual transactions, including transactions relating to land owned or held by the University, shall be vested in Council and no person shall enter into any transaction binding or intended to be binding on the University unless the said transaction has the prior approval of Council. However, Council shall have the power to ratify contractual transactions entered into without its prior approval where in its opinion such ratification is justified and shall not compromise the interests of the University.
- (3) Council may delegate in writing its authority to enter into contractual transactions to any of the principal officers of the University.
- (4) Without prejudice to leases in existence before the coming into force of these Statutes, the University may enter into contracts creating an interest in land owned by the University only by way of lease and the lease shall not be for more than twenty-five years and shall be renewable for another term of twenty-five years at the option of the University.
- (5) All contracts relating to the procurement of goods and services shall conform to the provisions of the Public Procurement Act, 2003 (Act 663) and the Public Procurement (Amendment) Act, 2016 (Act 914) and any regulations made thereunder and to the University's internal rules and regulations on procurement.



73. Repeals

All the Statutes made by or for Ghana Telecommunications University College and Ghana Technology University College which were in force before the commencement of these Statutes are hereby repealed.

74. Meeting Quorum

- (1) Unless otherwise specified in the Act or these Statutes, the quorum for the transacting of business of any committee or body set up by the University shall be 50% of its membership.
- (2) In the case where the 50% does not constitute a whole number, the next higher whole number shall be the quorum.

75. Interpretation of Statutes

These Statutes shall be interpreted in such manner as not to conflict with the Act and existing laws of Ghana.

76. Effective Date of these Statutes

These Statutes shall come into force on the 17th of December, 2021

77. Matters Not Covered in the Act or Statutes

Matters not expressly covered in the Act or in the Statutes shall be determined by the Vice-Chancellor in consultation with the Academic Board, and subject to the approval of Council.

78. Management and Administration of the University

- (1) The University shall be managed and administered in accordance with sound and internationally acceptable practices, benchmarks, principles and ideas on university management and administration including the principles of academic and financial integrity, confidentiality, accountability, transparency, fairness and equality of opportunity.
- (2) All officers and University bodies, whether permanent or ad hoc shall in accordance with the policy directions of the Council, manage and administer the affairs of the University in their various capacities in strict adherence to these principles.



SCHEDULE A – COMMITTEES OF COUNCIL

Committee	Membership	Functions
<p>Finance</p>	<p>Chairperson of Council or a member of Council designated as Chairperson One other Council Member who shall be a government nominee Two members elected by Academic Board Vice-Chancellor</p> <p>In attendance Director of Finance Director of Internal Audit Registrar – Secretary</p>	<p>1. To consider and advise the Council on the estimates of income and expenditure of the University and on accounts and all financial matters of the University.</p> <p>2. To act on all matters referred to it by the Council and also act on behalf of the Council in emergencies or when necessary.</p>
<p>Development</p>	<p>Vice-Chancellor as Chairperson Two (2) other members elected by Academic Board Two members elected by Council</p> <p>In Attendance Registrar - Secretary Director of Finance Director of Works and Physical Development Director of General Administration and Operations</p>	<p>To advise the Council generally on buildings and all matters concerning the physical development of the University.</p>
<p>Entity Tender (This shall be in accordance with the Public Procurement Act, 2003 (Act 663) and the Public Procurement (Amendment) Act, 2016 (Act 914))</p>	<p>Vice Chancellor as Chairperson Registrar Director of Finance Lawyer appointed by Council Three (3) Heads of Department including user Department One (1) Member of a Professional Body One (1) Member appointed by the GTEC Head of Procurement as Secretary Resource persons as may be required may attend the meeting but have no voting rights.</p>	<p>1. Review Procurement plans in order to ensure that they support the objectives and operations of the Institution, School/Faculty, Department or Entity;</p> <p>2. Confirm the range of acceptable costs of items to be procured and match these with the available funds in the approved budget;</p> <p>3. Review the schedules of Procurement and specifications and also ensure that the Procurement Procedures to be followed are</p>



		<p>in strict conformity with the Provisions of the Public Procurement Act (2003), Act 663, and the Public Procurement (Amendment) Act, 2016 (Act 914), its operating regulations and guidelines;</p> <p>4. Ensure that the necessary concurrent approval is secured from the relevant Tender Review Board, in terms of the applicable threshold in Schedule 3 of the Public Procurement Act, prior to the award of the contract;</p> <p>5. Facilitate contract administration and ensure compliance with all reporting requirements under the Public Procurement Act;</p> <p>6. Ensure that stores and equipment are disposed of in compliance with the Public Procurement Act; and,</p> <p>7. Operate generally in accordance with the Provisions of the Public Procurement Act.</p>
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<p>University Appointments and Promotions Committee (UAPC)</p>	<p>Vice-Chancellor as Chairperson Pro Vice-Chancellor Registrar Two (2) Academics of Professorial rank, elected by the Academic Board. Where there are fewer or no Professorial rank members, Senior Academics of the next rank below shall be elected. Two (2) Senior Administrators of Deputy Registrar or equivalent rank, elected by the Academic Board. Where there are no or fewer Deputy Registrars, Senior Administrators of the next higher rank shall be elected. The Dean/Director/Head of Directorate/Section/Unit of the candidate shall be in attendance provided that he/she is not below the rank to which the candidate is seeking to be promoted. Director of Human Resource and Organisational Development shall be the Secretary.</p>	<ol style="list-style-type: none"> 1. Recommend to the Council the appointment and promotion of senior members. 2. Recommend, at its discretion, the retention of such staff beyond the age of retirement as may be necessary. 3. Recommend the extension or non-renewal of contracts of members of staff. 4. Determine the status and entry point on the salary scale of all staff recommended for appointment. 5. Determine where appropriate the status and salary increment of the academic staff on acquisition of additional qualifications. 6. Carry out an annual review of all senior members and make such recommendations as may be necessary. 7. Review, from time to time, the terms and conditions of service of senior members and make such recommendations as may be necessary. 8. Delegate where necessary any of its functions to a sub-committee or person or body. 9. The Chairperson of Council shall have the power to approve appointments on behalf of Council and shall report thereon to Council at the earliest opportunity.
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<p>AUDIT</p>	<p>(1) An Audit Committee consists of five (5) members</p> <p>(2) The majority of members of an Audit Committee shall be independent members</p> <p>(3) The Internal Audit Agency and the Institute of Chartered Accountants, Ghana shall nominate the majority of members from among persons who do not work in the covered entity to which the Audit Committee shall be nominated by the Principal Account Holder</p> <p>(4) The Chairperson of an Audit Committee shall be elected from among the independent members of the Committee</p> <p>(5) Without limiting subsection (2), an Audit Committee may, in the performance of its functions under this Act co-opt a senior management personnel to serve on the Audit Committee</p> <p>(6) The Principal Account Holder shall appoint the Chairperson and members of an Audit Committee</p>	<p>(1) An Audit Committee shall ensure that the head of a covered entity, to which the Audit Committee relates':</p> <p>(a) Pursues the implementation of any recommendation contained in</p> <ul style="list-style-type: none">i. An internal audit reportsii. Parliament's decision on the Auditor-General's reportiii. Auditor-General's Management letter; andiv. The report of an internal monitoring unit in the covered entity concerned particularly, in relation to financial matters raised; and <p>(b) Prepares an annual statement showing the status of implementation of any recommendation contained in</p> <ul style="list-style-type: none">i. An internal audit reportsii. Parliament's decision on the Auditor-General's reportiii. Auditor-General's Management letteriv. The report on financial matters raised in an internal monitoring unit of a covered entity, andv. Any other related directive of Parliament <p>(2) An annual statement required under subsection (1)(a)(b) shall</p> <p>(a) indicate the remedial action taken or proposed to be taken to avoid or minimize the recurrence of an undesirable feature in the accounts and operations of a covered entity,</p>
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		<p>(b) indicate the period for the completion of the remedial action, and</p> <p>(c) be endorsed by the relevant sector Minister and forwarded to the Minister, Parliament, Office of the President and the Auditor-general within six (6) months after the end of each financial year.</p>
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SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Business and Executive</p>	<p>Vice-Chancellor-Chairperson Pro Vice- Chancellor Director of Finance All Deans and Directors Registrar University Librarian A Secretary appointed by the Registrar</p>	<ol style="list-style-type: none">1. to take such actions and make such decisions as may be necessary to implement the general policy established by the Academic Board, and to carry out such other functions as may from time to time be delegated to it by the Academic Board2. to decide on the strength of all establishments in the University and the need or otherwise for the creation of new posts in consultation with relevant Heads of Departments3. to receive from the Registrar annually, reports as to whether all Committees of the Academic Board have functioned properly throughout the year, and4. to advise the Academic Board on University Scholarship policy and to award such University Scholarships as may be approved from time to time.5. The decisions of meetings of the Executive Committee shall be reported to the Academic Board at its next meeting by the Vice-Chancellor for its approval.
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SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Business and Executive</p>	<p>Vice-Chancellor-Chairperson Pro Vice- Chancellor Director of Finance All Deans and Directors Registrar University Librarian A Secretary appointed by the Registrar</p>	<ol style="list-style-type: none"> 1. to take such actions and make such decisions as may be necessary to implement the general policy established by the Academic Board, and to carry out such other functions as may from time to time be delegated to it by the Academic Board 2. to decide on the strength of all establishments in the University and the need or otherwise for the creation of new posts in consultation with relevant Heads of Departments 3. to receive from the Registrar annually, reports as to whether all Committees of the Academic Board have functioned properly throughout the year, and 4. to advise the Academic Board on University Scholarship policy and to award such University Scholarships as may be approved from time to time. 5. The decisions of meetings of the Executive Committee shall be reported to the Academic Board at its next meeting by the Vice-Chancellor for its approval.
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SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Planning and Resources</p>	<p>Vice -Chancellor– Chairperson Pro Vice- Chancellor Registrar Director of Continuing and Distance Education Director of Works and Physical Development Director of Human Resource and Organisational Development All Deans Director of Finance Director of General Administration and Operations Director of Internal Audit Director of Quality Assurance and Promotions A Secretary appointed by the Registrar</p>	<ol style="list-style-type: none"> 1. to advise the Academic Board on the future development of the University on matters regarding academic, physical, financial and human resources development; 2. to advise the Academic Board on appropriate planning models and strategies covering all aspects of the University’s activities. 3. to advise the Academic Board on matters related to the establishment of new departments 4. to consider the immediate and long-term academic needs of the University and design appropriate strategies and plans 5. to advise on new courses of study for the University taking into consideration, the manpower needs of the nation and the goals set for the University.
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SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Disciplinary Committee - Senior Members</p>	<p>Pro Vice-Chancellor – Chairperson Registrar Two Deans elected by Academic Board In-House Counsel Director of Human Resources and Organisational Development Two representatives of the Academic Board A Secretary appointed by the Registrar</p> <p>In attendance Head/Director of Department/- Di- rectorate/Unit concerned One repre- sentative of Union concerned</p>	<p>Determine disciplinary issues referred to it and report appropriately</p>
<p>Disciplinary Committee - Senior Staff</p>	<p>Registrar as Chairperson Director of Human Resource and Organisational Develop- ment In-House Counsel Director of General Adminis- tration and Operations A Secretary appointed by the Registrar</p> <p>In attendance Head of Unit/Directorate concerned One representative of Union Con- cerned</p>	<p>Determine disciplinary issues referred to it and report appropriately</p>

**SCHEDULE B – COMMITTEES OF ACADEMIC BOARD**

<p>Disciplinary Committee - Junior Staff</p>	<p>Registrar as Chairperson Director of Human Resource and Organisational Development Director of General Administration and Operations In-House Counsel Head of Security and Transport A Secretary appointed by the Registrar</p> <p>In attendance Head of Unit/Directorate concerned One representative of Union Concerned</p>	<p>Determine disciplinary issues referred to it and report appropriately</p>
<p>Disciplinary Committee - Junior Members</p>	<p>Chairperson — to be appointed by Vice Chancellor Dean of Student Affairs</p> <p>University Counsellor In-House Counsel One representative each nominated by the SRC and the GCTU branch of GRASAG Senior Member appointed by the Vice Chancellor taking into account the subject matter of offence under consideration. A Secretary appointed by the Registrar</p> <p>In attendance Head of Department concerned</p>	<p>i To charge the student concerned with the cases of misconduct or breaches leveled against that student. ii. To provide the student with an opportunity to defend himself or /herself against the charges of misconduct or breaches of disciplinary rules and regulations. iii. To make recommendations to the Vice Chancellor for the necessary sanctions to be imposed for the consideration of Council.</p>



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Admissions</p>	<p>Pro Vice-Chancellor – Chairperson Registrar Dean of Student Affairs Deans of Faculties Heads of Academic Depart- ments Director, Quality Assurance and Promotions Director of Institute of Continuing and Distance Education Director of International Programmes and Institutional Advancement or Director in charge of International Programmes and Institutional Advancement Director of Academic Affairs Director of Finance A Secretary appointed by the Registrar</p>	<p>i. Make recommendations on Admissions Policy to the Academic Board of the University. ii. Determine admission quotas in consultation with the Vice-Chan- cellor. iii. Approve selections recom- mended by the faculty</p>
<p>Library Board</p>	<p>Pro Vice-Chancellor – Chair- person Director of Institute of Continu- ing and Distance Education Director of Research, Innova- tion and Consultancy Director of ICT One representative from each Academic Department Universi- ty Librarian Registrar Director of Quality Assurance and Promotion One representative of SRC One representative of GRASAG A Secretary appointed by the Registrar</p>	<p>Subject to the directions of Academic Board, to supervise and direct the operations of the library and such other matters as may be delegated to it.</p>

**SCHEDULE B – COMMITTEES OF ACADEMIC BOARD**

<p>Research, Grants, and Consultancy</p>	<p>Vice-Chancellor – Chairperson Pro Vice-Chancellor All Deans of Academic Units In-House Counsel One representative elected by each Faculty Director of Research, Innovation and Consultancy Director of Finance or his or her representative Registrar University Librarian A Secretary appointed by the Registrar</p>	<p>i. to examine and take appropriate action on all applications on grant chargeable to the special Research and Conferences Fund; ii. to maintain links with Research-funding agencies and to serve as a channel for major research projects; iii. to make known and published periodically, - research activities undertaken and progress made within the University; iv. to consider applications from members of staff to attend conferences.</p>
<p>Student Affairs and Residence</p>	<p>Dean of Students Affairs – Chairperson Heads of Halls/Hostels or their representatives Director of Works and Physical Development Director of General Administration and Operations Chaplain President of SRC President of GRASAG A Secretary appointed by the Registrar</p>	<p>i. to keep under review the Accommodation System; ii. to make adequate provision for the supervision and welfare of Junior Members; and, iii. to formulate policies regarding catering in the Accommodation by students.</p>



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Timetable</p>	<p>Director of Academic Affairs - Chairperson A representative each from the Academic Departments Director of Continuing and Distance Education Director of Works and Physical Development Director of General Administration and Operations Faculty Officers/School Administrators A Secretary appointed by the Registrar</p>	<p>i. To draw up time-table for teaching and graduation in conformance to the academic calendar. Faculty representatives are to work in close consultation with the Deans over time-table issues ii. To allocate lecture halls/spaces for teaching</p>
<p>Examinations Board</p>	<p>Pro Vice Chancellor as Chairperson Deans of School/Faculties Faculty Examinations Officer(s) Director of Quality Assurance and Promotions Director of Academic Affairs Dean of Student Affairs Director of General Administration and Operations Director of Institute of Continuing and Distance Education A Secretary appointed by the Registrar</p>	<p>The Examinations Board shall perform the following functions: (a) Ensuring the provision of examination materials; (b) Approving the venue for examinations; (c) Conducting efficient and effective invigilation; (d) Handling of examination scripts; (e) Designing regulations for the conduct of examinations to candidate; (f) Setting the timetable for conduct of examinations; (g) Recommending grading to Academic Board; (h) Submitting reports on the conduct of the Examinations to the Academic Board; and (i) Carrying out any other functions as may from time to time be referred to them by the Academic Board or as contained in these Statutes.</p>



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Matriculation and Congregation</p>	<p>Registrar as Chairperson Director of Academic Affairs Director of University Relations Director of General Administration and Operation Representative of the Directorate of Works and Physical Development Representative of Finance Directorate One Representative for SRC One Representative for GRASAG Faculty Officers/ School Administrators A secretary appointed by the Registrar</p>	<p>i. To coordinate matriculation and graduation activities of the University;</p>
<p>Training and Development</p>	<p>Registrar – Chairperson All Deans Director of Finance Director of Human Resource and Organisational Development Director of Institute of Continuing and Distance Education Director of General Administration and Operations A Secretary appointed by the Registrar</p>	<p>i. Review and recommend orientation, training and development plans and policies. ii. Approve training and development plan of the University iii. Consider budget for training and development and recommend for approval</p>



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Technology Advancement</p>	<p>Pro Vice-Chancellor- Chairperson One Representative from each Faculty Director of Finance Director of ICT Director of Institute of Continuing and Distance Education A Secretary appointed by the Registrar</p>	<p>i. To continually formulate and develop an innovative and world class Information Management strategy ii. To ensure that the strategy evolves to meet the changing Technological needs of the University iii. To manage the planning and delivery of significant Informa- tion Management Services projects iv. To provide general policy direction to the ICT Directorate</p>
<p>Estate</p>	<p>Registrar as Chairperson Dean of Student Affairs Director of Finance Director of Works and Physical Development Director of Human Resource and Organisational Development Director of General Administration and Operations One Representative of TEWU One Representative of GAUA One Representative of UTAG A Secretary appointed by the Registrar</p>	<p>to provide and maintain the physical infrastructure, including, buildings, plant, machinery, utilities, roads, byways, grounds and gardens of the University, whether owned, leased or otherwise controlled or possessed by the University</p>



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

Transport	Pro Vice-Chancellor –Chairperson Registrar In-House Counsel Director of Internal Audit Director of Works and Physical Development Director of General Administration and Operations Director of Finance Head of Transport A Secretary appointed by the Registrar	i. Review periodically, the functions of the Transport Unit. ii. Make recommendations on Transport Policy of the University and related matters to the Academic Board.
Security	Vice-Chancellor – Chairperson Pro Vice-Chancellor Registrar Director of Works and Physical Development In-House Counsel Director of General Administration and Operations Two members appointed by the Academic Board (one Academic and one Administrator of not below Senior Lecturer or Senior Assistant Registrar rank); Secretary to be appointed by Registrar	i. To keep under review security arrangements in the University ii. Monitor and deal with security and safety matters of the University iii. Review periodically, the safety and security measures in force at the University and suggest improvements



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Academic Partnership</p>	<p>Vice-Chancellor – Chairperson Pro Vice-Chancellor Registrar In-House Counsel Deans of Faculties and School Director of Finance Director of University Relations Director of Academic Affairs Director of Quality Assurance and Promotions Director of International Programmes and Institutional Advancement or the Director in charge of International Programmes and Institutional Advancement Director of Institute of Continuing and Distance Education A Secretary appointed by the Registrar</p>	<p>Spearhead the development, implementation and evaluation of academic partnerships of the University</p>
<p>Quality Assurance Implementation</p>	<p>Pro Vice-Chancellor – Chairperson Registrar Deans of Faculties and School Director of Quality Assurance and Promotions Dean of Student Affairs Director of Academic Affairs Director of Institute of Continuing and Distance Education All Heads of Academic Departments Director of International Programmes and Institutional Advancement or the Director in charge of International Programmes and Institutional Advancement A Secretary appointed by the Registrar</p>	<p>i. Provide academic guidelines of the University ii. Monitor lecturing activities in the University; iii. Conduct Students’ appraisal of courses and teaching; iv. Conduct evaluations and assessments to inform decision-making of Management; v. Spearhead the development, implementation and evaluation of strategic plans of the University.</p>



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Faculty Appointments and Promotions</p>	<p>The Faculty Dean as Chairperson Vice-Dean where appointed All Heads of Departments within the Faculty One Member of Senior Lecturer rank or above from each Department in the Faculty One member from industry The Faculty Officer - Secretary</p>	<p>To receive applications on Academic appointments and promotions, and make recommendations to the University Appointments and Promotions Sub-Committee for consideration</p>
<p>Registry Appointments and Promotions</p>	<p>Registrar as Chairperson Director of Finance Director of Academic Affairs Director of Human Resource and Organisational Development Director of ICT The Head/Director of Directorate /Unit of the candidate shall be in attendance provided that he/she is not below the rank to which the candidate is seeking to be promoted. A Senior Assistant Registrar in charge of Promotions shall be the Secretary.</p>	<p>To receive applications on administrative senior members appointments and promotions, and make recommendations to the University Appointments and Promotions Committee for consideration</p>



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Senior Staff Appointments and Promotions</p>	<p>Registrar as Chairperson Director of Finance Librarian Director of ICT Director of Internal Audit Director of Human Resource and Organisational Development Director of Works and Physical Development A Secretary appointed by the Registrar The Head/Director of Directorate /Unit of the candidate shall be in attendance.</p>	<p>To receive and make recommendations for the appointment and promotion of Senior Staff</p>
<p>Junior Staff Appointments and Promotions</p>	<p>Registrar as Chairperson Director of Finance Librarian Director of ICT Director of Internal Audit Director of Human Resource and Organisational Development Director of Works and Physical Development A Secretary appointed by the Registrar The Head/Director of Directorate/Unit of the candidate shall be in attendance.</p>	<p>To receive and make recommendations for the appointment and promotion of Junior Staff</p>

