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HANDBOOK FOR HEADS OF DEPARTMENT

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VISION

To become a world class research-intensive University over the next decade.

MISSION

We will create an enabling environment that makes University of Ghana increasingly relevant to national and global development through cutting-edge research as well as high quality teaching and learning.

OUR VALUES

• Integrity

We will demand the highest standards of ourselves to earn the trust of others.

• Commitment

We will be committed to knowledge generation that positively impacts the lives of those within and outside our University community.

• Respect

We will provide others with a world-class experience that demonstrates our value for the diversity and contributions of the members of our community.

• Loyalty

We will demonstrate a strong resolve to give back selflessly to our University.

1.0 INTRODUCTION

This hand book is an update of the older version published in 1993. It has been specially crafted to address all the complexities of the work of the Head of Department. After several years of reforms in our internal processes and with the current direction towards a research-intensive university in the context of a collegiate system, the imperative of having a handbook for the Head of Department cannot be gainsaid.

In this handbook, five broad areas of the duties of the Head of Department have been identified. These are:

- University Management;
- Planning and Financial Management;
- Management of Staff of the Department;
- Teaching, Learning and Examinations;
- Research, Conferences and Grant Management

It is expected that Heads of Department would be guided by these and other related roles and responsibilities to effectively run their departments.

2.0 DEFINITION

A Department is a division in a School/Institute that has responsibility for undergraduate (including sub-degrees) and graduate level teaching and research (Basic Laws of the University, 2012).

3. APPOINTMENT AND DUTIES OF HEADS OF DEPARTMENT

The appointment and duties of Heads of Department are provided for in the Statutes of the University of Ghana, Section 31(1-7).

3.1. Appointment

The overall purpose for appointing a Head of Department is to guide and manage the Department to realize its potential for quality delivery in the entire range of academic activity, within the framework of building a world class research-intensive university.

Per section 31 of the University of Ghana Statutes, the Head of Department is appointed by the Vice-Chancellor on the recommendation of the Provost/Dean/Director¹ of School/Institute² normally in rotation from among the professorial members of the Department or in their absence among the next lower category of senior members, that is, Senior Lecturers and their analogous members in the Research units. In the exceptional circumstances of appointing a Lecturer, the incumbent is appointed in an acting position. The tenure of appointment of Heads of Department is usually three years for professorial and two years for non-professorial members and renewable for a further term only.

In making his recommendation, the Provost shall hold consultations with the Dean who would have consulted the senior members of the Department.

In exceptional circumstances, the Vice-Chancellor may appoint a person not being a member of the Department or a person on post-retirement contract as the Head. Such appointments shall be notified to Council for information.

The Head of Department is accountable to the Dean for the strategic and operational management of the department. He is responsible for all staff in the department, with a particular focus on leading the academic staff.

3.2. Duties

Subject to the powers of the School Management Committee, the College Academic Board and the University Academic Board, a Head of Department shall:

- i. Be responsible under the Dean 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;
- ii. Provide leadership, maintain and promote efficiency and good order in the Department in accordance with the policies and procedures of the University;

¹*In this document, all references to Deans also include Directors of Institutes*

²*All references to Schools include Institutes and Centres that are not directly under a School*

- iii. Organise the approved teaching and research programmes of the Department and promote research among Senior Members in the Department;
- iv. maintain acceptable standards of teaching and any other academic work;
- v. provide for the assessment of student performance;
- vi. liaise with the Dean of the School in matters affecting the Department;
- vii. 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
- viii. Advance and promote generally the well-being of the Department and persons engaged in the Department.

In specific details, the duties of Head of Department shall be under the following broad headings:

A. UNIVERSITY MANAGEMENT

B. PLANNING AND FINANCIAL MANAGEMENT

C. MANAGEMENT OF STAFF OF THE DEPARTMENT

D. TEACHING, LEARNING AND EXAMINATIONS

E. RESEARCH, CONFERENCES AND GRANT MANAGEMENT

A. UNIVERSITY MANAGEMENT

The Head shall:

- i. Be a member of University Academic Board³, College Academic Board and the School Management Committee;

³The membership of the Academic Board are as follows: (a) Vice-Chancellor of the University (Chairperson); (b) Pro Vice-Chancellors; (c) Provosts and Deans; (d) Directors of Institutes and Centres; (e) Heads of Academic Departments; (f) Professors and Associate Professors; (g) a representative each from (i) an Academic department; (ii) a School; (iii) an Institute; or (iv) a Centre; (h) the Librarian of the University; (i) the Registrar of the University who is the Secretary; and (j) at least nine members elected by Convocation in accordance with the Statutes of the University.

