

**VICE-CHANCELLOR'S ANNUAL REPORT TO THE 50TH CONGREGATION
REPORT FROM INSTITUTE FOR EDUCATIONAL PLANNING AND ADMINISTRATION (IEPA)
2017/2018 Academic Year**

1.0 INTRODUCTION

The Institute for Educational Planning and Administration (IEPA) was established in 1975 through UNESCO/UNDP collaboration. IEPA has the mandate to train experts and non-experts in the Ministries of Education (MoE) and other educational entities both public and private with relevant research based evidence for educational planning and administration policy development.

The mission of the Institute is to generate and disseminate reliable information through research to inform educational policy and implementation. As an equal opportunity institute, it invests in people by providing professional training, research and consultancy for practitioners in the Ministries of Education and other educational entities both public and private sectors. Through seminars and other courses, the IEPA is expected to bring together all stakeholders in education to facilitate constant communication between educational leaders, planners and administrators, as well as experts and generalists in the field of education.

i. VISION

To become a centre of excellence in educational research and training of educational leaders, planners and administrators.

ii. MISSION

To generate and disseminate reliable information through research to inform educational policy and implementation. As an equal opportunity institute, it invests in people by providing professional training, research and consultancy for practitioners in the Ministry of Education/Ghana Education Service and the private sector. Through seminars and other courses, the IEPA is expected to bring together all stakeholders in education to facilitate constant communication between leaders, planners and administrators, experts and generalists in the field of education.

iii. OBJECTIVES IEPA

In particular, the IEPA primarily aims to:

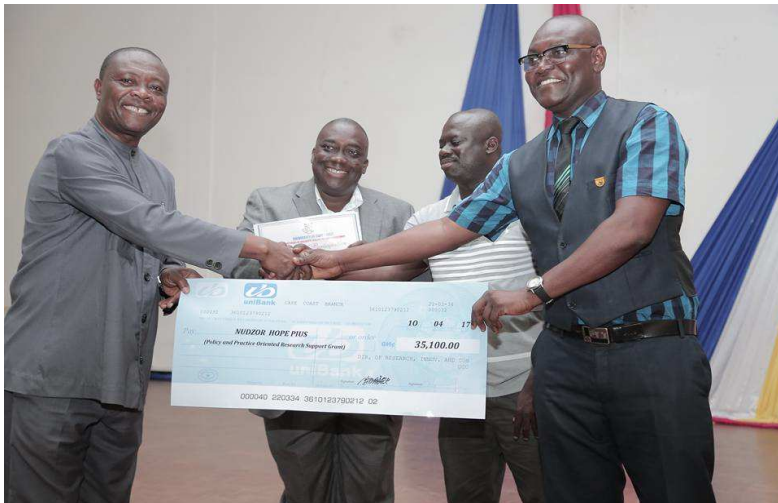
- undertake research in educational leadership and management.
- provide training and facilitation to improve the leadership and managerial capabilities of educational administrators and planners
- provide technical assistance and policy advice on issues related to educational planning
— and administration
- promote professional standards in educational managers and planners through the establishment of a professional body/association and collaborations with other International bodies

a. Research Focus:

The Institute has undertaken both system and institution based research for its over forty years of existence. A few of the recent research activities undertaken under the research arm include:

i. Tracer studies on IEPA past students and Educational policies and quality education.

Tracer study of IEPA past students which started last year is almost completed and the first draft submitted to DRIC. The primary purpose of the nation-wide tracer study was to examine how IEPA graduates were placed and utilised by their employers. The study revealed that most of IEPA graduates were engaged in educational related establishments across all the levels of education in Ghana while some other graduates of IEPA were employed in non-education related establishments. In addition, IEPA graduate's employees were utilised in leadership, management and administrative roles/tasks in their schedules that resonated with the specialised areas of IEPA's programmes and training. However, some graduates of IEPA were performing supplementary roles such as secretariat and research analysis tasks. In the light of the finding it can be concluded that IEPA as an institution (and perhaps her graduates) has contributed and still continues to contribute to the socio economic development of Ghana.