**SCHEDULE B – COMMITTEES OF ACADEMIC BOARD**

Counselling and Placement Advisory Board	Pro-Vice-Chancellor as Chairperson; Registrar one representative of the Ghana Employers Association; one representative of the CTVET; two persons appointed by the Vice-Chancellor from outside the University; one representative of each Faculty; one representative each of the SRC and the GCTU branch of GRASAG; Director of Academic Affairs; Dean of Students Affairs; Director of Institute of Continuing and Distance Education; Industrial Liaison Officer; University Counsellor; A Secretary appointed by the Registrar	To determine and develop policies for career guidance and other educational advisory services for employees and students.
Administration	Registrar – Chairperson Director of Finance Director of Internal Audit All Administrative Directors and Heads A Secretary appointed by the Registrar	i. Review the activities of Directorates/Units and Divisions. ii. Receive progress reports and provide suggestions for improvement in the administration of the University



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Institutional Advancement</p>	<p>Vice-Chancellor – Chairperson Pro Vice-Chancellor Registrar One representative of Council One representative of Academic Board Director of Finance Director of Quality Assurance and Promotions Director of International Programmes and Institutional Advancement or the Director in charge of International Programmes and Institutional Advancement, Director of Institute of Continuing and Distance Education; Director of University Relations; Director of Research, Innovation and Consultancy; Two representatives of the GCTU Alumni Association One representative of SRC One representative of GCTU branch of GRASAG A Secretary appointed by the Registrar</p>	<p>i. Promote the image of the University through progressive communication strategies. ii. Review and recommend policies for fundraising activities, alumni programmes, partnership and media communication iii. Solicit philanthropic and other support for the development and growth of the University. iv. Review the goals and programmes of Institutional Advancement.</p>
<p>Academic Audit and Review</p>	<p>Pro Vice-Chancellor – Chairperson; Director of Quality Assurance and Promotions; Director of Academic Affairs; Director of Institute of Continuing and Distance Education; Director of International Programmes and Institutional Advancement of the Director in charge of International Programmes and Institutional Advancement</p>	<p>Responsible for: i. Determine for each programme: outcomes, objectives and philosophy ii. Academic audit (review of examination questions, results, etc.); iii. Review of programmes for accreditation; iv. Standardization of programmes and review of programmes;</p>



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

	<p>A Secretary appointed by the Registrar Deans of Faculties shall be in attendance Heads of Academic Departments shall be in attendance</p>	
<p>Staff Sponsorships and Scholarships</p>	<p>Vice-Chancellor, (Chairperson); Pro-Vice-Chancellor; Registrar Dean of Faculty/School or the representative of the Dean; Director of International Programmes and Institutional Advancement or the Director in charge of International Programmes and Institutional Advancement; Dean of Student Affairs; Dean, School of Graduate Studies or the representative; University Librarian Two Members elected by Academic Board A Secretary appointed by the Registrar</p>	<p>To advise the Academic Board on University scholarship policy and to make recommendations to the Academic Board on award of university scholarships</p>



SCHEDULE B – COMMITTEES OF ACADEMIC BOARD

<p>Health and Safety</p>	<p>Chairperson appointed by the Vice-Chancellor Two Members elected by the Academic Board Dean of Student Affairs Director of General Administration and Operations Director of Human Resource and Organizational Development One representative of SRC One representative of GRASAG One representative of GAUA One representative of UTAG One representative of TEWU Head of Security A representative from the University Clinic A Secretary appointed by the Registrar</p>	<p>i. To advise the Academic Board on matters relating to the Health of Staff, Students and food vendors on campus</p> <p>ii. To ensure the implementation of decisions on health and sanitation matters in the University</p>
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SCHEDULE C – UNIVERSITY REGULATIONS

- (1) The Council, the Academic Board and their committees and the Halls of Residence/Hostels respectively may make Regulations for their own procedures and for the exercise of their respective powers and the performance of their functions under these Statutes.
- (2) The Academic Board shall not make or ratify a regulation amending or repealing the Regulations for the time being in force except at an ordinary meeting of the Academic Board and unless notice of the amendment or repeal has been given in the notice convening the meeting.
- (3) Regulations made by a committee or a Hall pursuant to subsection (1) shall be subject to the approval of the Academic Board and shall not come into effect unless approved by the Academic Board.
- (4) The Council and the Academic Board, respectively, shall in approving, ratifying, making, amending or repealing Regulations, observe the conditions specified in subsections (5) and (8) of this schedule.
- (5) The Regulations shall not be inconsistent with, or repugnant to a provision of the Constitution of the Republic or the Statutes of the University or to the Act.
- (6) A disability shall not be imposed on the ground of religion, sex, race, national origin, political belief, or physical disadvantage.
- (7) A person shall not be allowed to take a degree, certificate or diploma or any other academic qualification other than an honorary degree without the prescribed examination or any other adequate test approved by the Academic Board.
- (8) A regulation shall not be held invalid by reason only of the fact that it confers certain benefits on persons because of gender, physical challenge or other disadvantaged circumstances, which are not extended to other persons.
- (9) Where a question arises as to the validity of a provision under these Statutes or a regulation made by the Academic Board or committee or Board or Hall Council, the decision of the Council on that question may be appealed to the Appeal Board established under the Act.
- (10) For the purposes of this section, “Regulations” include Bye-laws



SCHEDULE D – DISCIPLINARY REGULATIONS

1. These rules shall be referred to as the Disciplinary rules and, except as provided, shall apply to all staff and students of the University.
2. Any act done without reasonable excuse by a person to whom these Rules apply which amounts to a failure to perform in a proper manner any duty imposed on person as such, or which contravenes any regulation, instruction or directive relating to employees and/or Students of the University or which is otherwise prejudicial to the efficient functioning of the University, or tends to bring the University into disrepute shall constitute a misconduct and the setting forth in Rules 3 and 4 of a particular type of misconduct shall not be taken to affect the generality of this Rule.
3. It is a misconduct for an employee of the University:
 - (a) to be absent from duty without leave or reasonable excuse;
 - (b) to be insubordinate to employee’s superiors;
 - (c) to use, without the consent of the appropriate authority, any property or facility provided for the purposes of the University for some purpose not connected with the work of the University and/or not within the scope of responsibilities, without the consent of employee’s Head of Department;
 - (d) to engage in any activity which is likely to bring the University into disrepute.
4. It shall be misconduct for a Student of the University:
 - (a) To be absent from lectures for 21 consecutive days and other prescribed assignments without permission or reasonable excuse;
 - (b) To be insubordinate to superiors; andTo indulge in any anti-social activities while in residence or outside the campus which tend to bring the University into disrepute.
5. For breaches of any of the provisions of Rules 2, 3 and 4, any of the penalties, as appropriate, specified in these Statutes may be imposed in any disciplinary proceedings.
6. Disciplinary proceedings involving the imposition of minor penalties shall be conducted summarily.



SCHEDULE D – DISCIPLINARY REGULATIONS

7. Where in the opinion of the Vice-Chancellor of the University, a major penalty should be imposed in any disciplinary proceedings, the Vice-Chancellor shall appoint officer(s) within the University to conduct an enquiry into the charges and make appropriate recommendations:
- (a) In the case of Junior Staff, the Vice-Chancellor of the University shall appoint an Ad hoc Committee on which a representative of the Junior Staff Association shall serve;
 - (b) In the case of Senior Staff, the Vice-Chancellor shall appoint an Ad hoc Committee on which a representative of the Senior Staff Association shall serve; and
 - (c) In the case of Students, the Vice-Chancellor of the University shall appoint an Ad hoc Committee on which a representative of the SRC or GRASAG shall serve;
 - (d) In the case of Senior Member, the Vice-Chancellor of the University shall refer the matter to the Disciplinary Committee established under these Statutes to conduct an enquiry into the charges and make appropriate recommendations to that staff.
8. son, other than a Student of the University adversely affected by any decision of the Vice Chancellor shall be entitled to appeal, within seven days of notification of the decision, to the University Council whose decision shall be final. In the case of minor penalties any aggrieved person adversely affected by a decision may within seven days appeal to the Vice-Chancellor of the University whose decision shall be final.
9. In all disciplinary proceedings which might result in the imposition of major penalties, except in the case of Students, the Vice-Chancellor of the University may, on advice or in the Vice-Chancellor's own discretion, interdict the person(s) affected until the final determination of the cases against them.
10. Notwithstanding the provisions of these Statutes, any member of staff who shall be absent from duty without reasonable cause shall not be entitled to any salary for the period that s/he stays absent. The non-payment of salary shall be without prejudice to any disciplinary action which may be taken against the person.



SCHEDULE D – DISCIPLINARY REGULATIONS

11. Without prejudice to the taking of disciplinary proceedings in respect of any absence from duty without leave or reasonable cause, where an administrator is absent from duty without leave or reasonable cause for more than 10 consecutive working days, the employee may be regarded as having resigned from employment without notice. If the employee's whereabouts are known that employee must be informed in writing that his or her absence from duty has been thus regarded.

12. Without prejudice to the taking of disciplinary proceedings in respect of any absence from duty without leave or reasonable cause, where an academic is absent from duty without leave or reasonable cause to three consecutive lecture classes, the employee may be regarded as having resigned from employment without notice. If the employee's whereabouts are known that employee must be informed in writing that his or her absence from duty has been thus regarded.



SCHEDULE E – EXAMINATION REGULATIONS

University Examinations

- (1) A University examination shall be:
 - (a) set to curricula and syllabuses approved previously by the Academic Board;
 - (b) taken at the times prescribed previously by the Academic Board, normally December for the First Semester and May for the Second Semester Examinations.
 - (c) assessed by examiners approved previously by the Academic Board.
- (2) A programme indicating period of examination and arrangement for the examination shall be indicated at the beginning of each Semester.

Appointment of Examiners/Moderators

- (1) Examinations shall be conducted by University Examiners comprising Internal Examiners/Moderators and by external examiners where appropriate.
- (2) An Internal Examiner must be a teaching staff of senior member status appointed by the University Appointments and Promotions Committee.
- (3) An External Examiner/Moderator must be an experienced teaching staff member of a recognized academic institution which is not part of the University.
- (4) An experienced professional or consultant may also be engaged as an External Examiner.
- (5) Lists of Internal and External examiners shall be presented to the Academic Board for approval on recommendation from a Faculty Board before the main semester examinations.
- (6) In nominating an External Examiner/Moderator for the first time a brief indication of the background of the examiner shall be provided to the Faculty Board and Academic Board.
- (7) An External Examiner/Moderator may serve for three (3) years and be eligible to serve for another three (3) years based on satisfactory performance and/or recommendation from the Faculty Dean.



SCHEDULE E – EXAMINATION REGULATIONS

- (8) A person who has retired or resigned from the University may not be appointed External Examiner until a period of three (3) years has elapsed since leaving the service of the University.

The Setting of Examination Questions

- (1) The draft examination questions shall be reviewed, moderated and approved by the Department. The Head of Department shall countersign each question paper to signify endorsement by the Department.
- (2) The External Examiner/Moderator shall review the draft questions submitted, providing comments as appropriate and the Internal Examiner shall be invited through the Head of Department to review the External Examiner's comments and approve the draft.
- (3) Each Department shall designate one senior member as the Examination Officer for the Department and his or her duty shall be to assist the Head of Department in examination matters.

Venue of Examination

- (1) In-person sit-in examinations shall be taken only at approved premises. Practical or oral examination will normally be conducted in the Departments concerned.
- (2) Examinations may also be conducted online using approved virtual platforms.
- (3) Approval by the Academic Board may be given for examinations to be taken outside the University for the benefit of a student in hospital or others who cannot report at the University.

Time-table

- (1) The draft examination time-table shall be put up on the University Notice Boards not later than the seventh week of every Semester.
- (2) Suggestions for amendment may be made through the Head of Department.
- (3) The final time-tables indicating day and hour of each examination shall be posted on the University Notice Boards normally at least four weeks before the commencement of the end of semester examinations.



SCHEDULE E – EXAMINATION REGULATIONS

- (4) From the duration of the examinations, a daily time-table indicating day, hour and venue of each examination will be issued at least twenty-four hours in advance.
- (5) Notice of at least forty-eight hours shall be given if the time and hour given on the general time-table have to be changed on the daily time-table.

Invigilation

- (1) In-person sit-in examinations shall be held under the supervision of appointed invigilators.
- (2) A Chief Invigilator, who is a senior member of Senior Lecturer rank and above, shall be appointed for each examination centre.
- (3) A Chief Invigilator is expected to submit a daily report to the Director of Academic Affairs on the examinations written at the examination centre under the charge of the Chief Invigilator.
- (4) The Chief Invigilator will collect and collate all answer booklets and signed attendance sheets and submit them together with daily examination report to the Director of Academic Affairs.
- (5) An Invigilator, who is a Senior Member Academic, shall be appointed for each examination room and shall be required to:
 - (a) ensure that candidates are properly seated;
 - (b) ensure that candidates have the materials required for each examination including the correct question papers and answer booklets;
 - (c) invite candidates to start work allowing for a 15-minute preview of the questions for a 3-hour paper and 10-minutes preview for a 2 or 1-hour paper;
 - (d) no time shall be allowed for preview for objective structured questions;
 - (e) check the attendance register indicating those absent;
 - (f) see to it that candidates stop work at the appointed time;
 - (g) see to it that answer booklets are collected back, and the total agrees with the number that took the examination;



SCHEDULE E – EXAMINATION REGULATIONS

- (6) The Invigilator is responsible for ensuring that a candidate does not have unfair assistance in the course of the examination, for which purpose, the invigilator:
- (a) will need to walk round the examination hall periodically;
 - (b) should be personally satisfied that a candidate who needs to leave the examination room temporarily does not carry any notes to which the candidate can refer while outside the hall;
 - (c) will designate an invigilating assistant to accompany a candidate who has permission to leave the examination room temporarily;
 - (d) without stopping a suspect from completing the examination, shall submit a report on an instance of cheating to the Director of Academic Affairs through the Chief Invigilator;
 - (e) shall report any other unusual incidents that come to attention during the course of the examination.
- (7) An invigilating assistant who may be a national serviceperson or teaching assistant or any other person approved by the Director of Academic Affairs shall be appointed to assist the invigilator.
- (8) For the avoidance of doubt, it is the responsibility of all academic senior members to provide invigilation services, when so required by the University.

Handling of Examination Scripts

- (1) The Examiners shall ensure the collection of scripts from the Director of Academic Affairs for marking.
- (2) Examiners may also visit the Examination Centre at the end of the examinations to sign and collect their scripts from the Chief Invigilator.
- (3) The scripts collected for marking shall be kept under tight security.
- (4) The marked scripts and the results sheet shall be submitted by the examiner to the Head of Department.
- (5) All marked examination scripts and the results sheets are moderated by Senior Members in the Department.



SCHEDULE E – EXAMINATION REGULATIONS

- (6) Where there is a visiting External Examiner, the moderated marked sheets and the answer booklets are made available for his or her assessment.
- (7) Comments and remarks from the External Examiners assessments are submitted to the Head of Department and forwarded to the Director of Academic Affairs.

Assessment

- (1) Assessment of candidate's work in an Examination shall include continuous or interim assessment wherever provided for.
- (2) Marks from continuous or interim assessment are compiled together with the end-of-semester examinations into one result.
- (3) The overall assessment reflecting marks earned from continuous or interim assessment and from the main examination, shall be submitted to the Department for moderation.
- (4) The moderated results are uploaded onto the University ERP system by the Examiner and for the review by the Faculty Examinations Board.
- (5) The Faculty Board submits their assessment of all results to the Director of Academic Affairs for review by the Academic Audit Committee.
- (6) The results are published on students' portal after the approval of the Academic Board.

Examinations Board

- (1) There shall be an Examinations Board chaired by the Pro Vice-Chancellor.
- (2) The Academic Board shall publish a time-table for Examinations Board meetings.
- (3) The Board is responsible for determining the results of Examinations in accordance with the Regulations passed by the Academic Board.



SCHEDULE E – EXAMINATION REGULATIONS

- (4) Internal Examiners may be in attendance. If present the External Examiner may also attend.
- (5) While retaining the final word the Board of Examiners shall give due right to the views of an External Examiner.
- (6) The quorum of Examinations Board shall be one-half of the membership of the Board. If, however all departments are represented business may proceed.
- (7) A report of the proceedings of the Board shall be submitted to the Academic Board for approval.
- (8) The Examinations Board may appoint a Faculty Examiners' Board consisting of all examiners in the Faculty and chaired by the Dean.

Instructions to Candidates

- (1) A candidate for the University examination must have followed the approved course as a regular student over the required period, and must have registered for the examination.
- (2) Entry to the examination shall be by registration on a form on which the papers to be written shall be indicated by title, and the registration form duly endorsed by the Head of Department shall be submitted to the Director of Academic Affairs not later than six weeks before the commencement of the semester examination.
- (3) The modalities of endorsement to be advised by a committee shall include a Dean, two Heads of Department and the Director of Academic Affairs.
- (4) A candidate shall not be admitted to an examination if:
 - (a) the candidate has not been entered for it as is required under subsection (2).
 - (b) the subject of the examination has merely been audited, unless the course had been followed previously,
 - (c) the candidate owes fees to the University, or
 - (d) the candidate is under suspension or has been dismissed from the University.



SCHEDULE E – EXAMINATION REGULATIONS

- (5) It is the duty of the candidate to consult the daily time-table (to be made available at least twenty-four hours ahead of time) to ascertain the papers one-half hour before the examination.
- (6) A candidate may be refused admission to the University examination if the candidate reports to the examination more than half an hour after the commencement of the examination.
- (7) It is the responsibility of the candidate to provide a pen, pencil and an eraser as needed, and to ensure that the right question paper and any other material needed for the examination are given to the candidate.
- (8) A candidate attending at an examination shall sign his or her name in the register of candidates for the examination.
- (9) A candidate shall not bring to the examination centre or to the washroom of the examination centre any notes, books, cellular or mobile phones, unauthorized electronic devices or any other unauthorized material.
- (10) The material shall not be deposited at the entrance to the examination room or the washroom.
- (11) A candidate shall not enter the examination room until the candidate is invited or called or requested to enter the examination room.
- (12) A candidate who is seen with notes, books, cellular or mobile phones, unauthorized electronic devices or any other unauthorized material in the examination centre shall be banned from the examination and awarded a grade X.
- (13) A candidate who is suspected of hiding unauthorized material on the candidate's person may be asked by the Invigilator to submit to a body search. Refusal to submit to a body search is tantamount to misconduct.
- (14) A candidate shall, for the purpose of identification by the Invigilator, place the student identity card on the examination table to enable the Invigilator to ascertain the identity of the person writing the examination.



SCHEDULE E – EXAMINATION REGULATIONS

- (15) Communication between candidates is not permitted in the examination hall; and
- (a) a candidate shall not pass or attempt to pass information or an instrument from one to another during an examination;
 - (b) a candidate shall not copy or attempt to copy from another candidate or engage in any similar activity;
 - (c) a candidate shall not disturb or distract any other candidate during an examination; and
 - (d) a candidate may attract the attention of the Invigilator by raising his or her hand.
- (16) Smoking or drinking of alcoholic beverages is not allowed in the examination room.
- (17) Candidates may leave the examination room temporarily, and only with the express permission of the Invigilator; in which case the invigilator shall be satisfied personally that a candidate does not carry on his or her person any unauthorized material.
- (18) A candidate who is allowed to leave the examination room temporarily will be accompanied while outside the examination room by an attendant designated by the Invigilator.
- (19) A candidate who finishes an examination ahead of time may leave the examination room after surrendering his or her answer booklets. But the candidate shall not be allowed to return to the examination room.
- (20) At the end of each examination, candidates should ensure that they do not take away any answer booklets, whether used or unused, from the hall.
- (21) Candidates should not in any way interfere with the stapling in the answer booklets. Any complaints about the answer booklets should be brought to the attention of the Invigilator.
- (22) A candidate who fails to be present at an examination without satisfactory reason shall be awarded a grade X.



SCHEDULE E – EXAMINATION REGULATIONS

- (23) The award of grade X in a required paper means a failure not just in that paper but in the examination as a whole.
- (24) The following shall not normally be accepted as reasons for being absent from any paper at a University Examination:
- (a) mis-reading the time-table;
 - (b) forgetting the date or time of examination;
 - (c) inability to locate the examination hall;
 - (d) inability to rouse oneself from sleep in time for the examination;
 - (e) failure to find transport;
 - (f) loss of a relation; or
 - (g) pregnancy
- (25) A breach of a provision of the Regulations made for the conduct of university examinations may attract one or more of the following sanctions:
- (a) a reprimand;
 - (b) loss of marks;
 - (c) cancellation of a paper in which case zero shall be substituted for the mark earned;
 - (d) withholding of results for a period;
 - (e) award of grade X.
- (26) In a case of a breach, the particulars and the sanction shall be entered on the student's transcript of academic record.
- (27) Further to subsection (25) a grade Z leading to failure in a University examination, shall be awarded wherever it is established that a candidate had attempted to gain an unfair advantage in an examination whether in a principal subject or in an ancillary or any other paper.



SCHEDULE E – EXAMINATION REGULATIONS

(28) Further sanctions may include:

- (a) being barred from a university examination for a period for one academic year or two academic years,
- (b) being barred from a university examination indefinitely;
- (c) suspension from the University, or
- (d) expulsion from the University.

(29) The results of university examinations shall be posted on the University Notice Boards for the result of an examination taken; but alternatively, the candidate may write to the Director of Academic Affairs to enquire about the results or request details of the results for which purpose the candidate may provide a stamped addressed envelope.

(30) A candidate who is not satisfied with the results of a University examination affecting the candidate may request a review by submission of an application to the Registrar and on payment of a review fee which shall be determined at not less than three (3) times the normal examination fee.

(31) An application for a review shall be submitted to the Registrar not later than twenty-one days after release of the results and shall state the grounds for review.

(32) An application entered on a candidate's behalf by a person other than the aggrieved candidate shall not be entertained.

(33) An action shall not be taken on an application which is submitted outside the time stipulated in subsection (31), and a review shall not proceed unless the review fee is fully paid.