- ii. Be a member of the College Appointments and Promotion Committee and University Appointments Board where applications from his/her Department (or cognate Department) are being considered;
- iii. Serve on AdHoc Committees as deemed necessary;
- iv. Deputise for the Dean in his/her absence;
- v. Support periodic training for academic staff as part of the plan to keep staff abreast with trends and new developments in their areas of specialization;
- vi. Inform staff members when traveling outside the University and nominate one staff member based on seniority and availability to oversee the administration of the department;
- vii. Ensure that faculty and students attend University functions and programmes;
- viii. Attend matriculation, congregation and other university ceremonies;
- ix. Facilitate the resolution of disciplinary and ethical matters as they come to his/her attention;
- x. Ensure that the Provost and Dean are aware of departmental interests and that the College's and University's interests are effectively communicated to members of the Department;
- xi. Ensure effective representation of the Department's interests within and outside the University;
- xii. Work on accreditation and re-accreditation matters;
- xiii. Inform the College through the Dean or Director about the assumption of duty of newly recruited employees;
- xiv. Verify payroll to ensure that salaries are paid only to staff at post or on approved leave

- xv. Disseminate information from the Provost, Dean and University Officers and appropriately act upon them within the Department;
- xvi. Ensure that departmental meetings with Senior Members are held as provided for by the Statutes;
- xvii. Recommend assessors to review promotion papers to the Dean;
- xviii. Ensure that recommended journals of the Department are appropriately submitted to the Dean and updated from time to time;
- xix. Ensure that Departmental Consultative Meetings to be attended by the Head as Chair, Senior Members, representative of Senior and Junior Staff and Students are held at least two times a year. Copies of minutes are to be sent to the Dean;
- xx. Ensure continuity of efficient administration of the department by leaving comprehensive handing-over notes for his/her successor. Copies of the handing-over notes should be submitted to the Dean, Provost and the Vice-Chancellor;
- xxi. Ensure regular maintenance of buildings, equipment, grounds and gardens of the department. Internal requisition for major maintenance should however be sent to the PDMSD;
- xxii. Submit a list of required National Service Personnel to the Registrar annually.

B. PLANNING AND FINANCIAL MANAGEMENT

The Head of department is responsible for ensuring that adequate financial provision is made for the efficient running of the department. Such provision is made in advance through the annual estimates to cover:

- i. The regular (recurrent) activities of the department;
- ii. Approved expansions, increase in establishment, and new programmes. (Prior approval must have been given by the College Academic Board and the University Academic Board).

With support from the Dean, the College Secretary, and the College Finance Officer, the Head of Department shall be responsible for the strategic planning of all the Department's activities, and for its budget, in particular to:

- i. Ensure delivery of the Department's contribution to University, College and School strategic plans;
- ii. Propose student intake targets in consultation with the Dean;
- iii. Develop budgets, financial projections, and business cases for recurrent and new activity, working with the Dean, the College Secretary, and the College Finance Officer as appropriate;
- iv. Be responsible for the Department's space allocation and infrastructure requirements;
- v. Be responsible for the Department's financial performance and oversee departmental financial controls;
- vi. Understand the College's income and expenditure and the main features of the University's finances;
- vii. Provide intended programme for next academic year by end of first semester of preceding year;
- viii. Make input into advertisement regarding recruitment and admissions.

C. MANAGEMENT OF STAFF OF THE DEPARTMENT

i. General

With the assistance of the Dean, College Secretary and the Director of HRODD, the Head of Department shall be responsible for the management of all staff in the department. Generally, the Head shall

- a. Ensure that all staff abide by the University Statutes, Financial Regulations, and all University policies including, anti-sexual harassment, plagiarism, traveling, advertising etc
- b. Oversee the performance management of staff;

- c. Facilitate the resolution of any grievances from staff at informal and formal levels in accordance with the University's grievance procedures;
- d. To fulfill the Department's responsibilities for the recruitment, induction, review, grading, promotion and recognition of its staff, where appropriate with the agreement of the Dean.

ii. Academic Staff

- a. To encourage all staff to develop their teaching, research, knowledge exchange, professional practice, administrative and technical skills as appropriate to their post (using in-service training as well as external training);
- b. To allocate teaching and student supervision responsibilities to each member of staff;
- c. To facilitate the processing of application for promotion and renewal of appointment⁴ by taking note of the following:

Appointments to the Grades of Assistant Lecturer/Assistant Research Fellow/Tutor/Lecturer/Research Fellow/Senior Lecturer/Senior Research Fellow

The decision to appoint is made by the College Appointments and Promotions Committee and depends on the recommendations of the School Management Committee and the Department.