The IEPA research team lead by Dr. Nudzor collecting their award from the Pro-Vice -Chancellor of the University of Cape Coast.

ii. T-Tel project: Research and Capacity building for College of Education Leaders

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The IEPA was granted a consultancy contract by Transforming Teacher Education and Learning (T-TEL) on 1st October, 2016. This project was completed in December 2018. The rationale for (T-TEL) project was to seek to transform the delivery of pre-service education in Ghana by improving the quality of teaching and learning through the support to relevant national bodies and institutions and all Colleges of Education. IEPA is involved in the leadership programme component which is designed for leaders in the Colleges of Education to facilitate their transition to become autonomous tertiary institutions. The focus of IEPA's consultancy was primarily to serve as College Improvement Advisors, to write modules for training of College leaders, provide training for College leaders, and assist the Colleges to conduct self-assessment of their activities and management procedures, develop and implement College Improvement Plans, and develop policies among others through college visitations, mentoring, and coaching.

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iii. IEPA Senior members as critical friends of first and second cycle schools (adopt a school project)

In advancing its outreach mandate as an Institute for Educational Planners and Administrators, the Institute proposes to assign its academic senior members to specific under-performing first and second cycle schools to provide on-site support in the form of critical friendships. As critical friends, senior members are expected to:

1. Coach school management to make school self-assessment a regular practice
2. Support the school to prepare annual improvement plans
3. Help school management to conduct staff appraisal meetings
4. Provide other professional support services to the school as deem fit

In this regard, a needs assessment research is being undertaken to be able to design interventions for the various schools.

iv. Instructional Leadership practices of school administrators –pilot study of three schools.

This research was a request from the Deputy Minister for Education and was at the pilot stage. The Institute is funding this research.

b. Courses/ Teaching

IEPA runs the following postgraduate programmes

- o **PhD:** Qualitative research methods-based
- o **MPhil :** Educational Administration
Administration in Higher Education
Educational Planning
- o **MEd:** Educational administration

All the programmes have been reviewed to update them, and in particular expand the MPhil. programmes to include the PhD Component. These programmes have been approved by Academic Board subject to few revisions to be made.

Student enrolment for the 2017/2018 academic year

- MPhil: 1st Year = 10students 2nd Year = 31 students
- MEd: 2nd Year = 99students
- MPhil top-up: 1st Cohort = 11 students
 2nd Cohort = 12 Students

c. Staffing:

The total academic staff strength of IEPA is 13

| | | |
|------------------------|---|---|
| Professors | - | 3 |
| Senior Lecturers | - | 3 |
| Senior Research Fellow | - | 1 |
| Research Fellows | - | 4 |
| Lecturer | - | 1 |
| Assistant Registrar | - | 1 |

2.0 STAFF DEVELOPMENT/AWARDS

- a. One staff members supported for a short course on "Quality Assurance (QA) for the 21st Century Knowledge and Skills for Higher Education (HE) Personnel, held at the IDL Conference from *October 31 to November 03, 2017 at KNUST.*
- b. Two staff members were partly sponsored for Advanced Executive Office Administration and Secretarial Skills Programme: 2nd - 6th April 2018, Nairobi, Kenya.

- c. Mentoring

Three Research Associates are being mentored by senior colleagues in the department. Two of them are enrolled on programmes leading to the award of Doctor of philosophy degree.

2.0 Awards

Dr. Francis Ansah a research fellow with the Institute won a Visiting Scholar Award. The purpose of the award was to co-authored a book manuscript and make seminar presentations and Public Lecture at University of the Western Cape University. The title of the project was contextualization of quality in African higher education

3.0 STUDENTS SUPPORT SERVICES (ACADEMIC DEPARTMENTS ONLY)

a. Counselling:

- Dr. Ampah Mensah serves as academic counsellor.
- IEPA lecturers/research fellows who are always ready to assist students with personal issues.

b. Staff and Student engagements

Student consultative meetings were held on 8th August, 2017 and 10th February, 2018 to discuss issues affecting students.