(34) The Board of Examiners may authorize the Registrar to amend the results as released in the light of the review.

(35) Where it emerges that a complaint is frivolous or ill-motivated, the Board may prescribe further sanctions which may include barring the complainant from taking a university examination for a period of one academic year or two academic years or an indefinite period.



SCHEDULE E – EXAMINATION REGULATIONS

Examination Malpractices or Offences

- (1) Examination offences include an attempt on the part of a candidate to gain an unfair advantage, and a breach of the Examination Regulations and Instructions to candidates including refusal on the part of a candidate to occupy an assigned place in an examination room, any form of communication with another candidate, possession of a book, paper or written information of any kind except as required by the rules of a particular examination, smoking, leaving an examination room without permission of the Invigilator, or refusal to follow instructions.
- (2) The Chief Invigilator or an examiner shall report to the Director of Academic Affairs as soon as practicable an instance of a breach of Examination Regulations, and in respect of offences occurring outside the precincts of an examination room, the Dean shall cause an enquiry to be made into the reports that reach the Dean who shall submit the findings on the report to the Director of Academic Affairs.
- (3) The Board of Examiners shall review the reports received in connection with an examination malpractice or an offence.
- (4) On the basis of its review, the Board of Examiners may impose a sanction involving loss of marks in a particular paper.
- (5) A grade Z shall be awarded where it is established that a candidate had attempted to gain an unfair advantage in an examination whether in a principal subject or in an ancillary or any other paper and the candidate may be debarred from taking a University examination for a stated period or indefinitely or expelled from the University.
- (6) In all instances of examination malpractices or offences a formal report shall be made to the Academic Board as soon as practicable.
- (7) The Academic Board may review all the reported cases and may vary the sanctions as it thinks fit.



SCHEDULE F – CONVOCATION

(1) Composition of Convocation

Members of Convocation are the following persons holding office in the University

- (a) the Chancellor, who shall preside over Convocation;
- (b) the Chairperson of Council who shall preside over Convocation in the absence of the Chancellor;
- (c) the Vice-Chancellor, who shall preside over Convocation in the absence of the Chancellor, and the Chairperson of Council;
- (d) the Pro-Vice-Chancellor, who shall preside over Convocation in the absence of the Chancellor, the Chairperson of Council and the Vice-Chancellor;
- (e) the Professors (including Professors on post-retirement contract), Senior Lecturers, and Senior Research Fellows;
- (f) the Director and Deputy Directors of Institutes and Schools;
- (g) the Registrar, University Librarian, Administrative Directors, Deputy Directors, Deputy Registrars, Senior Assistant Registrars, Medical Officers, Legal Officers and University Accountants;
- (h) the Lecturers, Research Fellows, Assistant Registrars, Assistant Librarians, Assistant Accountants;
- (i) the Assistant Lecturers, Assistant Research Fellows, Junior Assistant Registrars, and
- (j) any other person holding office in the University who is approved by the Academic Boards for this purpose.
- (k) A member of Convocation whose appointment is for only one year, other than a Head of department, is not entitled to vote in the proceedings of Convocation.

(2) Election of Convocation Representatives on Council

- (a) Convocation shall elect from its members two persons to serve on Council.
- (b) The term of office of a Convocation Representative on Council shall be two academic years but such a person shall be eligible for a further term only. The term of office shall take effect from 1st August.
- (c) A member of Convocation may vote by proxy in which cases/he shall inform the Registrar in writing the name of such proxy not later than forty-eight hours prior to the election.
- (d) The Registrar shall be the Returning Officer and shall conduct the election by secret ballot.
- (e) The Registrar shall be assisted by three scrutineers appointed by Convocation.



SCHEDULE F – CONVOCATION

- (f) No election shall be valid unless and until the scrutineers have unanimously certified in writing to the Academic Board that the counting of the votes and the declaration of the candidates elected have been correctly carried out.
- (g) A candidate for election must be proposed by a member of Convocation, and seconded in writing to the Registrar by two other members of Convocation. The candidate must indicate in writing his or her willingness to contest the elections.
- (h) It shall be the duty of the Registrar to notify all members of Convocation of the existence of vacancies on the University Council, and shall at the same time call for nominations allowing two weeks for these to be received.
- (i) The Registrar shall then notify all members of Convocation of the date of the election which shall not be later than two weeks after the date on which nominations closed. Of the two Convocation members of Council, one shall be professorial, and the other a non-professorial senior member. For this purpose, “professorial” shall mean an academic of Professorial rank, and, “non-professorial” shall be a Senior Member below the rank of Associate Professor.
- (j) The election shall be conducted in two divisions with separate lists of candidates and separate ballot papers for each division. All members of Convocation shall be entitled to vote in each division.
- (k) If a vacancy occurs in the Convocation representation on Council during the year through death, resignation, or any other cause, the Registrar shall immediately notify members of Convocation of such vacancy and shall conduct a by-election.
- (l) Such a by-election shall be conducted in the same way as regular elections, and the person so elected shall hold office for the residue of the term for which the member whom s/he replaces was elected and start his or her own term provided that the remaining term is less than half of the full term.

(3) Election of Convocation Members to the Academic Board

- (a) The Registrar shall be the Returning Officer and shall conduct the election by secret ballot.
- (b) A member of Convocation may vote by proxy in which case s/he shall inform the Registrar in writing the name of such proxy not later than forty-eight hours prior to the election.



- (c) The Registrar shall be assisted by three scrutineers appointed by Convocation.
- (d) No election shall be valid unless and until the scrutineers have unanimously certified in writing to the Academic Board that the counting of the votes and the declaration of the candidates elected have been correctly carried out.

SCHEDULE F – CONVOCATION

- (e) A candidate for election must be proposed by a member of Convocation, and seconded in writing to the Registrar by one other member of Convocation. The candidate must indicate in writing his/her willingness to contest the elections.
- (f) It shall be the duty of the Registrar to notify all members of Convocation of existence of vacancies on the Academic Board, and shall at the same time call for nominations allowing two weeks for these to be received.
- (g) The Registrar shall then notify all members of Convocation of the date of the election which shall not be later than two weeks after the date on which nominations closed.
- (h) Of the four Convocation members of Academic Board, two shall be from the teaching members, and the other two from non-teaching members.
- (i) The term of office of a Convocation Representative on Academic Board shall be two academic years but such a person shall be eligible for a further term only. The term of office shall take effect from 1st August.
- (j) The election shall be conducted in two divisions with separate lists of candidates and separate ballot papers for each division. All members of Convocation shall be entitled to vote in each division.
- (k) If a vacancy occurs in the Convocation representation on Academic Board during the year through death, resignation, or any other cause, the Registrar shall immediately notify members of Convocation of such vacancy and shall conduct a by-election.
- (l) Such a by-election shall be conducted in the same way as regular elections, and the person so elected shall hold office for the residue of the term for which the member whom s/he replaces was elected and start his or her own term provided that the remaining term is less than half of the full term.



NOMINATION FORM FOR ELECTIONS (CONVOCATION MEMBERS TO COUNCIL/ACADEMIC BOARD)

1. Position being contested for:.....
2. Name of candidate being proposed:.....
3. Name and Signature of proposer:
4. Name and Signature of 1st Seconder:
5. Name and Signature of 2nd Seconder:
6. Signature of candidate (as consent):



PROXY FORM FOR ELECTIONS (CONVOCATION MEM- BERS TO COUNCIL/ACADEMIC BOARD)

Position being contested for:.....

Name of Senior Member:.....

Signature of Senior Member:.....

OR,

Notice of Authorization.....

Name of Proxy:

Signature of Proxy:

Name of Returning Officer:

Signature of the Returning Officer.....

Date:.....



SCHEDULE G – PROCEDURE FOR THE APPOINTMENT OF CHANCELLOR, VICE-CHANCELLOR AND PRO VICE-CHANCELLOR

1. APPOINTMENT OF CHANCELLOR

- (1) In the appointment of a Chancellor of the University, Council shall set up a Board of Nominators to propose a suitable person for its consideration.
- (2) The Board of Nominators shall comprise:
 - (a) a Chairperson and one other Member of Council nominated by Council;
 - (b) two representatives of Convocation;
 - (c) one representative of Alumni Association;
 - (d) one representative each of the Student Representative Council (SRC);
 - (e) One representative of the Graduate Students Association of Ghana (GRASAG);
 - (f) one representative of UTAG;
 - (g) one representative of GAUA;
 - (h) one representative of Senior Staff; and,
 - (i) one representative of TEWU.
- (3) The Board of Nominators shall cause a notice to be published inviting nominations from the University Community and the public. Ghanaians of good standing in public life may be nominated for the consideration of the Board of Nominators.
- (4) The Board of Nominators shall, by secret ballot, elect three (3) candidates from the short-listed candidates and present their names in a report to Council which shall then elect one of them for appointment as Chancellor.

2. RE-APPOINTMENT OF CHANCELLOR

- (1) The Chancellor shall submit an application addressed to the Chairperson of Council expressing interest in a second term of office.
- (2) In considering the re-appointment of the Chancellor, Council shall appoint a Board of Nominators to evaluate his or her performance and recommend him or her for re-appointment.
- (3) Council shall accordingly consider the Report of the Board of Nominators and appoint or otherwise.



SCHEDULE G – PROCEDURE FOR THE APPOINTMENT OF CHANCELLOR, VICE-CHANCELLOR AND PRO VICE-CHANCELLOR

3. APPOINTMENT OF THE VICE-CHANCELLOR

- (1) In the appointment of the Vice-Chancellor, Council shall set up a Search Committee to propose (a) suitable candidate(s) for its consideration.
- (2) The Search Committee shall comprise the following:
 - (a) A Chairperson appointed by Council who is neither a member of Council nor of the University.
 - (b) Three members nominated by Council.
 - (c) Two Senior members elected by the Academic Board from its membership, one of whom shall be of an academic, and one of whom shall be administrative.
 - (d) The Registrar shall be the Secretary.
- (3) The Search Committee shall have power to co-opt any person with special expertise to assist in the determination of the candidate.
- (4) The Search Committee shall determine its own procedures. They may make personal contacts, receive applications from within and outside the University, prepare shortlists, conduct personal interviews of those short-listed, and make a report thereof to Council, including recommendation(s) for appointment.
- (5) The Search Committee shall conduct its work confidentially and maintain its independence.
- (6) Except where only one person is found to be eligible, the Search Committee shall propose two eligible persons for the consideration of Council.
- (7) Council shall accordingly consider the report of the Search Committee and thereupon appoint a suitable person who then shall take up the appointment upon terms and conditions as set out by Council.



SCHEDULE G – PROCEDURE FOR THE APPOINTMENT OF CHANCELLOR, VICE-CHANCELLOR AND PRO VICE-CHANCELLOR

4. RE-APPOINTMENT OF VICE-CHANCELLOR

- (1) The Vice-Chancellor shall submit an application addressed to the Chairperson of Council expressing interest in a second term of office.
- (2) In considering the re-appointment of the Vice-Chancellor, Council shall appoint a Committee to evaluate his or her performance.
- (3) The Committee shall consist of five (5) members, two (2) of whom shall be members of the Academic Board.
- (4) Council shall appoint one of the members of the Committee as Chairperson. The Committee shall be at liberty to appoint its own Secretary either from within or outside the University.
- (5) The Committee shall evaluate the performance of the Vice-Chancellor as per the duties and vision statement.
- (6) Council shall conduct its work confidentially and maintain its independence.
- (7) Council shall accordingly consider the Report of the Committee and re-appoint or otherwise.



SCHEDULE G – PROCEDURE FOR THE APPOINTMENT OF CHANCELLOR, VICE-CHANCELLOR AND PRO VICE-CHANCELLOR

5. APPOINTMENT OF THE PRO VICE-CHANCELLOR

- (1) The position for the appointment of a Pro Vice-Chancellor shall first be advertised within the University. Where a suitable candidate is not identified within the University, the vacancy shall be advertised externally.
- (2) The applicant shall be a teaching staff and shall be of Professorial status who can provide academic leadership and be abreast with policies and good practices in a tertiary institution.
- (3) In the appointment of the Pro Vice-Chancellor, the Council shall constitute a Search Committee to propose (a) suitable candidate (s) for its consideration.
- (4) The Search Committee shall comprise the following:
 - (a) A Chairperson appointed by the Council;
 - (b) Two members of Council appointed by the Council;
 - (c) The Vice-Chancellor;
 - (d) Two Senior members elected by the Academic Board who are members of the Academic Board, one of whom shall be academic and the other administrative;
 - (e) The Registrar or his or her representative shall serve as Secretary.
- (5) The Search Committee shall have power to co-opt any person with special expertise to assist in the determination of the candidate.
- (6) The Search Committee shall determine its own procedures. They may make personal contacts, receive applications, prepare shortlists; conduct personal interviews of those short-listed, and make a report thereof to Council, including recommendation(s) for appointment.
- (7) The Search Committee shall conduct its work confidentially and maintain its independence.
- (8) Except where only one person is found to be eligible, the Search Committee shall propose two eligible persons for the consideration of Council.



SCHEDULE G – PROCEDURE FOR THE APPOINTMENT OF CHANCELLOR, VICE-CHANCELLOR AND PRO VICE-CHANCELLOR

- (9) Council shall accordingly consider the report of the Search Committee and thereupon appoint a suitable person who then shall take up the appointment upon terms and conditions as set out by Council.

6. RE-APPOINTMENT OF PRO VICE-CHANCELLOR

- (a) The incumbent Pro Vice-Chancellor may submit an application addressed to the Chairperson of Council through the Vice-Chancellor at least six (6) months to the end of his or her first tenure of office.
- (b) The application shall inform the Council of his or her achievements and reasons for seeking re-appointment.
- (c) In considering the re-appointment of the Pro Vice-Chancellor, Council shall appoint a Committee to evaluate his or her performance.
- (d) The composition of the Committee shall be the same as that for the appointment of the Pro Vice-Chancellor.
- (e) The Committee shall evaluate the performance of the Pro Vice-Chancellor as per the duties and vision statement.
- (f) The Committee shall conduct its work confidentially and maintain its independence.
- (g) Council shall accordingly consider the Report of the Committee and re-appoint or otherwise.



SCHEDULE H – PROCEDURE FOR THE APPOINTMENT OF REGISTRAR AND DIRECTOR OF FINANCE

- (1) In the appointment of each of the above officers, Council shall set up a Search Committee to propose a suitable candidate for its consideration.
- (2) The Search Committee shall be constituted by Council as follows:
 - (a) Chairperson of the Committee to be appointed by Council, not necessarily from its membership;
 - (b) The Vice-Chancellor
 - (c) Two members of Council who are not internal members of the University;
 - (d) Two members of the Academic Board elected by the Academic Board who are not members of Council (of the two; one representative each from Academics of Professorial rank and Senior Administrators of Deputy Registrar rank. In the absence of persons with Professorial and Deputy Registrar ranks, persons of the next higher rank shall be considered); and
 - (e) a renowned citizen of the candidate's profession.
- (3) The Search Committee shall be at liberty to appoint its own Secretary either from within or outside the University.
- (4) The Search Committee shall advertise the fact of the vacancy within the University, and as well as within and outside the country in terms of criteria set out or prescribed by Council.
- (5) The Search Committee shall determine its own procedure; they may make personal contacts; receive applications from within and outside the University; prepare shortlists; conduct personal interviews of those short-listed, and make a report thereof to Council, including recommendation(s) for appointment.
- (6) The Search Committee shall conduct its work confidentially and maintain its independence.
- (7) No person shall be recommended for appointment by Council to any of the aforesaid positions who has not been interviewed and reported on by a Search Committee set up by Council for that purpose.



SCHEDULE H – PROCEDURE FOR THE APPOINTMENT OF REGISTRAR AND DIRECTOR OF FINANCE

- (8) Except where only one (1) person is found to be eligible, the Search Committee shall propose two eligible persons for the consideration of Council.
- (9) Council shall accordingly consider the report of the Search Committee and thereupon appoint a suitable person who then shall take up the appointment upon terms and conditions as set out by Council.

2. RE-APPOINTMENT OF REGISTRAR AND DIRECTOR OF FINANCE

- (1) In considering the re-appointment of any of the above officers, Council shall appoint a committee to evaluate the performance of the officer.
- (2) The Committee shall consist of seven (7) members; two (2) shall be members of Council, the Vice-Chancellor, two (2) of the Academic Board, and a renowned citizen of the candidate's profession.
- (3) Council shall appoint one (1) of the members of the Committee as Chairperson. The Committee shall be at liberty to appoint its own Secretary either from within or outside the University.
- (4) The committee shall determine its own procedure; it may make personal contacts with persons within and outside the University.
- (5) The Committee shall conduct its work confidentially and maintain its independence.
- (6) Council shall accordingly consider the report of the Committee and reappoint or otherwise.



SCHEDULE I – PROCEDURE FOR APPOINTMENT OF DEANS, DIRECTORS, AND DEPUTY DIRECTORS

- (1) Vacancies shall be announced internally for the position of a Dean, Director, and Deputy Director.
- (2) Eligible Senior Member(s) shall submit an application indicating their achievements and reasons to the Registrar.
- (3) The Vice-Chancellor shall set up a Search Committee to consider the application(s) and submit a recommendation to the University Appointments and Promotions Committee.
- (4) The University Appointments and Promotions Committee shall submit its recommendation on suitable candidate for appointment to the Council.
- (5) Council shall appoint a suitable candidate as a Dean, Director or Deputy Director.
- (6) Where a suitable candidate is not identified internally, the Vice-Chancellor shall cause the Registrar to advertise the position externally. The Search Committee shall be constituted by the Vice-Chancellor to consider the application(s) and submit its recommendations.
- (7) Subject to (6) above, the University Appointments and Promotions Committee shall consider the recommendations of the Search Committee and submit its recommendation on the suitable candidate for appointment to the Council.
- (8) Subject to (6) of this schedule, the vacancies may be filled through:
 - (a) Secondment from other Universities under a scheme of staff exchange;
 - (b) Technical assistance; or
 - (c) Application by individuals on their own initiative.
- (9) An Administrative Unit shall have a Head who shall be appointed by Registrar in consultation with the Vice-Chancellor.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

1.0 GENERAL PROVISIONS FOR APPOINTMENTS AND PROMOTIONS

- (1) Appointments and Promotions should be based on performance in the areas of attainment expected of academic staff, namely:
 - (a) Teaching;
 - (b) Promotion of Knowledge; and
 - (c) Service
- (2) There shall be a deadline within which the results of the application for promotion shall be communicated to the applicant.

1.1 APPOINTMENTS AND PROMOTIONS COMMITTEES

1.2 University Appointments and Promotions Committee (UAPC)

The composition and functions of the University Appointments and Promotions Committee are as follows:

- (1) Composition
 - (a) Vice-Chancellor as Chairperson
 - (b) Pro Vice-Chancellor
 - (c) The Registrar
 - (d) Two Senior Academics of Professorial ranks, elected by the Academic Board. Where there are fewer or no Professorial rank members, Senior Academic of the next rank below shall be elected.
 - (e) Two Senior Administrators of Deputy Registrar or equivalent ranks, elected by the Academic Board.
 - (f) The Dean of the Faculty of the applicant under consideration provided that the Dean shall not be below the rank to which the applicant is seeking to be promoted.
 - (g) The Head of Department of the applicant shall be in attendance provided that s/he is not below the rank to which the applicant is seeking to be promoted.
 - (h) With regard to interviews for appointment and promotion to the position of Professor, an External Member who shall be a Professor shall be appointed to serve on the Committee.
 - (i) The Director, Human Resource and Organisational Development shall be the Secretary.

(2) Quorum

One half (1/2) of its total membership



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(3) Functions

- (a) To receive Applications for appointments and promotions from Senior Members, Academic. Such applications shall, in the first instance, be considered by the Faculty Appointments and Promotions Sub-Committee.
- (b) To make recommendations for the Appointments and Promotions of Professors, including Honorary and Visiting Professors, Heads of Department and other Senior Member positions other than those listed hereinafter in clause (iii) to Council, through the Academic Board, for approval.
- (c) To make recommendations to the Academic Board for the Appointments and Promotions of Senior Lecturers and analogous ranks.
- (d) To inform Applicants at quarterly intervals of the status of their Applications for promotion (see Addendum A (e)).
- (e) To make appointments and re-appointments up to Lecturer and analogous ranks and report to the meeting of the Academic Board following the appointment, unless a Member of the Committee objects to the appointment being made, in which case the decision shall be referred to the Academic Board.
- (f) To draw up Rules and/or Regulations and Procedures for Appointments and Promotions and to revise them periodically.

1.3 Faculty Appointments and Promotions Sub-Committee

The composition and functions of the Faculty Appointments and Promotions Sub-Committee shall be as follows:

(1) Composition

- (a) The Dean as Chairperson
- (b) All Heads of Department of the Faculty
- (c) One Member of Senior Lecturer rank or above from each Department in the Faculty
- (d) One member from Industry
- (e) The Faculty Officer shall be the Secretary

(2) Functions

- (a) The Faculty Appointments and Promotions Sub-Committee shall consider Applications for Appointments and Promotions to Senior Member positions in the Academic Departments of the University.



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- (b) The Faculty Appointments and Promotions Sub-Committee shall meet at least once every two months for purposes of considering Applications.
- (c) Applications for Appointments and Promotions shall be forwarded to the Head of Department in the first instance with a copy of the letter of submission to the Registrar. The Head of Department shall forward each application with his/her comments to the Dean within one month after having acknowledged receipt of the application. Upon his or her receipt of the application, the Dean shall refer it to the Faculty Appointments and Promotions Sub-Committee for consideration within two (2) weeks. No Application shall be withheld from the Faculty Appointments and Promotions Sub-Committee.
- (d) The Sub-Committee shall consider all Applications for Appointments and Promotions and shall forward all the papers of all Applicants with its comments and recommendations to the University Appointments and Promotions Committee within two months of receipt of the Application. This is after having acknowledged receipt of the application with a copy to the Registrar and the Applicant. Any member of the Sub-Committee being considered for promotion shall not participate in the discussion.