The Application Dossier

The documents required for a recommendation/decision to be made include the following:

- Completed UAB Form 1A (12 copies)
- Curriculum Vitae of applicant
- Academic certificates and transcripts of applicant
- Head/Dean/Director's cover letter
- Minutes of School Management Committee meeting
- Referees reports (a minimum of two)

⁴Also refer to the relevant sections of the Statutes, HR and Administrative Policies and Procedure document and Conditions/ Scheme of Service of staff

- Seminar Presentation report from Department/Unit in the case of appointment to Lecturer/Research Fellow grade
- External Assessor's Reports (minimum of two)– in the case of appointment to Senior Lecturer/Senior Research Fellow grade

Procedure

Department/Unit Level

- Upon receipt of an application, the Head of Department/Unit shall seek the views of Senior Members in the Department. The Department/Unit is required to comment on whether a vacancy exists and the candidate meets the basic requirements.
- If the Department/Unit is satisfied, the candidate is invited to make a seminar presentation to Senior Members (Academic) in the unit. The meeting will assess the candidate in a number of areas including the following:
 - Background to the topic;
 - Literature review;
 - Justification and objectives;
 - Scientific content;
 - Clarity of speech;
 - Contact with audience;
 - Use of audio-visual facilities;
 - Competence at handling questions and answers; and
 - General comportment.
- A report on the Seminar with a recommendation as to whether the candidate should be appointed or not will then be forwarded to the School for further processing.

School Level

- Upon receipt of a positive report from the Department/Unit, the School Administrator shall request three references from the names provided by the candidate in the application dossier. A minimum of two references is required for the dossier.
- On receipt of two positive references on the applicant, the dossier will be tabled for consideration at the meeting of the

School Management Committee (SMC). The SMC, after reviewing the documents and listening to comments from the Head, is required to either recommend or not to recommend the candidate to the College Appointments and Promotions Committee.

- In the case of applications to Senior Lecturer and professorial grades, the School is required to request for a minimum of two External Assessors' reports and these are to be added to the application dossier and forwarded to the College Appointments and Promotions Committee.

College Level

- Whether or not the recommendation of the SMC is positive, the entire application dossier shall be forwarded to the office of the College Secretary for the consideration of the College Appointments and Promotions Committee.
- In the case of applications to the grades of Assistant Lecturer/Assistant Research Fellow/Lecturer/Research Fellow/Senior Lecturer/Senior Research Fellow, the decision to appoint or not to appoint lies with the College Appointments and Promotions Committee
- The College is required to interview the applicant and assess his/her competencies.

Appointment to Professorial Grades

- In the case of applications to **Associate Professor and Professor**, the dossier will be reviewed by the College Appointments and Promotions Committee and the minutes included in the application dossier forwarded for further consideration by the University Appointments Board. Applicants to such grades will be interviewed by the University Appointments Board.
- The final decision to appoint is made by the University Council and dwells largely on the recommendations of the University

Appointments Board.

Other New Appointments

Adjunct/Visiting Scholar

The final decision to appoint Scholars of Professorial level lies with the University Appointments Board after considering the recommendations of the College Appointments and Promotions Committee.

The Application Dossier

The documents in the application dossier shall include the following:

- An application letter indicating period of availability
- Completed UAB Form 1A
- Curriculum Vitae of applicant
- Academic certificates and transcripts of applicant
- Letter from the Head of Unit justifying the need for the appointment
- *Minutes of School Management Committee meeting
- *Dean's cover letter
- **Minutes of the College Appointments and Promotions Committee meeting (in the case of Professorial candidates)
- Referees reports (a minimum of two)

NB: In the case of Diasporan Fellows, a completed UG Diaspora Linkage Programme Application Form and covering letter from the Project Director, UG-Carnegie Project will be required.

*Requirement for CAPC meeting

**Requirement for UAB meeting

Procedure

The procedure for appointing Adjunct/Visiting Scholars is the same for other full time Senior Member appointments except that candidates may not be invited to make seminar presentations.

Graduate/Teaching Assistants

The decision to appoint lies with the College Appointments and Promotions Committee

The Application Dossier

The documents in the application dossier shall include the following:

- Application Letter
- Completed Application Form
- Curriculum Vitae of applicant
- Academic certificates and transcripts of applicant
- Letter from the Head of Department/Unit justifying the need for the appointment
- Dean's cover letter
- Minutes of School Management Committee meeting

Procedure

The Department/Unit to which the appointment is to be made shall forward the dossier to the School Management Committee for review and then to the College Appointments and Promotions Committee for a final consideration.

Promotion

The College Appointments and Promotions Committee is required to make the decision to promote or otherwise up to the level of Senior Lecturer and its equivalents. The University Appointments Board will make recommendations to the University Council on applications for promotion to professorial levels. Applications for promotion supported by materials for assessment may not be processed unless they are received at least six months to retirement. The final decision on promotion lies with the University Council.

Basic Requirements

Senior Lecturer/Senior Research Fellow

Promotion to the grade of Senior Lecturer is made on the basis of teaching, research, scholarly works, University service, professional activities and other criteria set out in Section 20 of Schedule F of the University Basic Laws.

Associate Professor

Promotion to the grade of Associate Professor is made on the basis of **outstanding scholarship** in the candidate's field of teaching and research and contribution to the University, department and public service.

Professor

Promotion to the grade of Professor is made on the basis of **internationally acknowledged scholarship** in the candidate's field of teaching and research and contribution to the University, department and public service.

The Application Dossier

The documents in the application dossier shall include the following:

- Completed Application forms UAB Form 2 (12 copies);
- Curriculum Vitae of applicant;
- *Minutes of School Management Committee meeting;
- List of publications submitted for Assessment;
- Confidential Assessment by Head of Department/Unit;
- Annual Records;
- Students' Evaluation reports dating back five (5) years if available;
- **Minutes of the College Appointments and Promotions Committee (for professorial appointments);
- *Two External Assessors' Reports.
 - *Requirement for CAPC meeting
 - **Requirement for UAB meeting

Procedure

Department/Unit

- All applications for promotion⁵ shall first be submitted to the Head of Department/Institute/Centre, who shall complete the confidential section of the UAB Form 2 and forward with a covering letter to the Dean of the School for further processing.
- The Statutes require that the Head of Department/Unit shall forward the application within thirty days (currently under review) of receipt to the Dean of School
- To keep record of External Assessors, which shall be updated regularly and made available on request by the Dean or Provost. The database on the External Assessors should be in conformity with the Provisions of the Schedule F Section 4 (6&7).

⁵Where applicant is the Head of Department, the confidential report shall be written by the Dean/Director. Similarly, where the Dean/Director is the applicant, the Provost shall write the confidential report.

School Level

- All applications are received at the Dean's Office showing dates of receipt.
- Application dossiers as stated above excluding External Assessors' reports, minutes of SMC and CAPC are processed for SMC meeting.
- If SMC recommends application, Head of Unit provides names of at least two (2) External Assessors for external assessment of publications.
- The following documents shall be provided to the Assessor
 - A covering letter from the Dean;
 - The criteria for assessment;
 - A copy of the application (excluding the Confidential assessment by the Head) and CV;
 - A list of the publications being sent;
 - A set of the applicant's publications.
- On receipt of an Assessor's report, an acknowledgement is sent to him. A copy to the letter is sent to the College Secretary requesting him to authorize payment of the appropriate honorarium to the Assessor.

College Level

Application dossiers as stated above excluding minutes of CAPC are received at Provost's Office.

Promotion to the Grade of Senior Lecturer/Senior Research Fellow

The final decision on the application is taken and same communicated to the applicant by the College Secretary.

Promotion to the Grade of Associate Professor/Professor

- The operational procedures for managing applications for promotion to professorial grades are similar to that of Senior Lecturers except the following:
- Applications for professorial level appointments are processed by the Provost at the College level after an initial review by the SMC
- Upon receipt of two positive Assessor's reports, the dossier is arranged in the required format and forwarded to the Registrar for consideration by the University Appointments Board. The Board shall also forward its recommendations to the University Council for the final decision to be made.

Renewal of Appointment

Lecturers/Research Fellows and Senior Lecturers/Senior Research Fellows whose contracts are about to end and have not taken steps to renew their contracts may be notified, in writing, by their College Secretary. They are expected to apply for a renewal of their appointment through the Head of Unit and Dean to the Provost. The Head should prompt the applicants to renew their contracts. The process to renew contract should start in December before the expiration of the contract in the following July.

The decision to renew lies with the College Appointments and Promotions Committee.

The Application Dossier

- Letter from staff member expressing desire to have contract renewed
- Updated Curriculum Vitae of applicant
- Head of Unit's recommendation letter/assessment report
- Students' Evaluation Reports on the applicant
- Annual Academic Record Forms since last renewal

NB: The application dossier to CAPC should, in addition to the above, include the relevant extracts of the minutes of SMC and the Dean's covering letter.

Procedure

The application shall be submitted to the Head of Unit, who shall then provide comments on the applicant's work and contribution to the department.

The application shall then be forwarded to the School for review by the School Management Committee, which is expected to recommend renewal of the appointment indicating the duration to the College Appointments and Promotions Committee.