(3) Conditions of FAPC Composition

- (a) Where the Dean is below the rank of the position being considered, the complete application dossier of the applicant shall be forwarded directly to the University Appointments and Promotions Committee.
- (b) Heads of Department and other Academic Senior Members of the Sub-Committee below the rank of the position to which the applicant is seeking to be appointed or promoted shall be excluded.
- (c) No business shall be conducted by the Sub-Committee unless there are, at least, three (3) members present, including the Dean of the Faculty.
- (d) In the observation of the provision of clause (ii) above, if the Membership of the Sub-Committee is less than three (3), the papers of the applicant shall be forwarded directly to the University Appointments and Promotions Committee for its consideration.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

2.1 APPOINTMENTS

2.2 Assessable Areas for Appointments

The three Assessable Areas for Appointments shall be as follows:

- (a) Teaching or equivalent professional experience (as defined in Section 5.1);
- (b) Promotion of knowledge (as defined in Section 5.2); and
- (c) Qualifications and service to current/previous employers or to the country or service within the framework of previous employer's authority.

2.3 Norms for Assessable Areas

Each of the Three Areas of Attainment and performance shall, for purposes of appointment, be assessed at one of the following five (5) levels:

- (a) Excellent Performance
- (b) Very Good Performance
- (c) Good Performance
- (d) Satisfactory Performance
- (e) Unsatisfactory Performance

The basis for every assessment shall be fully defined at all levels of performance evaluation namely, by the Head of Department/Dean, the Faculty Appointments and Promotions Sub-Committee, and the University Appointments and Promotions Committee.

2.4 Faculty Ranks

(1) Assistant Lecturer/Assistant Research Fellow

For appointment to the grade of Assistant Lecturer or Assistant Research Fellow, Applicants must possess a research Master's Degree in the relevant discipline.

(2) Lecturer/Research Fellow

For appointment to the grade of Lecturer or Research Fellow, Applicants must possess a PhD Degree in the relevant discipline.



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(3) Senior Lecturer/Senior Research Fellow

- (a) For appointment to the grade of Senior Lecturer or Senior Research Fellow, Applicants must have served as Lecturers /Research Fellows, for at least FOUR years. Applications from outside GCTU shall be considered on their merits.
- (b) In addition, the minimum scores in the three performance areas shall be as follows:

Either:

“Excellent” performance in Teaching and Promotion of Knowledge plus at least “Satisfactory” performance in Service, or
“Good” performances in ALL THREE AREAS.

(4) Associate Professor

- (a) For appointment to the grade of Associate Professor, Applicants must have served as Senior Lecturers/Senior Research Fellows or in equivalent grades for a minimum of FOUR years.
- (b) In addition, their minimum scores in the three performance areas shall be as follows:
“Excellent” performance in Teaching and Promotion of Knowledge, plus at least “Good” performance in Service.

(5) Professor

For Appointment to the grade of Professor, Applicants must have served first as Associate Professors and/or analogous grade for a minimum of THREE years. In addition, their minimum performance scores in all three assessable areas must be “Excellent”.

2.5 Appointment under Special Circumstances

(1) Appointment to Senior Lecturer Grade

- (a) In exceptional circumstances, applicants with extensive exceptional performance in only ONE ASSESSABLE AREA, especially industrial experience may be considered for appointment to Senior Lecturer grade provided they possess the minimum qualifications and requirements for appointment to the Lecturer or equivalent grade. This condition may be applied to applicants with special contributions to the development of the University or to Appointments to fill vacancies in Academic Departments facing prolonged critical staffing problems.



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- (b) In exceptional circumstances, Administrators who have served the University for a number of years and provided other services including teaching, and are able to show evidence in promotion of knowledge may be considered for appointment to the analogous grades or ranks as academics provided, they meet the conditions for assessment in teaching and promotion of knowledge.

(2) Appointments to Associate Professor Grade

In exceptional circumstances, Heads of Department through Deans of respective Faculties and Pro Vice-Chancellor may be allowed to make special cases, in the areas of urgent need, for consideration of applicants who do not satisfy the normal criteria for Appointments to Associate Professor Grade.

2.6 Procedure for Appointment

- (1) Invitation for Application for Appointment
- (a) Appointments shall be made with the approval of the Vice-Chancellor to fill vacant positions.
 - (b) Heads of Departments who require that Academic staff be appointed shall write to the Pro Vice-Chancellor through their Deans to seek approval of the Vice-Chancellor and copied to the Registrar.
 - (c) Upon receiving approval of the Vice-Chancellor, the Pro Vice-Chancellor shall request the Registrar to advertise the position or direct prospective applicants to obtain application forms.
 - (d) Completed application forms shall be directed to the Registrar who in turn shall send them to the Faculty Appointments and Promotions Sub-Committee.
 - (e) The Faculty Appointments and Promotions Sub-Committee shall write for confidential reports on the Applicants and invite the Applicants for interview.
 - (f) Successful Applicants shall be submitted to the University Appointments and Promotions Committee for review and recommendation of appointment.

Attainment and Performance Evaluation for Appointment

- i. By the Head of Department/Dean
- ii. By the Faculty Appointments and Promotions Sub-Committee
- iii. By the University Appointments and Promotions Committee



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(a) Assessment by Head of Department/Dean

The Head of Department shall use the information provided by the Applicant as a basis to assess the Applicant in the areas of attainment and performance. For each area, the Head of Department shall assess the Applicant as “Excellent”, “Very Good”, “Good”, “Satisfactory” or “Unsatisfactory” with justifiable reasons. The Head of Department’s assessment shall be based on the applicant’s performance following a pre-interview by the Department Board.

(b) Assessment by Faculty Appointments and Promotions Sub-Committee

The Faculty Appointments and Promotions Sub-Committee shall use the information provided by the Applicants, Heads of Department’s assessment, their interview results and confidential reports on the Applicants as a basis to assess the Applicants as “Excellent”, “Very Good”, “Good”, “Satisfactory” or “Unsatisfactory” with justifiable reasons.

(c) Assessment by University Appointments and Promotions Committee

The final assessment shall be made by the University Appointments and Promotions Committee (UAPC) using, as a basis, evidence provided by the Applicant, the Faculty Appointments and Promotions Sub-Committee, confidential reports and results obtained by interviewing the Applicant.

2.7 Deadline for Appointments

Successful Applicants shall be appointed as soon as practicable but not exceeding six (6) months after interview by UAPC. Unsuccessful Applicants shall be notified accordingly.

2.8 Effective Date of Appointment

The effective date of appointment shall be from the date of assumption of duty by the Applicant.

2.9 Withdrawal of Offer of Appointment

Successful Applicants who do not assume duty on the agreed date of assumption without justifiable reasons may have their appointments withdrawn.



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2.10 Duration of Appointments

- (1) Assistant Lecturer/Assistant Research Fellow Grade: The duration of Appointments to the Assistant Lecturer/Assistant Research Fellow grade shall be for two (2) years. Progression to the next rank is contingent on acquisition of a PhD. The Contract of the Staff who do not acquire PhD. after the first two (2) years but show evidence of good performance may be extended for a period not exceeding two (2) years. The candidate must show evidence of progress in a PhD. programme for further extension after the last two (2) years.
- (2) Lecturer/Research Fellow and Senior Lecturer/Senior Research Fellow Grades: Appointments shall normally be for six (6) years, with the first one (1) year of which shall be regarded as a period of probation. In special cases, the probation period may be waived.
- (3) Associate Professor/Professor Grades: These shall be tenured appointments, which shall expire upon the attainment of their compulsory retiring age.

NB: Annual performance reviews shall be carried out for all categories of staff mentioned in (1) and (2) above.

2.11 Renewal and Termination of Appointments

- (1) Assistant Lecturer/Assistant Research Fellow: Appointment to the Assistant Lecturer/ Assistant Research Fellow Grade may normally be renewed for another two (2) years at the end of which the appointment shall be terminated unless the Staff has earned appointment as a Lecturer/Research Fellow. The candidate must show evidence of progress in a PhD programme for further extension after the last two (2) years.
- (ii) Lecturer/Research Fellow/Senior Lecturer/Senior Research Fellow Grades: Appointments shall be reviewed before the end of the sixth year and may normally be renewed for no longer than three (3) more years. At the end of the ninth year, appointments shall be terminated unless Staff can be promoted to the next higher grade.



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In exceptional circumstances, appointments may, upon the recommendations of the Faculty Appointments and Promotions Sub-Committee, be extended for a further period not exceeding two years at the end of which the appointments shall be terminated unless the Staff have earned promotion to the next higher grade.

2.12 Contract Appointments

- (1) Eligibility
 - (a) Appointments on contract beyond the compulsory retiring age may be recommended by the Faculty Appointments and Promotions Sub-Committee on evidence of the following:
 - i. Good Health;
 - ii. Non-availability of staff in critical areas of specialization and where there are no prospects of immediate recruitment;
 - iii. Continued academic activity after his or her last appointment/ promotion that can earn him or her the following performance scores: at least, either (i) “Excellent” in any two assessable areas plus “Satisfactory” in the third area; or (ii) “Good” in all three assessable areas.

(2) Duration

- (a) Professorial grade staff (Associate Professors and Professors) shall be eligible for post-retirement contract until age 70. The initial contract shall be for 5 years up to age 65 and thereafter contracts shall be offered on a 2+2+1 basis, subject to need and good health.
- (b) Senior Lecturers shall be eligible for post-retirement contract on a 2+2+1 basis only up to age 65, subject to need and good health.
- (c) No appointment on contract shall be renewed after the staff applicant attains 70 years of age.



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2.13 Appointment of Emeritus Professor

- (1) The candidates for the position of Emeritus Professor shall be active in their fields and easily accessible to the University.
- (2) The title “Emeritus Professor” shall be conferred only on a full Professor who is no longer in the employment of the University.
- (3) Nominations shall be considered by the Department, reviewed by the Faculty Appointments and Promotions Sub-Committee and the University Appointments and Promotions Committee, whose report shall be placed before the Academic Board. The recommendations of the Academic Board shall be placed before Council for consideration and approval.
- (4) No stipend is attached to the position of Emeritus Professor. However, the Appointee shall have access to university facilities such as an office, library and secretarial support and may assist the work of the Department.

4.0 PROMOTIONS

4.1 Assessable Areas for Promotions

The three assessable areas for promotions shall be as follows:

- i. Teaching;
- ii. Promotion of Knowledge; and
- iii. Service.

For Promotion of Knowledge, Applicants are encouraged to publish in, BUT NOT LIMITED TO, credible sources indexed or published by the following:

- GCTU Publications;
- AJOL (African Journals Online);
- American Physical Society (APS);
- Association for Computing Machinery (ACM);
- BioMed Central;
- Ebrary
- EBSCO Host;



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- Emerald Publishing
 - Emerald;
 - IEEE;
 - IOP;
 - JSTOR;
 - Nature Publishing Group;
 - Project Muse;
 - ProQuest;
 - PubMed;
 - Royal Society of Chemistry Journal Archives;
 - Sage Journals
 - Science Direct/Elsevier;
 - Scopus;
 - Springer;
 - Taylor and Francis;
 - Web of Science; and
 - Wiley
- (a) The Applicant's Department in consultation with the University Library shall carry out a verification of publications.
- (b) Where copyrights laws will not be violated, it will be to the advantage of applicants to have all papers for assessment deposited in the GCTU Institutional Repository.
- (c) An applicant should have set up Google Scholar/ORCID/Research Gate/Academia, LinkedIn, Publons, etc., profile for him or her to bring all publications together to speed up the promotion application process. The applicant shall provide the link to google scholar and ORCID should be stated on CV and section made on the application form.
- (d) Publications in and by predatory journals and publishers are NOT admissible (refer to Beall's list of predatory journals and publishers).



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Norms for Assessable Areas

Applicants' performance attainment in each of the three assessable areas (Section 4.1) shall, for the purposes of promotion, be evaluated using a point system and scored at one of the following five levels based on the total points earned:

Table 1: Criteria for Performance Score in Assessable Areas

Performance Category	Total Points
Excellent	70-100
Very Good	65-69
Good	55-64
Satisfactory	50-54
Unsatisfactory	Below 50

The basis for every assessment shall be fully defined at all levels of performance evaluation, namely; by the Applicant himself or herself, the Head of Department, the Faculty Appointments and Promotions Sub-Committee and the University Appointments and Promotions Committee.

3.3 Eligibility for Promotions

Applicants who submit their applications for promotion two months prior to the due date shall be deemed to have served the full duration and the effective date of their promotion shall be 1st February and 1st August depending on date of submission.

(1) Lecturer/Research Fellow

Assistant Lecturer/Assistant Research Fellow who obtains a PhD shall be upgraded to the grade of Lecturer/Research Fellow.)

(2) Senior Lecturer

For a Lecturer seeking promotion to the grade of Senior Lecturer, the Applicant must have attained the following:

- (a) Served as Lecturer or its equivalent for a minimum of FOUR years.



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- (a) Served as Lecturer or its equivalent for a minimum of FOUR years.
- (b) Candidate must have a terminal degree
- (c) Conducted original research out of which they have a minimum number of six
- (6) and a maximum of ten (10) publications for assessment, after their appointment as Lecturer to their credit. At least six (6) publications shall be in refereed sources and published after the last promotion. The assessment will be based on the best six (6) of the publications submitted.
- (d) Masters/PhD thesis/dissertation supervision is a requirement in the assessment of service.
- (e) Grantsmanship is an added advantage and considered as service. Attainments in (c) and (d) are not separate requirements for promotion.
- (f) Applicant's minimum score for each of the three performance areas shall be at least "Good".

(3) Senior Research Fellow

For Research Fellows seeking promotion to the grade of Senior Research Fellow, Applicants must have attained the following:

- (a) Served as Research Fellows, or their equivalent for a minimum of FOUR years.
- (b) Candidate must have a terminal degree
- (c) Conducted original research out of which they have a minimum number of eight (8) and a maximum of twelve (12) publications to their credit since their last promotion. At least eight (8) publications shall be in refereed sources and published after the last promotion. The assessment will be based on the best eight
- (8) of the publications submitted.
- (d) Masters/PhD thesis/dissertation supervision is a requirement in the assessment of service.
- (e) Grantsmanship is an added advantage and considered as service. Attainments in (c) and (d) are not separate requirements for promotion.
- (f) Applicant's minimum score for each of the three performance areas shall be at least "Good".



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(4) Associate Professor (Case I)

For Senior Lecturers seeking promotion to the grade of Associate Professor, Applicants must have attained the following:

- (a) Served as Senior Lecturers or equivalent grades for a minimum of FOUR years.
- (b) Candidate must have a terminal degree
- (c) Conducted original research out of which they have a minimum number of ten (10) and a maximum of fifteen (15) publications for assessment after their promotion to Senior Lecturer grade to their credit. At least ten (10) of the publications shall be in refereed sources and published after the last promotion. The assessment will be based on the best ten (10) of the publications submitted.
- (d) Masters/PhD thesis/dissertation supervision is a requirement in the assessment of service.
- (e) Grantsmanship is an added advantage and considered as service. Attainments in (c) and (d) are not separate requirements for promotion.
- (f) Applicant's minimum score for each of the three performance areas shall be at least "Very Good".

(5) Associate Professor (Case II)

For Senior Research Fellows seeking promotion to the grade of Associate Professor, Applicants must have attained the following:

- (a) Served as Senior Research Fellows or equivalent ranks for a minimum of FOUR years.
- (b) Candidate must have a terminal degree
- (c) Conducted original research out of which they have a minimum of twelve (12) and a maximum of sixteen (16) publications for assessment, after their promotion to Senior Research Fellow grade to their credit. At least twelve (12) of the publications shall be in refereed sources and published after the last promotion. The assessment will be based on the best twelve (12) of the publications submitted.
- (d) Masters/PhD thesis/dissertation supervision is a requirement in the assessment of service.



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- (e) Grantsmanship is an added advantage and considered as service. Attainments in (c) and (d) are not separate requirements for promotion.
- (f) Applicant's minimum score for each of the three performance areas shall be at least "Very Good".

(6) Professor (Case I)

For promotion to the grade of Professor, Applicants must have attained the following:

- (a) Served as Associate Professor for a period of at least THREE (3) years.
- (b) Candidate must have a terminal degree
- (c) Conducted original research out of which they have a minimum number of fifteen (15) and a maximum of twenty (20) publications for assessment, after their promotion to Associate Professor to their credit. At least fifteen (15) of the publications shall be in refereed sources and published after the last promotion. The assessment will be based on the best fifteen (15) of the publications submitted.
- (d) Applicant's minimum performance scores in each of the three assessable areas shall be "Excellent".
- (e) Masters/PhD thesis/dissertation supervision is a requirement in the assessment of service.
- (f) Grantsmanship is an added advantage and considered as service. Attainments in (d) and (e) are not separate requirements for promotion.

(7) Professor (Case II)

For promotion to the grade of Professor in the case of Research Fellows of Associate Professor grade, Applicants must have attained the following:

- (a) Served as Associate Professor for a period of at least THREE (3) years.
- (b) Candidate must have a terminal degree
- (c) A minimum number of twenty (20) and a maximum of thirty (30) publications for assessment, after their promotion to Associate Professor to their credit. At least twenty (20) of the publications shall be in refereed sources and published after the last promotion. The assessment will be based on the best twenty (20) of the publications submitted.
- (d) Applicants' performance scores in all three assessable areas shall be "Excellent".



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- (e) Masters/PhD thesis/dissertation supervision is a requirement in the assessment of service.
- (f) Grantsmanship would be highly considered as part of service.

3.4 Promotion for Exceptional Performance

(1) General

In this case, applicants may be promoted before they satisfy all the normally applied conditions. Assessment of accelerated promotion shall not be based on the number of publications one has within a short time but principally on a groundbreaking and extraordinary scholarly achievement that significantly impacts society or enhances the University's visibility. An individual who attracts large research grants to the University with the research output resulting in significant impacts shall also be considered for accelerated promotion. The individual shall be nominated by his/her peers in the relevant area of specialization for consideration.

3.5 Application for Promotion

- (1) Members of staff who wish to be considered for promotion shall complete application forms and submit them to the Heads of their respective Departments with a copy of their Letter of submission to the Registrar.
- (2) The Head of Department shall acknowledge receipt of the application to the Applicant with a copy of the letter to the Registrar and the Pro Vice-Chancellor
- (3) Heads of Departments shall certify the submitted publications to ensure that they meet required number and are published in referred sources as stated in 4.1 above. The Head shall also assess the applicants teaching, and forward the applicant's dossier and the assessment to their respective Deans of Faculties.
- (4) The Head of Department after assessing the application shall determine whether the application meets the requirements for the next stage of the process. In the case where the application does not meet the requirements, the Head of Department shall communicate same to the Applicant with copies of the letter to the Dean, Registrar and the Pro Vice-Chancellor.



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- (5) The Head of Department shall also submit a list of at least three (3) External Assessors in the Applicants' area of specialization to the Dean.
- (6) The Faculty Appointments and Promotions Sub-Committee (FAPC) shall consider all applications in the Faculty and submit their recommendations for the consideration of the University Appointments and Promotions Committee. In submitting the recommendations, the Faculty Appointments and Promotions Sub-Committee shall attach the following:
 - i. The completed application forms of the Applicant;
 - ii. The Head of Department's assessment in the area of teaching;
 - iii. The FAPC's comprehensive assessment of teaching and service;
 - iv. The list of External Assessors.
 - For promotion to Senior Lecturer/Senior Research Fellow grade, the University Appointments and Promotions Committee shall request and receive one External Assessment of the Applicant's publications. (Assessment shall as much as possible be done internally, within Ghana but external to the University, unless otherwise stated).
 - For promotion to Associate Professor/Professor Grade, the University Appointments and Promotions Committee shall request and receive at least two External Assessments of the applicant's publications. At least one of these assessors must be from outside the country.
- (7) The External Assessor's report of an application shall be received by the UAPC through the Registrar.

3.6 Procedure for Promotions

- (1) Assessment of Publications for promotion from LECTURER to SENIOR LECTURER shall be done INTERNALLY (within Ghana but external to the University), unless a different circumstance prevails;
- (2) To ensure transparency and speedy processing of Applications, the following shall form part of the procedures contained in the Criteria:



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- (a) The Head of Department, upon receipt of an Application, shall acknowledge receipt of same to the Applicant copied to the Registrar and the Pro Vice-Chancellor;
- (b) The Faculty Appointments and Promotions Committee shall inform the Applicant and the Registrar of the receipt of the application from the Head of Department and arrangements for consideration of the same;
- (c) The Faculty Appointments and Promotions Committee shall meet at least once every two months for the purposes of considering Applications;
- (d) The FAPC after assessing the application shall determine whether the application meets the requirements for the next stage of the process. In the case where the application does not meet the requirements, the Dean shall communicate same to the Applicant with copies of the letter to the Head of Department, Registrar and the Pro Vice-Chancellor;
- (e) The University Appointments and Promotions Committee (UAPC) shall acknowledge receipts of Applications to the Faculty copied to the Applicants concerned;
- (f) The Secretary to the UAPC shall periodically update (i.e., every three months) applicants on the status of their applications and any arrangements thereof;
- (g) A final decision on the status of an application shall be communicated to the Applicant by the UAPC within;
 - i. SIX MONTHS of receipt of application for promotion from Assistant Lecturer/Assistant Research Fellow to Lecturer/Research Fellow;
 - ii. TEN MONTHS of receipt of application for promotion from Lecturer/Research Fellow to Senior Lecturer/Senior Research Fellow;
 - iii. FIFTEEN MONTHS of receipt of application for promotion from Senior Lecturer/Senior Research Fellow to Associate Professor; and
 - iv. EIGHTEEN MONTHS of receipt of application for promotion from Associate Professor to Professor;
- (h) In the event of the elapse of the deadline as in (g), the UAPC shall constitute an internal panel for consideration of the application.