Approval for a renewal for Lecturers/Research Fellows shall be as follows:

- First renewal (after the initial six years) – three years
- Second renewal – two years
- Subsequent renewals – one year at a time for a total period of four years.

After the maximum total contract term of 15 years, the appointment will be reviewed for possible termination by the University Council through

the University Appointments Board.

For Senior Lecturer/Senior Research Fellow, renewals shall be for another six years or until retirement (where the applicant fails to get promotion to the next level). Appointments to professorial grades are tenured.

Post Retirement /Part-time Contract

The University Council shall approve all requests for post-retirement contracts whilst the University Appointments Board shall approve requests for part-time appointments.

Post Retirement contracts are normally available to members of the professorial rank⁶. Post-retirement contract for Senior and Junior staff should not be encouraged.

Part-Time appointments are made for persons with experience. In this regard, Part-Time appointments at the Assistant Lecturer level should be discouraged because these categories of persons usually do not have any experience to share.

The Application Dossier

- Cover letter from Head of Department showing justification for the request, number of lecturers at post in that discipline and work to be assigned
- Assessment of Previous Work (If applicable)
- Full Curriculum Vitae on first appointment. The abridged versions may be accepted in the case of requests for renewals of contract.

Procedure

- The request for post-retirement/part-time contract shall be submitted by the Department/Unit to the School Management Committee for review
- The School Administrator shall forward the dossier and the relevant extracts of the minutes covering the meeting of SMC to the College Appointments and Promotions Committee for further processing
- The University Appointments Board shall receive all applications

⁶Council has, however, varied it at its meeting of May 23, 2013, to include Lecturers and Senior Lecturers

from Colleges by the end of the month of March, preceding the academic year in which the appointment is to take place. The Appointments Board shall then recommend the post-retirement list for Council's approval and approve the requests for part-time appointments

- The summarized lists to be submitted to the University Appointments Board by the Colleges shall have the following headings:
 - Department;
 - Candidate Recommended;
 - Age/Date of Birth;
 - Rank/Status;
 - Number of Students;
 - Number of Lecturers;
 - Lecturer/Student Ratio;
 - Course Code and Title of Course;
 - Justification for Recommendation;
 - Decision of College.

Confirmation of Appointment

The University through the Colleges are required to confirm the appointment of all employees who have successfully completed their probationary periods.

Procedure

- Three months to the end of the probationary period, the College Secretary shall send a request to the Head of employee seeking a confidential report on his/her work and conduct during the period of appointment and a recommendation on whether the employee should be confirmed.
- The report from the Head of the employee and the employee's updated curriculum vitae shall be forwarded to the Provost through the Office of the Dean. The Dean's cover letter should indicate his/her position on the confirmation of the employee.
- Any adverse report made, should be shown to the employee.

Study Leave and Leave of Absence

Study leave and leave of absence are granted conditional upon the exigencies of a Department.

Procedure

- Applications should be routed through the Head of Department, who should add his detailed comments (including alternative arrangements for applicant's work in the Department, an assessment of the programme the Senior Member proposes to follow, etc.).
- Application forms are obtainable from the office of the Pro-Vice-Chancellor.
- The Head should report failure to comply with the conditions of award of the leave (e.g. failure to return to the University at the specified date, failure to submit reports etc.) to the Vice-Chancellor.
- Heads applying for leave of absence should supply details of arrangements they have made for the administration of the Departments; the Senior Member who would act for the Head should be named.

NB: in all these, the Head of Department should keep the end-dates in view and prompt staff. It is however, the duty of the staff member to ensure that they have contract with the University at all times.

Sabbatical Leave⁷

One year Sabbatical leave with pay may be granted after six years' continuous service without study leave; grantees are required to return to the service of the University for at least two academic years immediately after such leave. The period of absence under such leave shall be taken into account in calculating benefits under the superannuation scheme.

Two-year Sabbatical leave with pay may be granted after ten years continuous service without study leave; grantees shall be required to return to the service of the University for at least three academic years immediately after such leave. The period of absence under such leave shall be taken into account in calculating benefits under the superannuation scheme.

One-year sabbatical leave followed by a year's leave of absence, the latter without pay, may be granted after six years' continuous service without study

⁷A Senior Member who intends to take study/sabbatical leave should consult his/her Head of Department in the early stages of his/her plans (at least six months' notice should normally be given to the Head of Department) and thereafter submit an application to the Pro-Vice-Chancellor through him/her.

leave; grantees shall be required to return to the service of the University for at least three academic years immediately after such leave. The period of absence under sabbatical leave shall be taken into account in calculating benefits under the superannuation scheme. However, only half the period of leave of absence would be taken into account in calculating benefits under the superannuation scheme.

For an expatriate Senior Member, study/sabbatical leave will normally be taken in the year in which the Senior Member is entitled to an overseas return passage.

Procedure

Same as study leave and leave of absence above.

Support Staff in the Department

- i. To manage the Departmental Administrative and Technical staff
- ii. To assist the College Secretary and the School Administrator in the recruitment, induction, management, development and appraisal of the administrative and technical staff
- iii. To assist the College Secretary and the School Administrator in planning the current and future administrative technical staff needs of the department.

D. TEACHING, LEARNING AND EXAMINATIONS

Supported by the Dean and the College Secretary, the Head of Department is responsible for postgraduate students' admission, teaching and supervision of both undergraduate and postgraduate students as well as ensuring quality assurance. In particular to:

- i. Ensure that the Department's responsibilities for the admission, instruction, retention, progression, assessment and advising of students are fulfilled;
- ii. Ensure that they are conversant with the University's academic programme and where in doubt, consult the Director of Academic Affairs;
- iii. Promote and support student employability and skills agenda working closely with Faculty, Counseling and Placement Centre and Professional Services;

- iv. Regularly monitor and review the quality of the Department's work, and identify and share good practice, where appropriate;
- v. Uphold academic standards by ensuring that systems appropriate to the Department and aligned with the University's procedures are in place to ensure the quality of the Department's teaching programmes;
- vi. Consider and seek to resolve any complaints from students, both formally and informally and in accordance with the University's Complaint Procedure for Students;
- vii. Ensure that each student has completed both the departmental and academic registration in order to be eligible to write University examinations;
- viii. Submit Particulars of Examination Papers to the Dean's office for approval by the SMC;
- ix. Participate in the Dean's welcome meeting with freshmen during orientation;
- x. Attend matriculation ceremony for freshmen;
- xi. Facilitate students' assessment of courses and lecturers by working in concert with the Quality Assurance Unit;
- xii. Assign courses to lecturers before the commencement of the semester, and allow for approved demands from outside the Department (mainly service courses). The normal work-load (teaching and related activities for each lecturer is the equivalent of 9 hours of lectures per week. The Head of Department carries a half-load;
- xiii. Ensure that teaching aids are available;
- xiv. Appoint Academic Advisors and Examination Officers for the Department. This is without prejudice to the fact that the Head of Department is the Chief Academic Advisor and Examination Officer of the Department;
- xv. Assign supervisors to Level 400 students. In the case of Graduate Students, the assignment of supervisors is done upon the approval by the Department's Postgraduate Committee;
- xvi. Ensure that examination questions and results are moderated;
- xvii. Remind Faculty of their duty in the handling of examination

- questions;
- xviii. Ensure that examination results are uploaded onto the ITS by the specified deadline;
 - xix. ensure that scripts of foreign students (special students) are marked and results uploaded on time;
 - xx. facilitate the completion of extra teaching and excess marking load claims by staff of the department and forward same to the Dean's Office. It is the duty of the Head to endorse all claim forms before submitting them to the Dean;
 - xxi. Form a Departmental Postgraduate Committee;
 - xxii. ensure that the Department's Postgraduate Committee meets to review thesis areas and titles before final submission to the Office of the Dean of Graduate Studies;
 - xxiii. Recommend list of graduate student applicants to Graduate School for admission after approval by the Postgraduate Committee;
 - xxiv. Assign supervisors to graduate students after approval by the Postgraduate Committee;
 - xxv. Submit list of supervisors and examiners for each student to the Graduate School through the School Management Committee;
 - xxvi. Make contact with external examiners for their readiness to assess graduate examination within eight (8) weeks of examination;
 - xxvii. Meet with fresh graduate students to present programme timetable of the Department;
 - xxviii. Submit progress report of graduate students to SGS;
 - xxix. Ensure students' seminars are organized in the Department (with the assistance of the Department's Seminar Coordinators);
 - xxx. submit to the University Librarian the list of recommended reading materials for the next academic year in consultation with teaching staff of the Department;
 - xxxi. Work on affiliate issues – review of programmes, moderation of examinations questions and scripts, etc.;
 - xxxii. Develop and review the Department's programmes of study

(taught and research), including accreditation of new programmes and reaccreditation of existing programmes of the University and its Affiliates by taking note of the processes below as approved by the University Academic Board in *AB Minutes 4/2014-2015*:

Approval of new Undergraduate, Post-graduate and Affiliation programmes (Procedures)⁸