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3.7 Attainment and Performance Evaluation for Promotion

Assessment of Applicants for promotion shall be made at four levels as follows:

- (a) The Applicant;
- (b) The Head of Department/Dean;
- (c) The Faculty Appointments and Promotions Sub-Committee; and
- (d) The University Appointments and Promotions Committee.

(1) Assessment by Applicant

Applicants for promotion shall assess their own performance (“Excellent”, “Very Good”, “Good”, “Satisfactory” and “Unsatisfactory”) in the three areas of attainment and performance, stating reasons and justification for such assessments with supporting evidence and submit their applications to their Heads of Departments who would in turn submit the respective application together with their assessment to the respective Deans of their Faculties.

(2) Assessment by Head of Department/Dean

- (a) The Head of Department shall certify the research submitted in support of the applicant and assess the applicant in the area of attainment and performance in teaching.
- (b) The Head of Department shall assess the Applicant (as outlined in Appendix C as “Excellent”, “Very Good”, “Good”, “Satisfactory” or “Unsatisfactory”) with justifiable reasons.
- (c) Where a Head of Department is below the rank of the grade to which the Applicant is seeking promotion, the Head of Department shall forward the application to the Dean who shall assess same and forward the Application to the Faculty Appointments and Promotions Sub-Committee.
- (d) In the case where a Dean is an applicant, a cognate Faculty Dean shall be appointed to assess the application dossier and chair the FAPC.
- (e) If the Dean is of a similar rank to the position applied for, s/he will assess the Applicant’s application and forward his or her assessment to the Faculty Appointments and Promotions Sub-Committee.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

(3) Assessment by Faculty Appointments and Promotions Sub-Committee

The Faculty Appointments and Promotions Sub-Committee shall assess the applicant in the areas of teaching and service and assess them as “Excellent”, “Very Good”, “Good”, “Satisfactory” or “Unsatisfactory” with justifiable reasons.

(4) University Appointments and Promotions Committee

- (a) The final assessment shall be made by the University Appointments and Promotions Committee, using as basis, evidence submitted by the Applicant and assessment reports by the Head of Department, the Faculty Appointments and Promotions Sub-Committee and External Assessor (s).
- (b) For Lecturer and analogous ranks to Senior Lecturer and analogous ranks, UAPC’s decision shall be final.
- (c) For Professorial grades, the decision of UAPC shall be forwarded to the Council for ratification.

3.8 Publication of Promotion Results

The results of successful promotion exercises shall be published as soon as practicable. For non-professorial grades, the results shall be made known immediately after the UAPC’s decision is made. For professorial grades, results shall be made known after approval by the University Council.

3.9 Effective Date of Promotion

The effective date of promotion of successful applicants shall be 1st February and 1st August following the submission of the application.

3.10 Right of Appeal

- (1) Any Senior Member aggrieved and dissatisfied by a decision of the University Appointments and Promotions Committee may within one month of the notification of the decision to that Senior Member, petition the University Appointments and Promotions Committee.
- (2) The University Appointments and Promotions Committee may, on receipt of such petition, review its own decisions affecting Appointments/Promotions of Senior Members at the next meeting of the Committee and communicate to the Applicant.



**SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION
OF ACADEMIC SENIOR MEMBERS**

- (3) If the Applicant is dissatisfied with the decision of the UAPC, then the Applicant shall have three months within which to petition the University Council.
- (4) In considering such appeals, Council may be assisted by an expert or experts appointed by Council.
- (5) The Applicant may petition the University Appeals Board if s/he is dissatisfied with the decision of the University Council. Ruling from the University Appeals Board shall be final in the matter.



5.0 GUIDELINES FOR ATTAINMENT AND PERFORMANCE EVALUATION

4.1 Evaluation of Teaching

Indicators for Assessment

In assessing the performance in Teaching, the following factors and indicators may be taken into consideration:

- i. Lecture/Teaching load.
- ii. Regularity and punctuality at lectures.
- iii. Preparation of lecture materials (lecture notes, handouts, power point slides etc.).
- iv. Provision of learning experience for students (practical, field trips, etc.).
- v. Ability to complete the syllabus on schedule.
- vi. Quality of Examination Questions and marking schemes.
- vii. Punctuality in setting Examination Questions, marking of examinations scripts and submission of examination results.
- viii. Comments of External Examiners and Moderators on Applicant's examination questions and marking schemes.
- ix. Supervision of project works and theses of Postgraduate students.
- x. Students' evaluation to and assessment of applicant's teaching and supervision. For new appointments, the applicant's teaching skills shall be assessed based on presentation at a seminar to the Department s/he applied to for appointment.

Scoring

For clarity, a critical assessment of each of the factors with justification and evidence shall be made and scored as follows:

Teaching – 80

Student Evaluation – 20

10 points shall be awarded for excellent performance. 8 points shall be awarded for very good performance. 6 points shall be awarded for good performance.

4 points shall be awarded for satisfactory performance.

3 points shall be awarded for below unsatisfactory performance.

The performance of an Applicant in Teaching shall be scored in accordance with the criteria in Table 1 (Section 4.2).



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

Assessors

Assessment of an Applicant's performance in Teaching shall be undertaken by the applicant himself/herself, by the applicant's Head of Department, the Faculty Appointments and Promotions Sub-Committee and by the University Appointments and Promotions Committee.

4.2 Evaluation of Performance in Promotion of Knowledge

Indicators for Assessment

- (a) In assessing the performance of Promotion of Knowledge the following factors and indicators shall be taken into consideration:
 - i. Research
 - ii. Publications arising out of research
 - iii. Inventions arising out of research
 - iv. Development of technology or products arising out of research

- (b) For clarity, only the following shall be considered and counted towards the number of publications:
 - i. Refereed Journal papers
 - ii. Published Books in the areas of specialization for higher education
 - iii. Chapters in Published Books in the areas of specialization for Higher education
 - iv. Conference Papers published in refereed conference proceedings/peer reviewed documents on exhibition
 - v. Patented inventions and technologies or products

Weighting

The following criteria shall be applied to publications:

Single/Co-authorship:

- i. A refereed journal paper shall be counted as one (1) publication.
- ii. A peer-reviewed book for higher education in the relevant field of specializa- tion shall be counted as three (3) publications.
- iii. A peer-reviewed document on exhibition shall be counted as one (1) publication.
- iv. A conference paper shall be counted as one (1) publication if published in indexed databases or otherwise shall count as half ($\frac{1}{2}$) publication.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

- v. A technology/product/design which has been deployed and in use shall be counted as two (2) publications.
- vi. A patented invention shall be counted as three (3) publications.
- vii. A chapter in a peer reviewed published book in the areas of specialization for higher education shall be counted as one (1) or otherwise half ($\frac{1}{2}$) if it not in a peer reviewed book

For the purpose of clarity, a critical assessment of each of the factors with justification and evidence shall be made and weighted as follows: A maximum of

- 20 points shall be awarded for each patented invention/ technology/ product
- 10 points shall be awarded for each refereed journal paper
- 10 points shall be awarded for each published book in the area of specialization for higher education subject weightings in (iv) and (vi) above
- 10 points shall be awarded for each peer reviewed document on exhibition
- 10 points shall be awarded for each refereed conference proceedings paper
- 10 points shall be awarded for each chapter in a published book in the area of specialization for higher education

The performance of an Applicant in Promotion of Knowledge shall be scored in accordance with the criteria in Table 1 (Section 4.2).

Assessors

- (a) The applicant's Head of Department, Faculty Appointments and Promotions Sub-Committee and the University Appointments and Promotions Committee shall certify the applicant's research and publications.
- (b) External Assessors who are competent in the applicant's area of specialty shall be appointed to assess the applicant's publications. For promotion to the grade of Senior Lecturer, one (1) Assessor shall be appointed.
- (c) For promotion to the grades of Associate Professor and Professor, two (2) Assessors shall be appointed. At least one shall be from outside the country.



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4.3 Evaluation of Performance in Service Indicators for Assessment

In assessing the performance in Service, the following factors and indicators shall be taken into consideration:

(a) Service to the University: This refers to activities other than Teaching or Promotion of Knowledge formally assigned to staff at Departmental, Faculty or University levels. Examples of such acceptable services are:

- i. Examinations Officer
- ii. Vacation Training Officer
- iii. Academic Tutor
- iv. Programme Coordinator
- v. Head of a Department
- vi. Dean of a Faculty
- vii. Pro Vice-Chancellor
- viii. Vice-Chancellor
- ix. Member of Boards and Committees of the University
- x. Senior Tutor
- xi. Hall Master/Hall Warden, etc.

(b) Service to the National or International Community: This refers to activities in which the Applicant has used his knowledge and expertise in his or her field of specialization for the benefit of the national or the international community. Examples of such acceptable services are:

- i. Membership of National and International Boards, Committees and Organizations
- ii. Membership of Editorial Boards of recognized journals
- iii. Manuscript reviewer for recognized journals
- iv. External Examiner or Moderator
- v. External Assessor for promotion of Research/Academic Staff
- vi. Extension work/workshops



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vii. Technical and consultancy work (evidenced by reports), etc.

Weighting

For clarity, a critical assessment of each of the factors with justification and evidence shall be made and weighted as follows:

Service to the University: Administrative Experience

Table 2 presents a description of typical examples of services to the University Community and the points they attract in the first instance. Subsequent instances of the same service shall attract two points each.



Table 2: Points attracted for Services to the University Community

POSITIONS/ ACTIVITIES		WEIGHTING (POINTS) BY RANK			
		Associate Professor	Senior Lecturer/ Research Fellow	Lecturer/ Research Fellow	Assistant Lecturer/ Assistant Research Fellow
1	Field Trip/Vacation Training/ Industrial Liaison Officer	6	6	6	6
2	Mentor	4	4	N/A	N/A
3	Academic Tutor	4	4	4	4
4	Head of Department/ Senior Tutor/ Examination Officer/ Exam Audit Team/Hall Council Member/Deputy Director/ Vice Dean	20	15	15	N/A
5	Departmental Programme Directors/Coordinators/Sectional Heads/Assistant Exams Officer/ Deputy Director/Hall Council Members	15	10	10	N/A
6	Dean of Faculties/ Students/ Dean of International Programmes/Director of Research/Director of Satellite campus/Head of planning unit/ Hall Master/Warden	25	20	15	N/A



POSITIONS/ ACTIVITIES		WEIGHTING (POINTS) BY RANK			
		Associate Professor	Senior Lecturer/ Research Fellow	Lecturer/ Research Fellow	Assistant Lecturer/ Assistant Research Fellow
7	Pro Vice- Chancellor/ Dean of Graduate Studies/Director of ICDE (Applicable to Sister/analogous institution)	30	25	N/A	N/A
8	Chairman/ Editor-in-Chief	10	10	10	10
9	Associate Editor	8	8	8	8
10	Secretary of Editorial Board	6	6	6	6
11	Membership of Editorial Board	4	4	4	4
12	Reviewer of Journal/ Exhibition/Performing Arts Support Personnel	8	8	8	8
13	Election Scrutineer	4	4	4	4
14	Chairman of Statutory Board/ Committee	10	10	N/A	N/A
15	Member of Statutory Board/ Committee	8	8	8	8
16	Chairman of Non- Statutory Board/ Committee	8	8	N/A	N/A
17	Member of Non- Statutory Board/ Committee	6	6	6	6
18	Patron of a recognized Association	8	8	8	8



POSITIONS/ ACTIVITIES		WEIGHTING (POINTS) BY RANK			
		Associate Professor	Senior Lecturer/ Research Fellow	Lecturer/ Research Fellow	Assistant Lecturer/ Assistant Research Fellow
Financial/Material Resource mobilization					
19	Above 200,000 USD	20	20	20	20
20	50,000 – 200,000 USD	15	15	15	15
21	10,000 – 50,000 USD	10	10	10	10
22	5,000 – 10,000 USD	5	5	5	5
23	Below 5,000 USD	2	2	2	2

N.B: An applicant is eligible for full points if he or she serves a minimum of ONE year in all categories above.

Table 3: Points for Acting Positions

Acting position	Points
• Up to One Year	Full (100%)
• Three Months but less than One year	Half (50%)

Service to the National/International Community

Table 4 presents description of typical examples of services to the National/International Community and the points they attract in the first instance. Subsequent instances of the same service shall attract two points each.



Table 4: Weights (Points) of Service to the National/International Community:

POSITIONS/ ACTIVITIES		WEIGHTING (POINTS) BY RANK			
		Associate Professor	Senior Lecturer/ Research Fellow	Lecturer/ Research Fellow	Assistant Lecturer
1	Chairman of National/ International Board/Committee	10	10	10	10
2	Secretary of National/International Board/Committee	8	8	8	8
3	Member of National/International Board/Committee	6	6	6	6
4	Traditional/Religious Leader/ Assembly Member/DCE/MCE/ MP/ Minister etc.	6	6	6	6
5	Visiting Scholar	10	8	8	N/A
6	Resource Person/Facilitator	6	6	6	6
7	Technical/Consultancy Work	4	4	4	4
8	Part-time Lecturer	4	4	4	4
9	Chairman/Editor-in-Chief of a recognised Publication Sources	20	15	10	10
10	Associate Editor of a recognised Publication Sources	15	15	10	10



11	Secretary/Membership of Editorial Board of recognised Publication Sources	10	10	10	10
12	Reviewer of Recognized Publication Sources	10	10	10	10
13	External Examiner/Moderator	10	10	10	10
14	External Assessor for Promotions	10	10	N/A	N/A
15	Supervisor/Enumerator/Returning Officer/Polling Agent/Observer (National or International Elections)	6	6	6	6
16	Invigilator of External Examinations	6	6	6	6
17	Keynote/Guest Speaker at special/regional/national/international conference etc.	6	6	6	6
18	Author of Articles in popular press literary materials (novels/textbooks/storybooks)	4	4	4	4
19	Community impact project and extension work	10	10	10	10



POSITIONS/ ACTIVITIES		WEIGHTING (POINTS) BY RANK			
		Associate Professor	Senior Lecturer/ Research Fellow	Lecturer/ Research Fellow	Assistant Lecturer
20	Special Awards/Recognition received	10	10	10	10
21	Vice- Chancellor/President /CEO of National/ International Organisation	30	20	10	N/A
22	Pro Vice-Chancellor (Applicable to sister/analogous institutions)	25	20	N/A	N/A



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

The performance of an Applicant in Service shall be scored in accordance with the criteria in Table 1 (Section 4.2).

Assessors

Assessment of service shall be undertaken by the applicant, the applicant's Head of Department, Faculty Appointments and Promotions Sub-Committee and by University Appointments and Promotions Committee.

4.4 Appointment of Assessors

The appointment of assessors for Appointments and Promotions shall be the responsibility of the Vice-Chancellor who may act on the recommendation of the Dean/Pro Vice-Chancellor of the applicant's Faculty.

4.5 Status of Assessors

Assessors are basically advisors to the University Appointments and Promotions Committee. Their final recommendations are not binding on the Committee. However, assessment of the qualities of the applicant's publications shall be used by the University Appointments and Promotions Committee in arriving at the final decision.

4.6 Materials for External Evaluation

Materials (i.e., Publications of applicants) for external assessment shall not be excessive. Applicants are advised to select and submit the best and requisite number of their publications for external assessment (refer to Section 4.3). Applicants must select and submit the required numbers of publications (bound four copies of each and a soft copy).



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

APPENDIX A: APPLICATION FOR PROMOTION

Ghana Communication Technology University

This form is to be completed and returned (ten copies) to the Registrar, Ghana Communication Technology University, Accra or to the Overseas representative of Universities of Ghana Office, 321 City Road, London. (EC IV ILJ), UK.

Application for Appointment as in the..... Department/Faculty.

1.0 PERSONAL PARTICULARS

Surname: (Prof. /Dr. /Mr. /Miss/Mrs. /etc.).....

First/Other Names.....

Present Address in full.....

Telephone No.....

Nationality.....

Nationality at Birth (if different).....

Surname at Birth (if different).....

*If Naturalized Citizen, give Number and Date of Certificate.....

*Aliens Registration Number.....

Date and place of birth.....

Whether Single, Married/or Widowed.....

Number of children.....

*The above information is requested now as it may be needed at a later date for entry into Ghana.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

2. EDUCATION

(a) Where educated

	Dates	
	From	To
Secondary School/Faculty/ University		

Qualifications (degrees, certificates, diplomas, with classes, distinctions, etc.) and membership/fellowship of Professional bodies, giving the dates on which, each was obtained: (Photocopies of certificates should be attached).

.....

.....

.....

.....

3. TEACHING/ RESEARCH/ PROFESSIONAL/ INDUSTRIAL EXPERI- ENCE:

Present Employment



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

From Date of Employer	Name and Address	State: (A) Position held (B) Subject taught/particulars of work (C) Salary
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(A)..... (B).....
 (C).....

Previous Employment

Dates		Name and address of Employer	State: Position held Subjects taught Particulars of work Full-time or part-time
From	To		
			(A) (B) (C)
			(D) Reasons for leaving



*(C) State Further Details of Teaching/Research/Professional/Industrial Experience.

.....
.....
.....
.....
.....

4.0 PUBLICATIONS/EXHIBITIONS (with Dates)

4. 1 GENERAL

Have you ever lived in a tropical climate? If so, state when and where.

.....
.....

If engaged, how soon after notification of selection could you leave for Ghana or assume duty?

.....
.....

5. The space below may be used for any additional information you wish to give.

NAMES AND ADDRESSES OF THREE REFEREES

(At least two of them should be able to report on your Academic / Professional competence. Names of relatives must not be given.)

- i.
- ii.
- iii.

I certify that the information on this form is correct.

SIGNATURE OF APPLICANT.....

Date:



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

APPENDIX B: APPLICATION FOR PROMOTION

GHANA COMMUNICATION TECHNOLOGY UNIVERSITY

APPLICATION FOR PROMOTION (TO BE COMPLETED IN DUPLICATE)

(SENIOR MEMBERS – TEACHING/RESEARCH STAFF)

Application for promotion to:.....in
the Department/Faculty of:.....

Personal Details

Name of applicant (in block letters)

Date of Birth:.....

Present Designation

Date of Last Promotion:.....

Curriculum Vitae

I attach my full curriculum vitae including the following:

- a) Academic degrees earned with dates Institutions attended with dates
- c) Academic ranks held and Subjects taught
- d) Supervision of students' project works/theses /research
- e) Other professionally related experience
- f) Research conducted (topics with dates)
- g) Publications arising out of the research Refereed journal papers with exact references Books with exact references

Published conference papers with exact references Peer reviewed document on exhibitions

- h) Contributions in co-authored publications
- i) Conferences /Seminars and Workshops at which papers were read
- j) List of the publications:

Published with exact references

Copies of selected publications for external assessment. For promotion to Professorship, two copies each should be supplied.

- k) Record of service to the community (University, National, International) with dates and supporting evidence.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

(1) My evaluation of my performance in the following areas of attainment with reasons and justification:

Teaching

Promotion of knowledge

Service

Details of Research or Major Projects Undertaken (Details of research, projects or exhibitions undertaken since last appointment/promotion to the University)

Details of Teaching Experience at University Level:

Conferences, Special Seminars and Workshops at which papers were read, with references where appropriate.

Publications, giving details of books and articles and stating exact references (List and Description of Exhibits Submitted for Assessment) Copies of articles and other publications (where possible) should accompany the application.

SIGNATURE OF APPLICANT.....

DATE



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

Notes on EVALUATION (No. 7)

The applicant shall assess his or her own achievements as “Excellent”, “good” “Satisfactory” or “Unsatisfactory”, giving justification in the three areas of attainment.

Teaching

Promotion of knowledge

Service in areas other than (a) and (b).

The Head of Department and the Faculty Appointments and Promotions Sub-Committee shall assess and evaluate the applicant’s achievements as “Excellent” “Very Good” “Good”, “Satisfactory” or “Unsatisfactory” giving justification in the three performance areas.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

APPENDIX C: (CONFIDENTIAL) ASSESSMENT AND EVALUATION BY HEAD OF DEPARTMENT / DEAN

Quality of Teaching

This assessment should sum up the applicant's performance as a university teacher, and how he discharges his Departmental assignments related to teaching

- i. Lecture/ Teaching load
- ii. Regularity and punctuality at lectures
- iii. Preparation of lecture materials (lecture notes, handouts, PowerPoint slides, etc.)
- iv. Provision of learning experience for students (practical, field trips, etc.)
- v. Ability to complete the syllabus
- vi. Quality of examination questions and marking schemes
- vii. Punctuality in setting examination questions and marking of examinations' scripts.
- viii. Comments of external examiners and moderators on applicant's examination questions and marking schemes
- ix. Supervision of project works and theses of Undergraduate and Postgraduate students
- x. Students' reaction to an assessment of applicant's teaching and supervision

Promotion of Knowledge

(a) Certify the following statements made by the applicant:

- i. Research conducted (Topics with dates)
- ii. Publications arising out of Research
- iii. Journals in which papers are published
- iv. Contributions to research resulting in co-authored publications

Involvement in other Departmental research and development activities (new products/ technologies)

Certify publications/exhibitions listed by the applicant.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

Service

General contribution to the work of the University, National or International committees/ organizations.