For the avoidance of doubt, the following procedures shall be followed:

a. Undergraduate

- i. Department originates proposal (bearing in mind requirements by UG, NAB and NCTE to mount a new programme)⁹;
- ii. Department organizes a stakeholders (industry, private business operators, academia etc.) meeting to reflect on the curriculum;
- iii. Department sends the document to the Dean's office;
- iv. Dean's office tables the proposal before the School Management Committee (SMC);
- v. SMC reviews the document and sends its comments (if any) to the department to revise the document;
- vi. Revised document from the department submitted to the Dean's office for onward submission to the Office of the Provost;
- vii. Provost's office tables document before the College Academic Quality Assurance Committee (AQAC) for review;
- viii. Provost's office tables reviewed document before the College Academic Board for approval;
- ix. Provost's office sends the approved document to the Chairman

⁸ Also see *UG Guidelines for Approval of New Academic Programmes*.

⁹ In some instances, a programme could be originated from the School or College and a department selected to host the programme.

of the University Academic Board with copies of forwarding letters and/or excerpts of relevant minutes from the College Academic Quality Assurance Committee and the College Academic Board;

- x. The Chairman of Academic Board considers the proposal and forwards it both to the Pro Vice Chancellor (ASA) for review and to the Secretary of Academic Board who forwards an electronic version to members of the Academic Board for review;
- xi. Within three (3) weeks, the Secretary to Academic Board collates comments/inputs from Pro Vice Chancellor (ASA) and AB members for the attention of the Chairman;
- xii. The Chairman takes one or more of the following actions depending on comments made:
 - a. Approve the programme if there is no objection from AB members
 - b. Approve subject to minor corrections made by AB members
 - c. Request concerns raised to be addressed and proposal resubmitted to the Chairman/Pro Vice Chancellor (ASA) for consideration;
- xiii. Chairman's decision is communicated to the Provost on behalf of AB and copied to the Dean and Head of Department concerned, by the Secretary to Academic Board **within 30 days** of original receipt of the proposal;
- xiv. If there are major concerns, the Pro-Vice-Chancellor, from step 5 above, should discuss the proposal with the College/School/Department concerned;
- xv. Concerns which cannot be handled in step 7 above should be tabled at a meeting of BEC/AB for further consideration;
- xvi. Provost's office facilitates the completion of the relevant NCTE/NAB forms by the department and forward same to the Registrar;

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- xvii. Registrar writes to the NCTE to solicit their consent to mount the programme;
 - xviii. Registrar writes and forwards the programme documents to the National Accreditation Board (NAB) for accreditation after the NCTE's consent;
 - xix. College Secretary ensures that the programme is added to the Students' Handbook of the College;
 - xx. College Secretary ensures that new courses and approved courses of existing programmes are uploaded onto a dedicated section of the University website.
- b. Postgraduate**
- i. Department originates proposal (bearing in mind requirements for mounting a new postgraduate programme);
 - ii. Department organizes a stakeholders (industry, private business operators, academia etc.) meeting to reflect on the curriculum;
 - iii. Department sends the document to the Dean's office;
 - iv. Dean's office tables the document before the School Management Committee;
 - v. School Management Committee reviews the document and sends its comments to the department for revision (where applicable);
 - vi. Dean's office forwards revised document to the Provost's office;
 - vii. Provost's office tables document before the College AQAC for review;
 - viii. Provost's office forwards revised document to the Board of Graduate Studies for its review. The Board of Graduate Studies, by practice, request the PhD Technical Committee to undertake the programme review on its behalf;

- ix. Provost's office tables the revised document from the School of Graduate Studies before the College Academic Board for approval. At this meeting, the Dean of the School of Graduate Studies or his representative may be present to assist in the discussions of the document at the College Board for approval;
- x. Provost's office sends the approved document to the Chairman of the University Academic Board with copies of forwarding letters and/or excerpts of relevant minutes from the College Academic Quality Assurance Committee and the College Academic Board;
- xi. The Chairman of Academic Board considers the proposal and forwards it both to the Pro-Vice-Chancellor (ASA) for review and to the Secretary of Academic Board who forwards an electronic version to members of the Academic Board for review;
- xii. Within three (3) weeks, the Secretary to Academic Board collates comments/inputs from Pro-Vice-Chancellor (ASA) and AB members for the attention of the Chairman;
- xiii. The Chairman takes one or more of the following actions depending on comments made:
 - Approve the programme if there is no objection from AB members
 - Approve subject to minor corrections made by AB members
 - Request concerns raised to be addressed and proposal resubmitted to the Chairman/Pro-Vice-Chancellor (ASA) for consideration;
- xiv. Chairman's decision is communicated to the Provost on behalf of AB and copied to the Dean and Head of Department concerned, by the Secretary to Academic Board within 30 days of original receipt of the proposal;
- xv. If there are major concerns, the Pro-Vice-Chancellor, from step 5 above, should discuss the proposal with the College/School/Department concerned;