Assessment of the activities in which the applicant has used his knowledge and expertise in his field of specialization for the benefit of the University, his community, the national or international community.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

APPENDIX D (CONFIDENTIAL)

ASSESSMENT AND EVALUATION BY FACULTY APPOINTMENTS AND PROMOTIONS SUB-COMMITTEE

The Faculty Appointments and Promotions Sub-Committee will:

Evaluate the applicant and the Head of Department's assessment of him/her under the following headings:

Teaching

- i. Lecture/ Teaching load
- ii. Regularity and punctuality at lectures
- iii. Preparation of lecture materials (lecture notes, handouts, PowerPoint slides, etc.)
- iv. Provision of learning experience for students (practical, field trips, etc.)
- v. Ability to complete the syllabus
- vi. Quality of examination questions and marking schemes
- vii. Punctuality in setting examinations' questions and marking of examinations' scripts.
- viii. Comments of external examiners and moderators on applicant's examination questions and marking schemes
- ix. Supervision of project works and theses of Undergraduate and Postgraduate students
- x. Students' reaction to and assessment of applicant's teaching and supervision

Promotion of Knowledge

(a) Certify the following statements made by the Applicant

- i. Research conducted (Topics with dates)
- ii. Publications arising out of the Research
- iii. Journal in which papers are published
- iv. Contributions to research in co-authored publications

Involvement in other Departmental Research and Development activities (new products/technologies) published/documentated in recognized peer reviewed journals or patents.

(b) Certify Publications/Exhibitions listed by Applicant.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

Service

- i. General contribution to the work of the University; National or International Committees/organizations
- ii. Assessment of the activities in which the Applicant has used his knowledge and expertise in his field of specialization for the benefit of the University, his community, the national or international community.

Responsibilities of FAPC

- (a) Make definite recommendations (with justification) on the applicant's application for promotion to the University Appointments and Promotions Committee.
- (b) Forward to the University Appointments and Promotions Committee:
 - i. The original copy of the applicant's application;
 - ii. The Head of Department's assessment;
 - iii. The Faculty Appointments and Promotions Sub-Committee's Evaluation and Recommendation; and
 - iv. The minutes of the meeting of the Faculty Appointments and Promotions Sub-Committee at which the applicant's application was considered.



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

APPENDIX E: PROMOTION OF ACADEMIC STAFF

EXTERNAL ASSESSMENT ON APPLICANT’S PROMOTION OF KNOWLEDGE

This University is currently considering Prof/ Dr./Mr./Miss./Mrs..... for promotion from to

Our criteria for promotion require that an external assessment of each applicant’s promotion of knowledge as evidenced by his or her publications be sought, and you have been proposed as an external assessor for this applicant.

For your information, two other criteria (Teaching and Service) will be used by the University in addition to your assessment to arrive at a final decision on the application.

We should therefore be grateful if you would kindly assist in this exercise by assessing the quality of the under listed publications which Prof/ Dr./Mr./Mrs./Assoc has submitted in support of his or her application and which are enclosed. (These are selected papers out of his or her publications).

- (i).....
- (ii).....

The thrust of your assessment should be on quality rather than on quantity and should indicate whether the publications and others demonstrate scholarship creativity and are worthy of an Academic seeking promotion to the grade we are considering.

It should certify clearly:

- i. the extent to which each paper reflects the author’s awareness of current knowledge in subject areas.
- ii. Original contribution of paper to, or its potential on:
- iii. existing knowledge, and/or
- iv. technological development (local or otherwise) and/or
- v. any other important areas
- vi. Scholarship and standard of presentation
- vii. Summary of your assessment which should touch upon:



SCHEDULE J - CRITERIA FOR APPOINTMENT AND PROMOTION OF ACADEMIC SENIOR MEMBERS

- viii. Comments on the quality of research or work output and the general quality of the publications
- ix. A conclusion as to whether these are what one would expect of a person of the rank of

Please forward your assessment and the papers to me after you have finished assessing them.

NOTES

- (a) The list of services in appendix G may not cover all aspects of service. Other activities may be recognized as service based on their evidential value.
- (b) Service at national/international levels for HoD/Dean/Provost/Deputy Registrar etc. should also attract the same weight as assigned to service to the university.
 - (1) Acting positions/oversight responsibilities:
 - (a) Up to One Year attracts full weight. From three months to Less than One Year attracts 50% of the weight
 - (2) Service in the areas of resource person, facilitator, external assessor and reviewer should attract full weight as often as they occur provided, they are not exactly the same.
 - (3) Apart from the service areas mentioned in note 4 above, all other services areas shall attract full weight as often as they occur provided, they are not exactly the same.

For positions below Associate Professor, the score will be based on the accumulation of points for University, National and International.

For promotion to Associate Professor, the applicant shall be scored as follows:

Service to the University = 60%

Service to National/International Communities = 40%

For promotion to Professor, the applicant shall be scored as follows: Service to the University Community = 50%



SCHEDULE K – CRITERIA FOR APPOINTMENT AND PROMOTION OF ADMINISTRATIVE AND PROFESSIONAL SENIOR MEMBERS

0.1 GENERAL PROVISIONS FOR APPOINTMENTS AND PROMOTIONS

0.2 Processing of Applications

To ensure transparency, speedy and consistency in processing of applications, the following shall form part of the procedures contained in the Criteria:

- (a) The Head of Unit/Directorate, upon receipt of an application shall acknowledge receipt of same to the applicant. The application shall be forwarded to the Registrar, with the Head's comments and recommendations;
- (b) The Registrar shall inform the applicant of the receipt of the application and arrangements for consideration by the Registry Appointments and Promotions Sub-Committee (RAPC);
- (c) The Registrar shall submit all applications together with his/her assessment report (where applicable) to the Registry Appointments and Promotions Sub-Committee (RAPC);
- (d) The Registry Appointments and Promotions Sub-Committee (RAPC) shall forward to the University Appointments and Promotions Committee (UAPC) the following:
 - i. The completed application forms of the candidate;
 - ii. The written assessment report of the Head of Unit/Directorate, and;
 - iii. The Registry Appointments and Promotions Sub-Committee's assessment of Candidate for appointment or promotion or otherwise;
- (e) The University Appointments and Promotions Committee (UAPC) shall consider the application accordingly;
- (f) The Secretary to the UAPC shall periodically update candidates on the status of their applications and any arrangements thereof;
- (g) A final decision on the status of an application shall be communicated to the applicant by the UAPC within TEN (10) to TWELVE (12) MONTHS of receipt of application; and,
- (h) There shall be an option for the conclusion of a promotion process after the respective deadlines through the constitution of a panel (including External Assessors) by the UAPC of the University.



1.1 APPOINTMENTS AND PROMOTIONS COMMITTEE

1.2 University Appointments and Promotions Committee (UAPC) Composition and functions are as follows:

1. Composition

- i. Vice-Chancellor as Chairperson
- ii. Pro Vice-Chancellor
- iii. Registrar
- iv. Two Academics of Professorial ranks, elected by the Academic Board. Where there are fewer or no professorial rank members, Senior Academics of the next rank below shall be elected.
- v. Two Senior Administrators of Deputy Registrar or equivalent ranks, elected by the Academic Board.
- vi. The Head of Directorate/Unit of the candidate shall be in attendance provided that he/she is not below the rank to which the candidate is seeking to be promoted.
- vii. The Director of Human Resource and Organisational Development shall be the Secretary.

2. Quorum

One-half (1/2) of its total membership. No business shall be conducted unless the Vice-Chancellor is present.

3. Functions

- i. To receive applications for appointments and promotions from Senior Members, Administrative. Such applications shall, in the first instance, be considered by the Registry Appointments and Promotions Sub-Committee.
- ii. To make recommendations for the appointment and promotion into Administrative and professional Senior Member positions to Council.

1.3 Registry Appointments and Promotions Sub-Committee (RAPC)

Composition and functions are as follows:

1. Composition

Membership of the Sub-Committee shall consist of:

- i. Registrar as Chairperson
- ii. Director of Finance
- iii. Director of Academic Affairs
- iv. Director of Human Resource and Organisational Development



Director of Information Communications Technology

- vi. The Head of Directorate/Section/Unit of the candidate shall be in attendance provided that s/he is not below the rank to which the candidate is seeking to be promoted.
- vii. A Senior Assistant Registrar at the DHROD in charge of promotions shall be the Secretary.

The Sub-Committee may co-opt any other members as appropriate to assist in its work.

Functions

- i. To consider applications for appointment and promotion into senior member positions in non-academic units in the University.
- ii. The Sub-Committee shall consider all applications for appointment and promotion, and shall forward the papers of all applicants with recommendations to the University Appointments and Promotions Committee (UAPC) within one
(1) month of receipt of the applications.
- iii. The Registry Appointments and Promotions Sub-Committee shall meet as and when applications are received.

2.1 APPOINTMENTS IN THE OFFICE OF THE REGISTRAR

2.2 Junior Assistant Registrar

- (a) A candidate for appointment as Junior Assistant Registrar must possess a relevant Master's degree. Some appointments may require the final examinations certificate of any of the following Professional Bodies in addition to the Master's degree:
 - i. Institute of Chartered Secretaries and Administrators (ICSA);
 - ii. Chartered Institute of Public Relations (CIPR);
 - iii. Chartered Institute of Human Resource Management (CIHRM);
 - iv. Any other relevant Professional Body.
- (b) Relevant working experience shall be an advantage.

2.3 Assistant Registrar

- (a) A candidate for appointment as Assistant Registrar must possess a Master's degree and/or relevant professional qualification as in 3.1 and must have at least two (2) years post-qualification experience as a Junior Assistant Registrar in a university or similar position in an analogous institution.
- (b) The appointment shall be by interview.



2.4 Senior Assistant Registrar

- (a) For appointment to the position of Senior Assistant Registrar, a candidate must have Master's degree and/or relevant professional qualification as in 3.1.
- (b) The applicant must have served as an Assistant Registrar with at least four (4) years' experience in university administration or similar position in an analogous institution.
- (c) The applicant must have at least five (5) publications/position papers/memo- randa/reports in his/her area.
- (d) The applicant must have favourable reports from one (1) External Assessor on the candidate's memoranda, reports, papers, publications, etc.
- (e) Appointment shall be by interview.

2.5 Deputy Registrar

A candidate seeking for appointment as Deputy Registrar must:

- (a) Have a Master's degree and/or relevant professional qualification as in 3.1;
- (b) Have served as Senior Assistant Registrar in a University or an analogous institution for a minimum of five (5) years;
- (c) Have at least seven (7) publications/position papers/memoranda/reports in his/her area of specialization, two of which must be refereed publications;
- (d) Have favourable reports from two (2) External Assessors on the candidate's memoranda, reports, papers, publications, etc.
- (e) The appointment which is tenured shall be by interview and the panel shall include an External Assessor where there is a vacancy.

2.6 Registrar

The appointment of the Registrar shall be in accordance with the University Act and relevant Statutes of the University.



4.0 APPOINTMENT IN THE LEGAL UNIT

4.1 In-House Counsel

A candidate seeking appointment as In-House Counsel must:

- (a) Possess an LLB Degree and a BL qualification.
- (b) Be a qualified Lawyer and registered by the General Legal Council.
- (c) Have a Master's degree in Law.
- (d) Have a minimum of seven (7) years post-qualification experience at the Bar and must have practiced in institutions of similar standing.
- (e) Have at least five (5) publications/position papers/memoranda/reports in his/her area.
- (f) Have favourable reports from two (2) External Assessor on the candidate's memoranda, reports, papers, publications, etc.
- (g) Appointment shall be by interview

4.1 APPOINTMENTS IN THE FINANCE /INTERNAL AUDIT

4.2 Assistant Accountant/Assistant Internal Auditor

A candidate seeking appointment to the grade of Assistant Accountant/ Assistant Internal Auditor must possess:

- (a) Final Examinations Certificate and be a member of any of the following Professional Bodies:
 - i. Institute of Chartered Accountants (ICA, Ghana);
 - ii. Chartered Association of Certified Accountants (ACCA);
 - iii. Chartered Institute of Management Accountants (CIMA),
 - iv. Chartered Institute of Systems Auditors (CISA) (for Internal Audit);
 - v. Certified Internal Auditor (for Internal Audit); AND
 - vi. A Master's Degree in Accounting or Finance;
 - vii. Relevant working experience shall be an advantage.

4.3 Accountant/Internal Auditor

- (a) A candidate seeking appointment to the grade of Accountant/Internal Auditor must possess both a professional certificate and a relevant Master's degree as in 5.1.
- (b) The candidate must also have served as an Assistant Accountant/ Assistant Internal Auditor with a minimum of two (2) years relevant post qualification experience in University Administration and/or Management or similar position in an analogous institution.
- (c) Appointment shall be by interview



4.4 Senior Accountant/Senior Internal Auditor

- (a) A candidate for appointment as Senior Accountant/Senior Internal Auditor must have both professional qualification and a relevant Master's degree as in 5.1.
- (b) The candidate must also have served as an Accountant/ Internal Auditor with a minimum of four (4) years relevant post qualification experience in University Administration and/or Management, and also be a member of a professional body.
- (c) The applicant must have at least five (5) publications/position papers/memo- randa/reports in his or her area.
- (d) The applicant must have favourable reports from one (1) External Assessor on the candidate's memoranda, reports, papers, publications, etc.
- (e) Appointment shall be by interview

4.5 Deputy Director of Finance /Deputy Director of Internal Audit

- (a) Candidates seeking for the position of Deputy Director of Finance/Deputy Director of Internal Audit must have both professional qualification and a relevant Master's degree as in 5.1.
- (b) The candidate must have served as Senior Accountant/Senior Internal Auditor in a University or an equivalent grade in an analogous institution for a minimum of five years.
- (c) The candidate must have at least seven (7) publications/position papers/mem- oranda/reports in his or her area of specialization, two of which must be refereed publications.
- (d) The candidate must have favourable reports from two (2) External Assessors on the candidate's memoranda, reports, papers, publications, etc.
- (e) Appointment shall be tenured and shall be by interview and the panel shall include an External Assessor where there is a vacancy.

4.6 Director of Finance/ Director of Internal Audit

The appointment of Director of Finance/Director of Internal Audit shall be in accordance with the relevant University Statutes.



5.1 APPOINTMENTS IN THE PROCUREMENT UNIT

5.2 Junior Assistant Procurement Officer

A candidate seeking appointment to the grade of Junior Assistant Procurement Officer must possess:

- (a) Final Examinations Certificate and be a member of any of the following Professional Bodies:
 - i. Chartered Institute of Purchasing and Supply (CIPS);
 - ii. Chartered Institute of Procurement and Supply (MCIPS); AND
- (b) Any of the following:
 - i. A Master's Degree in Purchasing and Supply and/or Logistics and Supply Chain Management;
 - ii. A Master's degree in Procurement Management.

5.3 Assistant Procurement Officer

- (a) A candidate seeking appointment to the grade of Assistant Procurement Officer must possess both a professional certificate and a relevant Master's degree as in 6.1.
- (b) The candidate must also have served as a Junior Assistant Procurement Officer with a minimum of two (2) years relevant post qualification experience in University Administration and/or Management or a similar position in an analogous institution.
- (c) Appointment shall be by interview.

5.4 Senior Assistant Procurement Officer

- (a) A candidate seeking appointment as Senior Assistant Procurement Officer must have both professional qualification and a relevant Master's degree as in 6.1.
- (b) The candidate must also have served as Assistant Procurement Officer with a minimum of four (4) years relevant post qualification experience in University Administration and/or Management or a similar position in an analogous institution.
- (c) The applicant must have at least five (5) publications/position papers/memoranda-reports in his/her area.
- (d) The applicant must have favourable reports from one (1) External Assessor on the candidate's memoranda, reports, papers, publications, etc.
- (e) Appointment shall be by interview.

5.5 Head of Procurement

The appointment of Head of Procurement shall be in accordance with the relevant University Statutes.



6.1 APPOINTMENTS IN THE DIRECTORATE OF WORKS AND PHYSICAL DEVELOPMENT

6.2 Assistant Architect/Assistant Engineer/Assistant Quantity Surveyor/ Junior Assistant Estate Officer

A candidate seeking appointment to the grade of Assistant Architect/Assistant Engineer/Assistant Quantity Surveyor/Junior Assistant Estate Officer must possess:

- (a) Master's degree in the relevant area of specialization (Architecture/Building Technology/Civil Engineering/Land Economy, etc.).

AND

- (b) Final Examinations Certificate and membership of relevant Professional Bodies such as:
 - i. Ghana Institute of Architects (GIA);
 - ii. Ghana Institution of Engineers (GhIE);
 - iii. Institution of Engineering and Technology, Ghana (IET, Gh);
 - iv. Ghana Institution of Surveyors (GhIS),
 - v. Any other recognized professional body

6.3 Architect/Engineer/Quantity Surveyor/Assistant Estate Officer

A candidate seeking appointment to the grade of Architect/Engineer/Quantity Surveyor/Assistant Estate Officer must possess:

- (a) Master's degree qualification and relevant professional and membership as indicated in 7.1.
- (b) The candidate must also have two (2) years relevant post qualification experience as an Assistant Architect/Assistant Engineer/Assistant Quantity Surveyor/- Junior Assistant Estate Officer in a University or similar position in an analogous institution.
- (c) Appointment shall be by interview.

6.4 Senior Architect/Senior Engineer/Senior Quantity Surveyor/ Senior Assistant Estate Officer

- (a) A candidate for appointment as Senior Architect/Senior Engineer/Senior Quantity Surveyor/Senior Assistant Estate Officer must possess a Master's degree and professional qualification and membership as in 7.1.
- (b) The candidate must have served as an Architect/Engineer/Quantity Surveyor- or/Assistant Estate Officer in a University or similar position in an analogous institution with a minimum of four (4) years relevant post qualification experience.



- (c) The applicant must have at least five (5) publications/position papers/memo-randa/reports in his or her area.
- (d) The applicant must have favourable reports from one (1) External Assessor on the candidate's memoranda, reports, papers, publications, etc.
- (e) Appointments shall be by interview

6.5 Deputy Director (Works and Physical Development)

- (a) A candidate seeking for the position of Deputy Director of Works and Physical Development must possess a Master's degree and Professional qualification as in 7.1.
- (b) The Candidate must have served as Senior Architect/Senior Engineer/Senior Quantity Surveyor/Senior Assistant Estate Officer in a University or similar position in an analogous institution for a minimum of five (5) years.
- (c) The candidate must have at least seven (7) publications/position papers/mem-oranda/reports in his or her area of specialization, two of which must be refereed publications.
- (d) The candidate must have favourable reports from two (2) External Assessors on the candidate's memoranda, reports, papers, publications, etc.
- (e) Appointment shall be tenured and shall be by interview and the panel shall include an External Assessor where there is a vacancy.

6.6 Director of Works and Physical Development

The appointment of Director of Works and Physical Development shall be in accordance with the relevant University Statutes.

7.1 APPOINTMENTS IN THE DIRECTORATE OF INFORMATION COMMUNICATIONS TECHNOLOGY (DICT)

7.2 Assistant Systems Analyst/Assistant Application Technologist/ Assistant Network or Systems Administrator/Assistant Web Technologist (Assistant Programmer)

- (a) A candidate seeking appointment as Assistant Systems Analyst/Assistant Application Technologist/Assistant Network or Systems Administrator/Assistant Web Technologist (Assistant Programmer) must possess:
 - i. a Master's degree in Information Technology, Engineering, Computer Science or any relevant Master's degree,
 - AND
 - ii. Final Examinations Certificate of any relevant professional certification in areas such as:



- Microsoft Certified Systems Engineer (MCSE)
- Microsoft Certified Systems Administrator (MCSA)
- Microsoft Certified Database Administrator (MCDBA)
- Cisco Certified Internetwork Expert (CCIE)
- Other relevant and recognized certificate

7.3 Systems Analyst/Application Technologist/Network Systems Administrator/Web Technologist (Programmer)

- (a) A candidate seeking appointment as Systems Analyst/Application Technologist/Network Systems Administrator/Web Technologist (Programmer) must possess a Master's degree in Information Technology, Engineering, Computer Science or any relevant Master's degree and a professional qualification as in 8.1.
- (b) The Candidate must have two years (2) post qualification experience as an Assistant Systems Analyst/Assistant Application Technologist/Assistant Network or Systems Administrator/Assistant Web Technologist (Assistant Programmer) in a university or a similar position in an analogous institution.
- (c) The Appointment shall be by interview.

7.4 Senior Systems Analyst/Senior Application Technologist/Senior Network or Systems Administrator/ Senior Web Technologist (Systems Analyst)

- (a) A candidate seeking appointment as Senior Systems Analyst/Senior Application Technologist/Senior Network or Systems Administrator/Senior Web Technologist (Systems Analyst) must possess a Master's degree and professional qualification as in 8.1.
- (b) The candidate must have served as a Systems Analyst/Application Technologist/Network Systems Administrator/Web Technologist (Programmer) and also have a minimum of four (4) years relevant post qualification experience in Systems Administration and/or Management or similar position in an analogous institution.
- (c) The applicant must have at least five (5) publications/position papers/memoranda/reports in his or her area.
- (d) The applicant must have favourable reports from one (1) External Assessor on the candidate's memoranda, reports, papers, publications, etc.
- (e) Appointment shall be by interview



7.5 Deputy Director of Information Communications Technology

- (a) A candidate seeking for the appointment as Deputy Director Information Communications Technology, must possess a Master's degree in the relevant field and professional qualification as in 8.1.
- (b) The candidate must have served as Senior Systems Analyst/Senior Application Technologist/Senior Network or Systems Administrator/ Senior Web Tech- nologist (Systems Analyst) in a university or an equivalent grade in analogous institution for a minimum of five (5) years.
- (f) The candidate must have at least seven (7) publications/position papers/ mem- oranda/reports in his or her area of specialization, two of which must be refereed publications.
- (c) The candidate must have favourable reports from two (2) External Assessors on the candidate's memoranda, reports, papers, publications, etc.
- (d) Appointment shall be tenured and shall be by interview and the panel shall include an External Assessor where there is a vacancy.