- xvi. Concerns which cannot be handled in step 7 above should be tabled at a meeting of BEC/AB for further consideration;
- xvii. Provost's office facilitates the completion of the relevant NCTE/NAB forms by the department and forward same to the Registrar;
- xviii. Registrar writes to the NCTE to solicit their consent to mount the new programme
- xix. Registrar writes and forward the programme's document to the National Accreditation Board (NAB) for accreditation after the NCTE's consent;
- xx. College Secretary sends soft and hard copies of the programme's document to the Graduate School to be uploaded onto the University website. The communication to the Graduate School with the document should be copied to the Director of Academic Affairs.

c. Affiliation of new programmes

- i. University receives application from affiliate institutions;
- ii. Registrar forwards application to the Pro-Vice-Chancellor (ASA) to check for completeness, etc.;
- iii. Pro-Vice-Chancellor's office forwards application to the respective Colleges;
- iv. Provost's office refers document to the Head of relevant department for review;
- v. School Management Committee (SMC) considers the proposal after the departmental review and forwards its comments to the Provost's office;
- vi. Provost's office tables document before the College AQAC for review;
- vii. Provost's office invites the affiliate institution to the meeting of the College AQAC Committee to review the proposal;

- viii. Provost's office ensures that suggested corrections are effected and revised document resubmitted by the affiliate institution;
- ix. Provost's office tables document before the College Academic Board for approval;
- x. Provost's office sends the approved document to the University Academic Board for approval;
- xi. The Registrar writes to the affiliate institution on the decision of the University.

NOTE**Institutional Affiliation (1st time applicants seeking affiliation)**

- i. For applications seeking institutional and programme affiliation, the applicant should submit Institutional Profile Information together with Programme Curriculum Information;
- ii. The relevant department, as part of the review, conducts an inspection of physical facilities at the applicant institution.

d. Approval of examination results for graduation of Affiliate Students

- i. Academic records of affiliate students are processed and uploaded onto the ITS by the Affiliation Unit of the Academic Affairs Directorate;
- ii. Affiliation Unit prepares provisional examination broadsheet;
- iii. Provisional examination broadsheet is sent to the relevant Provost's office Provost's office schedules Examiners Board meeting for the affiliate institution to approve results;
- iv. Provost's office forwards approved results to the Academic Affairs Directorate;
- v. The Academic Affairs compiles the list of graduating students for the approval of Academic Board.

E. RESEARCH, CONFERENCES AND GRANT MANAGEMENT

The Head of Department is responsible for the research and grant-seeking initiatives of the Department, in particular to:

- i. Set up a departmental Research Committee;
- ii. Ensure that the departmental research programme is vigorously pursued;
- iii. Encourage younger or new members of staff to actively participate in these research programmes while waiting to settle down and initiate their own research programmes. This should form part of the grand programme to mentor such faculty;
- iv. Encourage faculty and students to participate in College, School and Departmental, seminars, conferences, symposia, colloquia and lecture series;
- v. Ensure that faculty have adequate time and facilities to apply themselves to agreed research and/or knowledge exchange programmes;
- vi. Be abreast with all department's own and individual faculty research projects by maintaining a database of these projects;
- vii. Provide leadership and serve as a mentor to especially early career faculty members;
- viii. Support Principal Investigators (PIs) by:
 - a. Completing appropriate forms and forwarding them as appropriate (in a timely manner);
 - b. Providing guidance to PIs on available research opportunities;
 - c. Conducting quality assurance on proposals;
 - d. Submitting proposal to sponsor, when appropriate;
- ix. Monitor financial and compliance controls for external funding.

4.0 REFERENCES

1. University of Ghana Basic Laws, 2012
2. Procedures and Requirements for Recruitment and Placement of Senior Members (Academic), January 2015, by HRODD
- 3) Excerpt of Minutes of Council meeting held on 23rd May, 2013 on *Criteria for Post-Retirement Contract Appointments*
- 4) *Job description of HoDs*
(www.essex.ac.uk/bods/documents/HoD_Job_Description.pdf)
- 5) Report of the *Committee for the Review of University Examination Processes*, March 2005
- 6) Processes for Approval of New Programme and Courses approved by Academic Board in AB Minutes 4/2014-2015
- 7) A presentation by Paul Effah in August 2015 on *Departmental Leadership* at the Senior Academic Leadership Training (SALT) Phase II
- 8) A presentation by Prof. Kwadwo Ofori on *Strengthening Postgraduate Studies: The case of University of Ghana* at the Senior Academic Leadership Training (SALT) Phase II