7.6 Director of Information Communications Technology

The appointment of Director of Information Communications Technology shall be in accordance with relevant University statutes.

8.1 APPOINTMENTS IN THE UNIVERSITY HEALTH SERVICES

8.2 Medical Officer/Dental Officer/Pharmacist/Optometrlist

- (a) A candidate seeking appointment as Medical Officer/Dental Officer/ Pharma- cist/Optometrlist must be a qualified Medical Officer/Dental Officer/Pharma- cist/Optometrlist, registered with, and be in good standing with the Ghana Medi- cal and Dental Council/Ghana Pharmacy Council/ equivalent professional quali- fication recognized by the Allied Health Professions Council.
- (b) The Optometrist must possess a Postgraduate diploma in Optometry or Doctor of Optometry. The applicant must also have two years post qualification experience and have a permanent registration with the regulatory body.
- (c) The appointment shall be by interview.



8.3 Senior Medical Officer/Senior Dental Officer/Senior Pharmacist/Senior Optometrist

- (a) A candidate seeking appointment as Senior Medical Officer/Senior Dental Officer/Senior Pharmacist/Senior Optometrist must have four (4) years post qualification experience as a Medical Officer/Dental Officer/Pharmacist/Optometrlist or analogous position plus evidence of continuing professional development.
- (b) The applicant must have at least five (5) publications/position papers/memo- randa/reports in his or her area.
- (c) The applicant must have favourable reports from one (1) External Assessor on the candidate's memoranda, reports, papers, publications, etc.
- (d) Appointment shall be by interview

8.4 Deputy Director, University Health Services

- (a) A candidate seeking appointment to this administrative position of Deputy Director of University Health Services must have served as a consultant or equiv- alent grade in a university or analogous institution at least for a minimum of five (5) years.
- (b) The candidate must have at least seven (7) publications/position papers/mem- oranda/reports in his/her area of specialization, two of which shall be refereed publications.
- (c) The candidate must have favourable reports from two (2) External Assessors on the candidate's memoranda, reports, papers, publications, etc.
- (d) The appointment shall proceed by open advertisement and by interview, and the panel shall include one of the Two External Assessors.

10. APPOINTMENTS IN THE SPORTS UNIT

10.1 Head of Sports

A candidate seeking appointment as Head of Sports must:

- (a) Possess the relevant master's degree and professional qualification.
- (b) Be competent in at least two established Sporting Disciplines;
- (c) Have a minimum of seven (7) years post-qualification experience as Deputy Head of Sports in a University or analogous institution or a minimum of ten (10) years post-qualification experience in the public service.
- (d) Have at least five (5) publications/position papers/memoranda/reports in his or her area.
- (e) Have favourable reports from two (2) External Assessor on the candidate's memoranda, reports, papers, publications, etc.
- (f) Appointment shall be by interview.
- (g) The position shall be equivalent to Senior Assistant Registrar and shall be tenured.



10.1 APPOINTMENTS IN THE UNIVERSITY LIBRARY

10.2 Junior Assistant Librarian

- (a) A candidate for appointment as Junior Assistant Librarian must possess a relevant Research Master's degree in Library or Information Science related studies and professional membership of the Ghana Library Association (GLA).
- (b) Relevant working experience shall be an advantage.

10.3 Assistant Librarian

- (a) A candidate for appointment as Assistant Librarian must possess a Research Master's degree in Library or Information Science related studies and professional membership of the Ghana Library Association (GLA) and must have at least two (2) years post-qualification experience as a Junior Assistant Librarian in a University or similar position in an analogous institution.
- (b) A PhD in Library Science or Studies is preferable.
- (c) The appointment shall be by interview.

10.4 Senior Assistant Librarian

- (a) For appointment to the position of Senior Assistant Librarian, a candidate must have a Research Master's degree in Library or Information Science related studies and professional membership of the Ghana Library Association (GLA).
- (b) Must have a PhD in Library Science or Information Science related studies.
- (c) The applicant must have served as an Assistant Librarian with at least four (4) years' experience in University Library or similar position in an analogous institution.
- (d) The applicant must have at least five (5) publications in recognized peer reviewed journals after appointment as Assistant Librarian.
- (e) The applicant must have favourable reports from one (1) External Assessor on the candidate's publications and innovations.
- (f) Appointment shall be by interview.

10.5 Deputy Librarian

A candidate seeking for appointment as Deputy Librarian must:

- (a) Have a Research Master's degree in Library or Information Science related studies and professional membership of the Ghana Library Association (GLA).



- (b) Must have a PhD in Library Science or Information Science related studies.
- (c) Have served as Senior Assistant Librarian in a University or an analogous institution for a minimum of five (5) years;
- (d) Have at least seven (7) publications in refereed publications after promotion to Senior Assistant Librarian grade;
- (e) In addition, other evidence of research and innovation shall be considered.
- (f) Have favourable reports from two (2) External Assessors on the candidate's publications and innovations.
- (g) The appointment which is tenured shall be by interview and the panel shall include an External Assessor where there is a vacancy.

10.6 Librarian

The Appointment of the University Librarian shall be in accordance with the relevant University statutes.

12.0 PROMOTIONS

12.1 Procedure for Promotion

- (a) A member of staff who wishes to be considered for promotion shall complete the relevant application forms and submit them with an application letter to the Registrar through the Head of his or her Unit/Directorate.
- (b) The Head of Unit/Directorate shall acknowledge receipt of the document and forward the application together with his or her written assessment of application of knowledge and human relations on the candidate to the Registrar within one month of receipt of applications.
- (c) The Head of Unit/Directorate shall certify the submitted publications to ensure that they meet the required number and are published in refereed sources (where applicable).
- (d) The Head of Unit/Directorate after assessing the application shall determine whether the application meets the requirements for the next stage of the process. In the case where the application does not meet the requirements, the Head of Unit/Directorate shall communicate same to the Applicant with copy of the letter to the Registrar.
- (e) The Professional Units shall submit a list of at least three (3) External Assessors to be certified by the RAPC. In the case of the Administrative Units, the Registrar shall determine the External Assessors.
- (f) The Registrar shall forward the applications to the Registry Appointments and Promotions Sub-Committee (RAPC) after acknowledging receipt of the documents with a copy to the applicant.



- (g) The Registrary Appointments and Promotions Sub-Committee (RAPC) shall consider and forward to the University Appointments and Promotions Committee (UAPC) the following:
 - i. The completed application forms of the candidate,
 - ii. The written assessment report of the Head of Unit/Section/Directorate/Division;
 - iii. The RAPC's assessment of service, and,
 - iv. The RAPC's recommendation on further processing of the application.
In the case where the application does not meet the requirements of the next stage, the RAPC shall communicate same to the Applicant with copy of the letter to the Registrar and Head of Unit/Directorate.
- (h) The effective date of promotion of successful applicant shall be from 1st February and 1st August depending the window of submission of application.
- (i) Promotion shall generally proceed from one rank to the immediate next rank of administrative or professional grade.

12.1 ASSESSMENT FOR PROMOTIONS

- (a) Administrative and professional staff shall be promoted on the basis of competence and satisfactory performance in all the four composite assessable areas with emphasis on Ability in Work/Knowledge in Work and Promotion of Work/Application of Knowledge. Assessment of the five areas shall be at the following five levels:
 - i. Excellent
 - ii. Very Good
 - iii. Good
 - iv. Satisfactory
 - v. Unsatisfactory
- (b) For promotion from Junior Assistant Registrar and equivalent to Assistant Registrar and equivalent, candidate shall have a minimum of "Satisfactory" in three Areas of Assessment and "Good" in either Ability in Work/Knowledge in Work, or Promotion of Work/Application of Knowledge.
- (c) For promotion from Assistant Registrar and equivalent to Senior Assistant Registrar and equivalent, candidate shall have a minimum of "Good" in two areas of assessment and "Very Good" in the two other areas of assessment. Applicant should score "Very Good" in either Ability in Work/Knowledge in Work, or Promotion of Work/Application of Knowledge.



- (d) For promotion from Senior Assistant Registrar and equivalent to Deputy Registrar and equivalent, candidate shall have a minimum of “Very Good” in three Areas of Assessment and “Excellent” in either Ability in Work/ Knowledge in Work, or Promotion of Work/ Application of Knowledge.

12.2 Guidelines for Assessment

The assessment of candidates for promotion to respective grades shall be guided by the four assessable areas, namely:

- (a) Ability in Work/Knowledge in Work
- (b) Promotion of Work/Application of Knowledge
- (c) Human Relations
- (d) Service

12.3 Norms for Assessment

Each of the four areas of assessment shall be assessed for purposes of promotion, using one of the following five levels weighted as:

Performance Category	Total Points
Excellent	70-100
Very Good	65-69
Good	55-64
Satisfactory	50-54
Unsatisfactory	Below 50



12.4 Mode of Assessment in the Office of Registrar

12.4.1 Ability in Work/Knowledge in work

Assessment of Ability in Work/Knowledge in Work shall be done by the Head of Unit/Directorate and shall include the following indicators/weightings:

a. i.	Knowledge of administrative procedures, current administrative trends, governmental policies and guidelines;	10
ii.	Provision of necessary logistics, accuracy of records of proceedings, quality of reports, timeliness in taking action on minutes, follow ups on implementation of Committee decisions, thoroughness. In case of the Office of Registrar, servicing of committees (Agenda preparation, timeliness in organizing meetings etc.) will be applicable	30
iii.	Sense of responsibility/confidentiality	10
iv.	Initiative, resourcefulness and drive	10
v.	Supervision of subordinate staff/mentorship	10
vi.	Assertiveness and ability to work on one's own	10
vii.	Capacity for sustained work	10
b.	Reports on performance appraisal.	10

12.4.2 Promotion of Work/Application of Knowledge

Assessment of Promotion of Work/Application of Knowledge shall be done by External Assessors and shall include:

- a. Written Reports; Papers, Memoranda on Administrative matters and issues; and, any other relevant publications (if any). Articles/papers published in refer- eed journals shall be an added advantage. In assessing Promotion of Work, the candidate's Papers (written Reports/ Memoranda Proposals/ Publications, etc.) must be accepted by an appropriate Board or Committee for implementation, which implies that, papers:
 - i. Must lead to a change in policy,
 - ii. Must have impact on management and must advance the cause of policy direction,



- iii. Must impact on policy implementation,
 - iv. Must lead to initiation and/or innovation of a new product or new policy directive. 15 points shall be awarded for each referred journal paper.
- 10 points shall be awarded for each memorandum on administrative matters.
- b. A minimum of two (2) memoranda/papers shall be required for Promotion from Junior Assistant Registrar to Assistant Registrar and equivalent grade; an article/paper published in refereed journal would be an advantage.
 - c. A minimum of five (5) additional memoranda/papers shall be required for Promotion from Assistant Registrar to Senior Assistant Registrar and equivalent grade; an article/paper published in refereed journal would be an advantage.
 - d. A minimum of five (5) additional memoranda/papers and two (2) articles/papers published in a refereed journal shall be required for promotion from Senior Assistant Registrar to Deputy Registrar and equivalent grade.
 - e. Papers already considered for Promotion from Junior Assistant Registrar and equivalent to Assistant Registrar, and from Assistant Registrar and equivalent to Senior Assistant Registrar and equivalent shall not be counted towards promotion from Senior Assistant Registrar and equivalent to Deputy Registrar and equivalent.

A-E APPLIES TO PROMOTIONS OF ALL CATEGORIES OF ADMINISTRATIVE AND PROFESSIONAL STAFF

**For those at the Hospital, case studies may be considered as equivalencies to refereed papers.

12.4.3 Evaluation of Human Relations

Human relations shall include the following and will be weighted accordingly:

i. Comportment/Rapport in dealing with colleagues, subordinates, General Public and students	40
ii. Assessment Reports on human relations from mentors/heads of units	30
iii. Promptness in providing service to members of the University community and the general public.	30

**12.4.4 Evaluation of Service**

Assessment of Service to the Community shall be done by the RAPC and shall include the following and will be weighted accordingly:

- i. Secretary/Member of Committee in the University, other than one's schedule
- ii. Secretary/ Member of Committee of a National Character
- iii. Rapporteur of /Resource Person for Workshop/Conference Seminar
- iv. Guest Speaker at a Function/Programme
- v. Member/Secretary of University related activity/function
- vi. Member/Executive of Professional Association/Alumni Association Refer to Appendix A for full details

12.5 Mode of Assessment in the Finance/Internal Audit/Procurement Offices**12.5.1 Ability in Work/Knowledge in Work**

Assessment of ability in work/knowledge in work shall be done by the Head of Unit/Section/Directorate/Division and shall include the following Indicators/-Weightings:

a. i.	The extent to which the candidate's work reflects current development and skills in accountancy, finance and management information systems;	30
ii.	The extent to which the candidate enforces financial and related regulations of the University in the execution of his or her duties;	5
iii.	Ability of candidate to adapt to changes in government legislative directives and policies in the discharge of duties,	5
iv.	Sense of responsibility/confidentiality	10
v.	Initiative, resourcefulness and drive	10
vi.	Supervision of subordinate staff/mentorship	10
vii.	Assertiveness and ability to work on one's own	10
viii.	Timely delivery of reports	5
ix.	Capacity for sustained work	5
b.	Reports on performance appraisal.	10



12.5.2 Promotion of Work/Application of Knowledge

Assessment of Promotion of work/application of knowledge shall be done by External Assessors and shall include:

- a. Written Reports, Papers; Memoranda and, any other relevant Publications (if any). Articles/ Papers published in refereed journals shall be an added advantage. In assessing Promotion of Work, the candidate's Papers (written Reports/Mem- os/Proposals/ Publications, etc.) must be accepted by an appropriate Board or Committee for implementation which implies that the papers:
 - i. Must lead to a change in policy,
 - ii. Must have impact on management and must advance the cause of policy direc- tion;
 - iii. Must impact on policy implementation,
 - iv. Must lead to initiation and/or innovation of a new product or new policy directive.

15 points shall be awarded for each refereed journal paper 10 points shall be awarded for each memorandum

12.5.3 Evaluation of Human Relations

Human relations shall include the following and will be weighted accordingly:

i. Comportment/Rapport in dealing with colleagues, subordinates, General Public and students	40
ii. Assessment Reports on human relations from mentors/heads of units	30
iii. Promptness in providing service to members of the University community and the general public	30



12.5.4 Evaluation of Service

Assessment of service to the community shall be done by the RAPC and shall include the following and will be weighted accordingly,

- i. Member of Committee in the University, other than one's schedule
- ii. Secretary/Member of Committee of a National Character
- iii. Rapporteur of /Resource Person for Workshop/Conference/Seminar
- iv. Guest Speaker at a Function/Programme
- v. Member of University related activity/function
- vi. Member/Executive of Professional Association/Alumni Association Refer to Appendix A for full details

12.6 Mode of Assessment in the Directorate of Works and Physical Development

12.6.1 Ability in Work/Knowledge in Work

Assessment of ability in work/knowledge in work shall be done by the Head of Unit/Section/Directorate/Division and shall include the following Indicators/-Weightings:

a. i.	Up-to-date knowledge in pre-contract services of technical and professional matters (developing of briefs, sketch designs, Preparation of working drawings, preparation of structural engineering detailed drawings, preparation of bills of quantities and tender documents);	20
ii.	Knowledge of post-contract services in technical specifications and legislative/code of practice (supervision/ management of contractors, project evaluation, preparation/issuing of certificate, projects hand-over/management of defects liability periods (DLPS), development of maintenance manuals of projects, Preparation/submission of projects final accounts)	15
iii.	Timely vetting and delivery of shop-drawings/reports	10
iv.	Sense of responsibility/confidentiality	10
v.	Initiative, resourcefulness and drive	10
vi.	Supervision of subordinate staff/mentorship	10
vii.	Assertiveness and ability to work on one's own	10
viii.	Capacity for sustained work	5
b.	Reports on performance appraisal.	10



12.6.2 Promotion of Work/Application of Knowledge

Assessment of Promotion of work/application of knowledge shall be done by External Assessors and shall include the following indicators:

- a. Written Reports; Papers, Memoranda, Letters on physical and infrastructural development of the University; with evidence on concept for design, taking into account potentially conflicting factors of detailed programme requirements, site consideration/management, construction budget, building structural stability/dynamic, regulatory requirements to guide University Management, take informed decisions on various developments. Papers published in Professional/Trade Bulletins and/or Refereed Journals shall be an added advantage.
 - i. Teamwork/Leadership and distinguishable knowledge and action; and
 - ii. Reports on architectural designs, engineering/structural designs, cost-estimates and tendering methods/procedures that have impacted positively on the University's physical/infrastructural development.
- b. In assessing promotion of work, the candidate's papers must be accepted by an appropriate Board or Committee for implementation which implies that the papers shall provide evidence of any of the following;
 - i. Must lead to policy change.
 - ii. Must have impact on management and must advance the cause or policy direction.
 - iii. Must impact on policy implementation.
 - iv. Must lead to initiation and/or innovation of a new product or policy directive

15 points shall be awarded for each refereed journal paper

10 points shall be awarded for each memorandum

12.6.3 Evaluation of Human Relation

Human Relations shall include the following and will be weighted accordingly:



13.4.4 Evaluation of Service

Assessment of service to the community shall be done by the RAPC and shall include the following and will be weighted accordingly;

- i. Member of Committee in the University, other than one’s schedule
- ii. Secretary/Member of Committee of a National Character
- iii. Rapporteur of /Resource Person for Workshop/Conference/Seminar
- iv. Guest Speaker at a Function/Programme
- v. Member of University related activity/function
- vi. Member/Executive of Professional Association/Alumni Association Refer to Appendix A for full details

12.5 Mode of Assessment in the Directorate of Works and Physical Development

12.5.1 Ability in Work/Knowledge in Work

Assessment of ability in work/knowledge in work shall be done by the Head of Unit/Section/Directorate/Division and shall include the following Indicators/-Weightings:

i. Comportment/Rapport in dealing with colleagues, subordinates, General Public and students	40
ii. Assessment Reports on human relations from mentors/heads of units	30
iii. Promptness in providing service to members of the University community and the general public	30

12.6.4 Evaluation of Service

Assessment of service to the community shall be done by the RAPC and shall include the following and will be weighted accordingly;

- i. Member of Committee in the University, other than one’s schedule
- ii. Secretary/Member of Committee of a National Character
- iii. Rapporteur of/Resource Person for Workshop/Conference/Seminar
- iv. Guest speaker at a Function/programme
- v. Member of University related activity/function
- vi. Member/Executive of Professional Association/Alumni Association



Refer to Appendix A for full details

12.7 Mode of Assessment in the Directorate of Information Communications Technology

12.7.1 Ability in Work/Knowledge in Work

Assessment of ability in Work/Knowledge in Work shall be done by the Head of Unit/'Section/Directorate/Division and shall include the following Indicators/-Weighting:

a. i.	Up-to-date knowledge in ICT generally	25
ii.	Knowledge of technical specifications involving networking, internet connectivity, programming, software development etc.	20
iii.	Sense of responsibility/confidentiality	10
iv.	Initiative, resourcefulness and drive	10
v.	Supervision of subordinate staff/mentorship	10
vi.	Assertiveness and ability to work on one's own	10
vii.	Capacity for sustained work	5
b.	Reports on performance appraisal.	10

12.7.2 Promotion of Work/Application of Knowledge

Assessment of promotion of work/application of knowledge shall be done by External Assessors and shall include the following:

- a.
 - i. Ensuring the University Community is conversant with the Systems and IT resources available
 - ii. Promoting the technical competence of the University Community
- b. In assessing promotion of work, candidates' papers (Written Reports/Memo- randa on ICT related issues) must be accepted by an appropriate Board or Com- mittee for implementation which implies that the papers must lead to any of the following



- i. Change in policy,
- ii. Impact on policy implementation,
- iii. Effectively managing the ICT resources of the University

15 points shall be awarded for each refereed journal paper 10 points shall be awarded for each memorandum

12.7.3 Evaluation of Human Relations

Human Relations shall include the following and will be weighted accordingly:

i. Comportment/Rapport in dealing with colleagues, subordinates, General Public and students	40
ii. Assessment Reports on human relations from mentors/heads of units	30
iii. Promptness in providing service to members of the University community and the general public	30

12.7.4 Evaluation of Service

Assessment of Service to the Community shall be done by the RAPC and shall include the following and will be weighted accordingly:

- i. Member of Committee in the University, other than one’s schedule
- ii. Secretary/Member of Committee of a National Character
- iii. Rapporteur of/Resource Person for Workshop/Conference/Seminar
- iv. Guest Speaker at a Function/Programme
- v. Member of University related activity/function
- vi. Member/Executive of Professional Association/Alumni Association Refer to Appendix A for full details

12.8 Mode of Assessment in the University Health Services

12.8.1 Ability in Work/knowledge in Work

Assessment of ability in work/knowledge in work shall be done by the Head of Unit/Section/Directorate/Division and shall include the following indicators/-Weightings:



a. i.	Up-to-date knowledge in chosen field	35
ii.	Quality of advice to patients	10
iii.	Sense of responsibility/confidentiality	10
iv.	Initiative, resourcefulness and drive	10
v.	Supervision of subordinate staff/mentorship	10
vi.	Assertiveness and ability to work on one's own	10
vii.	Capacity for sustained work	5
b.	Reports on performance appraisal.	10

12.8.2 Promotion of Work/Application of Knowledge

Assessment of Promotion of work/application of knowledge shall be done by External Assessors and shall include the following Indicators;

- a.
 - i. Have an impact on the practice of medicine/dentistry/pharmacy/optometry resulting in improved health outcomes;
 - ii. Promote Health and Prevention of disease
 - iii. Have an impact on policy (i.e., initiation, implementation, direction and change)
- b. In assessing promotion of work, candidates written reports, memoranda and publications on new trends in health (including health management) issues and any other relevant issues must be accepted by an appropriate Board or Committee for implementation

15 points shall be awarded for each refereed journal paper 10 points shall be awarded for each memorandum

12.8.3 Evaluation of Human Relations

Human Relations shall include the following and will be weighted accordingly:

i.	Comportment/Rapport in dealing with colleagues, subordinates, General Public and students	40
ii.	Assessment Reports on human relations from mentors/heads of units	30
iii.	Promptness in providing service to members of the University community and the general public	30

**12.8.4 Evaluation of Service**

Assessment of Service to the Community shall be done by the RAPC and shall include the following and will be weighted accordingly:

- i. Member of Committee in the University, other than one's schedule
- ii. Secretary/Member of Committee of a National Character
- iii. Rapporteur of/Resource Person for Workshop/Conference/Seminar
- iv. Guest Speaker at a Function/Programme
- v. Member of University related activity/function
- vi. Member/Executive of Professional Association/Alumni Association Refer to Appendix A for full details

12.9 Mode of Assessment in the University Library**12.9.1 Ability in Work/knowledge in Work**

Assessment of ability in work/knowledge in work shall be done by the Head of Unit/Section/Directorate/Division and shall include the following indicators/-Weightings:

a. i.	Up-to-date knowledge in chosen field	25
ii.	Quality of advice to users	10
iii.	Precision and professionalism	10
iv.	Initiative, resourcefulness and drive	10
v.	Conversant with library software	20
vi.	Assertiveness and ability to work on one's own	10
vii.	Capacity for sustained work	5
b.	Reports on performance appraisal.	10

12.9.2 Promotion of Work/Application of Knowledge

Assessment of Promotion of work/application of knowledge shall be done by External Assessors and shall include the following Indicators;

- a. i. Have an impact on the librarianship practice resulting in improved outcomes;
- ii. Have an impact on policy (i.e., initiation, implementation, direction and change)



- b. In assessing promotion of work, candidates' publications in referred journals and other research and innovation works will be considered

15 points shall be awarded for each refereed journal paper 10 points shall be awarded for each innovation

12.9.3 Evaluation of Human Relations

Human Relations shall include the following and will be weighted accordingly:

i. Comportment/Rapport in dealing with colleagues, subordinates, general public and students	40
ii. Assessment Reports on human relations from mentors/heads of units	30
iii. Promptness in providing service to members of the University community and the general public	30

12.9.4 Evaluation of Service

Assessment of Service to the Community shall be done by the RAPC and shall include the following and will be weighted accordingly:

- i. Member of Committee in the University, other than one's schedule
- ii. Secretary/Member of Committee of a National Character
- iii. Rapporteur of/Resource Person for Workshop/Conference/Seminar
- iv. Guest Speaker at a Function/Programme
- v. Member of University related activity/function
- vi. Member/Executive of Professional Association/Alumni Association Refer to Appendix A for full details



14.0 APPOINTMENT OF EXTERNAL ASSESSORS

- i. An External Panelist shall be invited to assist the Appointments and Promotions Committee in the appointment of a Deputy Registrar/analogous positions. In the case of promotion to the rank of Deputy Registrar/analogous positions, two external assessors' reports shall be required for the candidate.
- ii. For promotion to the rank of Senior Assistant Registrar/Analogous Positions, one External Assessor's report shall be required.
- iii. Assessment of applications for promotion from Junior Assistant Registrar/Analogous Positions to Assistant Registrar/Analogous Positions shall be done within the University. Promotion to Senior Assistant Registrar/Analogous positions shall, as much as possible, be done INTERNALLY (within Ghana, but external to the University), unless otherwise stated.

15.0 PROMOTIONS IN THE OFFICE OF THE REGISTRAR

1. Junior Assistant Registrar to Assistant Registrar

- a. The candidate must have served in the University or analogous institution for a minimum of two (2) years.
- b. The candidate must have a favorable assessment by the Head of Unit/Directorate.
- c. Promotion shall be by interview.

2. Assistant Registrar to Senior Assistant Registrar

- a. The candidate must have served in the University or analogous institution for a minimum of four (4) years.
- b. The candidate must have a favorable assessment by the Head of Unit/Directorate.
- c. The candidate must have a favorable assessment by one External Assessor

3. Senior Assistant Registrar to Deputy Registrar

- a. The candidate must have served as Senior Assistant Registrar in the University or analogous institution for a minimum of five (5) years.
- b. The candidate must have a favorable Assessment by the Head of Unit/Directorate.
- c. The candidate must have a favorable assessment by two (2) External Assessors.
- d. The rank shall be tenured.



16.0 PROMOTIONS IN FINANCE DIRECTORATE/INTERNAL AUDIT

1. Assistant Accountant/Assistant Internal Auditor to Accountant/Internal Auditor

- a. The candidate must have served as Assistant Accountant/ Assistant Internal Auditor in the University or analogous institution for a minimum of two years.
- b. The candidate must have a favorable assessment by the Head of Unit/ Directorate.
- c. Promotion shall be by interview.

2. Accountant/Internal Auditor to Senior Accountant/Senior Internal Auditor

- a. The candidate must have served as Accountant/Internal Auditor in the University or analogous institution for a minimum of four years.
- b. The candidate must have a favorable assessment by the Head of Unit/ Directorate.
- c. The candidate must have a favorable assessment by an External Assessor

3. Senior Accountant/Senior Internal Auditor to Deputy Director of Finance /Deputy Director of Internal Audit

- a. The candidate must have served as Senior Accountant/Senior Internal Auditor or equivalent grade in the University or analogous institution for a minimum of five years.
- b. The candidate must have a favorable assessment by the Head of Unit/ Directorate.
- c. The candidate must have a favorable assessment by two (2) External Assessors.
- d. The position shall be tenured.

17.0 PROMOTIONS IN PROCUREMENT UNIT

1. Junior Assistant Procurement Officer to Assistant Procurement Officer

- a. The candidate must have served as Junior Assistant Procurement Officer in the University or analogous institution for a minimum of two years.
- b. The candidate must have a favorable assessment by the Head of Unit/ Directorate.
- c. Promotion shall be by interview.



2. Assistant Procurement Officer to Senior Assistant Procurement Officer
 - a. The candidate must have served as Assistant Procurement Officer in the University or analogous institution for a minimum of four years.
 - b. The candidate must have a favorable assessment by the Head of Unit/ Directorate.
 - c. The candidate must have a favorable assessment by an External Assessor

18.0 PROMOTIONS IN THE DIRECTORATE OF WORKS AND PHYSICAL DEVELOPMENT

1. **Assistant Architect/Assistant Quantity Surveyor Assistant Engineer/ Junior Assistant Estate Officer to Architect/Quantity Surveyor/ Engineer/Assistant Estate Officer**
 - a. The candidate must have served as Assistant Architect/Assistant Quantity Surveyor/Assistant Engineer/Junior Assistant Estate Officer in the University or an analogous institution for a minimum of two years.
 - b. The candidate must have a favorable assessment by the Head of Section/ Unit/ Directorate.
 - c. Promotion shall be by interview.
2. **Architect/Quantity Surveyor/Engineer/Assistant Estate Officer to Senior Architect/Senior Quantity Surveyor/Senior Engineer/Senior Assistant Estate Officer**
 - a. The candidate must have served as Architect/Quantity Surveyor/Engineer/ Assistant Estate Officer in the University or analogous institution for a minimum of four years.
 - b. The candidate must have a favorable assessment by the Head of Section/ Unit/ Directorate.
 - c. The candidate must have a favorable assessment by an External Assessor
3. **Senior Architect/Senior Engineer/Senior Quantity Surveyor/Senior Assistant Estate Officer to Deputy Director**
 - a. The candidate must have served as Senior Architect/Senior Engineer/ Senior Quantity Surveyor/Senior Assistant Estate Officer or equivalent grade in the University or analogous institution for a minimum of five years.
 - b. The candidate must have a favorable assessment by the Head of Section/ Unit/ Directorate.



- c. The candidate must have a favorable assessment by two (2) External Assessors.
- d. The position shall be tenured.

19.0 PROMOTIONS IN THE DIRECTORATE OF INFORMATION COMMUNICATIONS

1. **Assistant Systems Analyst/Assistant Application Technologist/Assistant Network Systems Administrator/Assistant Web Technologist (Programmer) to Systems Analyst/Application Technologist/Network Systems Administrator/Web Technologist (Programmer)**
 - a. The candidate must have served as Assistant Systems Analyst or equivalent grade in the University or analogous institution for a minimum of two years.
 - b. The candidate must have a favorable assessment by the Head of Section/ Unit/ Directorate.
 - c. Promotion shall be by interview.
2. **Systems Analyst/Application Technologist/Network Systems Administrator/Web Technologist (Programmer) to Senior Systems Analyst/Senior Application Technologist/Senior Network Systems Administrator/Senior Web Technologist (Programmer)**
 - a. The candidate must have served as Systems Analyst or equivalent grade in the University or analogous institution for a minimum of four years.
 - b. The candidate must have a favorable assessment by the Head of Section/ Unit/ Directorate.
 - c. The candidate must have a favorable assessment by an External Assessor
3. **Senior Systems Analyst or Equivalent Grade to Deputy Director of Information Communications Technology**
 - a. The candidate must have served as Senior Systems Analyst or equivalent grade in the University or an analogous institution for a minimum of five years.
 - b. The candidate must have a favorable assessment by Head of Directorate.
 - c. The candidate must have a favorable assessment by two (2) External Assessors.
 - d. The position shall be tenured.



20.0 PROMOTIONS IN THE UNIVERSITY HEALTH SERVICES

1. Medical Officer/Dental Officer/Pharmacist/Optometrlist to Senior Medi- cal Officer/Senior Dental Officer/Senior Pharmacist/Senior Optometrist

- a. The candidate must have served as Medical Officer/Dental Officer/Pharmacist/ Optometrist in the University Hospital or an analogous institution for a minimum of four years.
- b. The candidate must have a favorable assessment by the Head of Section/ Unit/ Directorate
- c. The candidate must have a favorable assessment by an External Assessor.

2. Senior Medical Officer/Senior Dental Officer/Senior Pharmacist/ Senior Optometrist to Principal Medical Officer/Principal Dental Officer/Principal Pharmacist/Principal Optometrist

- a. The candidate must have served as Senior Medical Officer/Senior Dental Officer/Senior Pharmacist/Senior Optometrist in the University Hospital or equivalent grade in an analogous institution for a minimum of five years.
- b. The candidate must have a favorable assessment by the Head of Unit/ Directorate
- c. The candidate must have a favorable assessment by an External Assessor.

21.0 PROMOTIONS IN THE UNIVERSITY LIBRARY

1. Junior Assistant Librarian to Assistant Librarian

- a. The candidate must have served in the University or analogous institution for a minimum of two (2) years.
- b. The candidate must have a favorable assessment by the Head of Unit/ Section/ Directorate/Division.
- c. Promotion shall be by interview

2. Assistant Librarian to Senior Assistant Librarian

- a. The candidate must have served in the University or analogous institution for a minimum of four (4) years.
- b. The candidate must have a favorable assessment by the Head of Unit/ Section/ Directorate/ Division.
- c. The candidate must have a favorable assessment by an External Assessor.



3. Senior Assistant Librarian to Deputy Librarian

- a. The candidate must have served as Senior Assistant Librarian in the University or analogous institution for a minimum of five (5) years.
- b. The candidate must have a favorable Assessment by the Head of Directorate/Division.
- c. The candidate must have a favorable assessment by two (2) External Assessors.
- d. The position shall be tenured.

22.0 PROMOTION UNDER SPECIAL CIRCUMSTANCES

A candidate who does not satisfy all the minimum requirements but has performed excellently in one (1) assessable area for at least five (5) years and has considerable relevant working experience of ten (10) years may be promoted under special circumstances through an interview by the UAPC.

23.0 RIGHT OF APPEAL

- (a) Any Senior Member aggrieved and dissatisfied by a decision of the UAPC may within one month of the notification of the decision to that Senior Member, petition the UAPC.
- (b) The University Appointments and Promotions Committee may, on receipt of such petition, review its own decisions affecting Appointments/Promotions of Senior Members at the next meeting of the Committee and communicate to the Applicant.
- (c) If the Applicant is dissatisfied with the decision of the UAPC, then the Applicant shall have three months within which to petition the University Council.
- (d) In considering such appeals, Council may be assisted by an expert or experts appointed by Council.
- (e) The Applicant may petition the University Appeals Board if s/he is dissatisfied with the decision of the University Council. Ruling from the University Appeals Board shall be final in the matter.

**APPENDIX A (FOR SERVICE) UNIVERSITY**

		WEIGHTING			
	ADMINISTRATIVE/ PROFESSIONAL	Deputy Registrar And analogous positions	Snr. Assistant Registrar and analogous positions	Assistant Registrar and analogous positions	Jnr. Assistant Registrar and analogous positions
1	Invigilator	4	4	4	4
2	Intern Supervisor/preceptor	6	6	6	6
3	Head of Unit/Directorate	20	15	10	N/A
4	Coordinator	-	8	6	4
5	Mentor	10	8	6	N/A
6	Chairman/Editor-in- chief/ Editor/ Associate Editor of Editorial Board	8	8	8	8
7	Secretary of Editorial Board	6	6	6	6
8	Member of Editorial Board	4	4	4	4
9	Reviewer of Publication	8	8	8	8
10	Election Scrutineer	6	6	6	6
11	Chairman of Non- Statutory Boards/ Committees	10	10	10	10
12	Secretary/Member of Statutory Boards/ Committees	6	6	6	6
13	Secretary/Member of Non-Statutory Boards/Com- mittees	4	4	4	4
14	Recorder	2	2	2	2
15	Hall Master/Hall Warden/Senior Tutor	20	16	10	N/A

**APPENDIX A (FOR SERVICE) UNIVERSITY**

16	Patron of recognized associations	8	8	8	8
17	Part-time Lecturer (approved by the university)	10	10	10	10
18	Resource person/Facilitator	6	6	6	6
19	Chairperson of recognized University Unions/Associations	10	10	10	10
20	Executive Member of recognized University Unions/Associations	6	6	6	6

**NATIONAL/INTERNATIONAL**

		WEIGHTING			
		Deputy Registrar And analogous positions	Snr. Assistant Registrar and analogous positions	Assistant Registrar and analogous positions	Jnr. Assistant Registrar and analogous positions
1.	Chairman of National/ International Board Committee	10	10	10	10
2.	Secretary of National and International Boards, Committees and Organizations	8	8	8	8
3.	Membership of National and international Boards, Committees and Organizations	6	6	6	6
4.	Traditional/Ordained Religious Leader/ Assembly Member/DCE/ MCE MP/Minister, etc.	6	6	6	6
5.	Resource Person/ Facilitator	6	6	6	6
6.	Technical/Consultancy Work	4	4	4	4
7.	Part-time Lecturer (approved by the university)	4	4	4	4
8.	Membership of Editorial Boards of recognized journals	10	10	10	10
9.	External Examiner/ Moderator	10	10	10	10



NATIONAL/INTERNATIONAL

10	External Assessor for Promotion of Non-Teaching/Professional/Administrative staff	10	10	10	10
11	Supervisor Enumerator/ Returning Officer/ Polling Agent/ Observer (National International Elections)	6	6	6	6
12	Invigilation of external Examinations	6	6	6	6
13	Keynote/Guest speaker (at special/regional national/ international conferences, etc.)	6	6	6	6
14	Articles in popular press/ literary materials (novels/ textbooks/story books)	4	4	4	4
15	Community impact projects/extension work	10	10	10	10
16	Special Awards/ Recognition received	10	10	10	10
17	President/CEO of National/ International Organization	30	20	N/A	N/A
18	Service to sister/analogous institutions	25	20	15	N/A
19	Executive Member of recognized Association				



Note:

1. The list above may not cover all aspects of service. Other activities may be recognized as service based on their evidential value.
2. Service at national/international levels for HOD/Dean/Deputy Registrar etc. should also attract the same weight as assigned to service to the university.
3. Acting positions/oversight responsibilities:
 - 3 months and above- full weight
 - Less than 3 months - 50% of the weight
4. Service in the areas of resource person, facilitator, external assessor and reviewer should attract full weight for the first instance and two (2) points for each addition.
5. Apart from the service areas mentioned above, all other service areas shall attract full weight as often as they occur provided, they are not exactly the same.



APPENDIX B (FORMS)

**GCTU FORM 1B
SENIOR ADMINISTRATIVE AND PROFESSIONAL STAFF APPLICATION
FORM**

GHANA COMMUNICATION TECHNOLOGY UNIVERSITY
CONFIDENTIAL

APPLICATION FOR APPOINTMENT AS.....IN
THE UNIT/SECTION/DIRECTORATE OF.....

This form is to be completed (one copy) and returned to the Registrar, Ghana
Communication Technology University, PMB 100 Accra – North, Ghana.

1. PERSONAL PARTICULARS:

- Surname(BLOCKLETTERS).....
- First Name(s).....
- Address in full.....
-
- Email.....
- Telephone no(s).....
- Nationality.....
- Home Town.....
- Nationality at birth (if different).....
- Formal Names (if any).....
- Surname at birth (if different).....
- Date and Place of birth.....
- Marital Status.....
- Number of children.....

2. EDUCATION

- (i) Where educated: Secondary Schools, Tertiary with dates
- (ii) Particulars of qualifications (Tertiary awards, indicating class of degree, distinction etc. and giving the date and place of award)



3. PRESENT APPOINTMENT

Name of Institution / Organization.....

Position indicating date: (i)

(ii).....

(iii).....

(iv).....

Date of Appointment

.....

Details of Emoluments

(i) Basic salary in your present position

(ii) Allowances

(iii) Others

4. PREVIOUS EMPLOYMENT

Organization	Dates Worked	Position Held
--------------	--------------	---------------

(i).....

(ii).....

(iii).....

(iv).....

5. WORKING EXPERIENCE

- (a) Details of major administrative / professional projects undertaken, including reports, memoranda and publications
- (b) A brief statement on areas of special administrative / professional interest
- (c) Name and Address of three Referees (at least two should be people who have taught the candidate or under whom the candidate has worked in the academic field. For Senior Assistant Registrar and above, referees may be persons with whom the candidate has worked).



(i)

.....
.....

(ii)

.....
.....

(iii)

.....
.....

Candidates are advised to requests referees to respond promptly to enquiries when made.

6. GENERAL

(i) Names of learned or professional associations of which the candidate is a member.

.....
.....
.....
.....
.....

(ii) Extra – curricula activities in which the candidate is interested.

.....
.....
.....
.....
.....

(iii) If engaged, how soon after notification of selection could the candidate assume duty?

.....
.....
.....



(iv) The space below may be used for any additional details you may wish to provide.

Signature of Applicant

Date.....



**GCTU FORM 2B APPLICATION FOR PROMOTION
SENIOR ADMINISTRATIVE AND PROFESSIONAL STAFF GHANA
COMMUNICATION TECHNOLOGY UNIVERSITY**

APPLICATION FOR PROMOTION-

FROM

TO.....

IN THE.....UNIT/-

SECTION/DIRECTORATE

(This form is to be completed (twelve copies) and returned to the Registrar, Ghana Communication Technology University, PMB 100, Accra-North).

1. Name:.....
2. Full Curriculum Vitae from first degree:
3. Details of Schedules held
4. Details of Major Administrative Projects or Assignment Undertaken:
5. Conferences, Special Seminars and Workshops attended and contributions made:
6. Publications/Major reports and memoranda written:
Copies of articles and other publications (where possible) should accompany the application.

Signature of Applicant:.....

Date.....



CONFIDENTIAL

SEPARATE SHEET
ASSESSMENT BY SUPERVISOR

DATE:
(HEAD OF DIRECTORATE/UNIT)



GCTU FORM 3A
RENEWAL OF APPOINTMENT
(a) PERSONAL PARTICULARS

1. Name:.....

2. Department:.....

3. Degrees, Honours, and other Qualifications (with dates and awarding Institutions):

.....
.....
.....
.....
.....
.....

4. Present Appointment:.....

Date First Appointed to this

Position:.....

(b) STATEMENT OF WORK DONE SINCE LAST CONTRACT/RENEWAL

5. Major Administrative Projects or Assignment (include an account of any innovations or initiatives that you regard as important):

.....
.....
.....



.....
.....
.....

Conferences, Special Seminars and Workshops attended and contributions (an account of work in progress and work completed since contract/renewal:

.....
.....
.....
.....
.....
.....

- 7. Publications and other works: Attach separate List(s)
- 8. Refereed Publications and Books (with dates and publishers):
- 9. Extension Activities:

.....
.....
.....
.....
.....
.....

.....

Signature of Applicant

Date



SCHEDULE L - CRITERIA FOR SATISFACTORY PERFORMANCE

- (1) In considering the appointment and re-appointment of office holders in the University, the candidate nominated shall be required to satisfy the following criteria for satisfactory performance:
- (a) Ability to improve teaching, research and service of staff under his or her control.
 - (b) Ability to make substantial contribution for the advancement of his/her Faculty, School, Department/Institute/Centre, Unit/Directorate.
 - (c) Implementation of a shared vision for the Faculty, School, Department/Institute/Centre, Unit/Directorate.
 - (d) Substantial improvements in administrative procedures.
 - (e) Mentorship and human resource development.
 - (f) Quality of participation on Boards/Committees.
 - (g) Quality of decision-making.
 - (h) Good human relations.
 - (i) Prudent financial management.



Authorization

A handwritten signature in black ink, consisting of a series of loops and strokes, positioned above a horizontal dotted line.

Professor Kofi Awusabo-Asare
(Chairman of Council)

A handwritten signature in black ink, featuring a large, sweeping loop at the end, positioned above a horizontal dotted line.

Professor Emmanuel Ohene Afoakwa
(Vice-Chancellor)

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