I.E.P.A. Organizes Internship Preparation Programme for M.Phil. 1st Year Students.

Based on the reports from predecessors (former students) and one of the outcomes of the tracer study undertaken by I.E.P.A., the Institute took a decision to modify its internship course.

A programme captioned "Executive Secretarial Practice" was organized for prospective M.Phil. interns. The internship course is a requisite for all M.Phil. students of I.E.P.A. The programme which spanned over a period of 6 weeks and ended on the 20th April, 2018, exposed students to Memo writing, Report writing, Minute taking, Minute writing and other official letters.



With the pre-internship preparation, it is expected that our students would perform creditably during the period of internship. The Resource person was Mr. Joseph C. Sefenu, a seasoned Administrator and Deputy Registrar of the School of Graduate Studies, University of Cape Coast.

At the end of the programme, the students expressed their sincere gratitude to the Resource person, staff of the Institute for such a beneficial programme and promised to live up to expectation.

IEPA STUDENTS PRESENTATION ON INTERNSHIP EXPERIENCE

In another development, the Second year M.Phil students of the Institute for Educational Planning and Administration presented their internship experience to Faculty and Colleagues in the Institute. The Internship programme is a six (6) week program, designed by The Institute for Educational Planning and Administration (IEPA), as a three-credit hour course to help its students link theory and research with practice on the job field. The focus of the internship programme is to aid students in gaining administrative skills in higher institutions as per their program of study

The two-day program gave students the opportunity to present their experiences from their various places of work. The opening was done by the Director of the Institute, Dr. (Br.) Michael Amakyi. He welcomed the students, and subsequently assured them of the Institute's support to help them go through their courses successfully. Dr. Edward Akomaning, who is the Internship Coordinator, served as the convener of the presentations. In all, twenty-nine (29) out of thirty-two (32) students presented. Other Faculty members present were Prof. Rosemary Bosu, Dr. Janet Koomson, Dr. Wisdom Agbavanu and Dr. Michael Boakye Yiadom.



The students reported that generally, knowledge and skills gained included team work, good record keeping skills, communication skills, improved inter-personal skills, networking, good database skills, and time management skills.

Infrastructural deficits, limited time frame for internship, lack of adequate recognition by staff of various institutions, parallel relationship of what is taught in class to what is on the field, role conflicts among various units of organizations, difficulty getting information to work with as an intern because of the issue of 'secrecy', inadequate ICT training of staff of various organizations, and- lack of cooperation by staff members were averagely enumerated by students as challenges they faced during their internship.



The students recommended that the period of internship be extended, a special orientation and training sessions should be organised by the institute for interns before they start, Training of regional mentors to take up supervision, increase in the number of supervision was also suggested as well as collaboration by IEPA and institutions where interns have their practical experiences.

Students expressed their gratitude to the Senior Members who came to grace the occasion, either as assessors or observers.

IEPA MPhil THESES DEFENCE (VIVA)



The Institute for Educational Planning and Administration held a Viva on the 1st and 2nd February, 2018 for thirteen (13) of its MPhil students. Their names and theses topics were as follows:

| Name | Thesis Topic |
|-----------------------------|---|
| 1. Lydia Achiaa Osarfo | Leadership styles of public junior high school head teachers and students' academic achievements in the Kwahu East district. |
| 2. Elizabeth C. Amissah | Adult motivation towards the pursuance of distance education in selected universities in Ghana |
| 3. Godfred Amoah | Perceptions of faculty towards students' evaluation of their teaching effectiveness in the College of Health Sciences, University of Ghana. |
| 4. Peace Ivy Ananga | Transitional challenges confronting heads of Midwifery Training Colleges in the Western and Central regions of Ghana. |
| 5. Gloria Asamoah | Assessing internal quality assurance strategies in the public colleges of education. |
| 6. Philip K. Sarfo | Students' participation in decision-making at the University of Cape Coast. |
| 7. Godfred Amoah | Perceptions of faculty towards students' evaluation of their teaching effectiveness in the College of Health Sciences, University of Ghana. |
| 8. Lydia Achiaa Osarfo | Leadership styles of public junior high school head teachers and students' academic achievements in the Kwahu East district. |
| 9. Kwabena Edusah Amo-Broni | Exploring the views of leadership at Takoradi Technical University on change readiness after their upgrade. |
| 10. Eva Mensah Damoah | Difference in job satisfaction among senior staff of the University of Cape Coast. |
| 11. Frederick Nyan | Perceptions of students of Cape Coast University regarding cost-sharing and its effects on quality higher education provision. |
| 12. Michael O. Lamptey | Stakeholders views on the relevance of technical and vocational training in the Central Region of Ghana. |
| 13. Stephen N. O. Nartey | Assesing the implementation of inclusive education policy at Tarkoradi Polytechnic: The role of management. |

The examiners present at the viva were; Prof. Kankam-Boadu, Prof. C. Agezo, and Dr. F. Mensah. Senior members of IEPA, Dr. W. Agbevanu, Dr. F. Ansah, Dr. M. Bakah, Dr. H. Nudzor, Dr. Boakye-Yiadom, and about Twenty-five post graduate students were also at the Viva. At the end all the students who presented their thesis passed, subject to corrections to be effected.

We say congratulations to all our students.

4.0 PHYSICAL STRUCTURES AND VIRTUAL INFRASTRUCTURE

- a. ICT infrastructure and equipment
 - 4 air conditioners
 - 6 Office Chairs

5.0 INTERNATIONAL PARTNERSHIPS AND INDUSTRY LINKAGES

- i. Higher education exchange programmes and collaboration with international institutions
- ii. Collaborations with industry

IEPA has collaborated with UNESCO to organize a sensitisation workshop in the three regions of Ghana on Education 2030 Agenda.

The Institute of Educational Planning and Administration (IEPA) in Collaboration with Ghana National Commission for UNESCO (NATCOM) Ministry of Education hosted *Sensitisation Workshops on Education 2030 Agenda* from 8th to 12th March, 2018 in Sunyani, Kumasi and Cape Coast. The purpose of this workshop was to inform, educate and involve the wider education stakeholders at the grass root level to be well acquainted with the new vision and its targets as well as the strategies for its realisation.

Four presentations centred on Sustainable Development Goals (SDGs) and SDG 4 in particular, Ghana's Current Situation in SDG4 Targets and Implementation as well as Inter- Stakeholder Partnership in Education were given to the participants at various venues.

This report contains background information that was presented to participants, summarizes workshop discussions and next steps that were identified by workshop participants. This report can be used to help direct planning efforts towards the realization of the SDGs and SDG4 in particular.

The following items summarize the suggestions made at the end of the workshop:

1. The workshop should be organized regularly.
2. The workshop was very successful, interesting, educative and understandable and it has enlightened us on the Education 2030 agenda.
3. Sensitization programmes on SDG4 should be aired on radios and television stations.
4. The workshop should also be organized at the rural community levels.

The government should provide the resources for the implementation of t

2nd Interdisciplinary conference. Theme: Integration, Innovation and Technology, Education for Global Development. – 22nd- 25th August 2016. IEPA sponsored seven of its

Visit by Prof. Stephen L. Jacobson is University at Buffalo

TEAM FROM IEPA PAYS A WORKING VISIT TO THE DEPUTY MINISTER OF EDUCATION IN CHARGE OF PRE-TERTIARY.

A team from the Institute for Educational Planning and Administration (IEPA) paid a working visit on Friday 2nd February, 2018 to the Deputy Minister for Pre-Tertiary Education in the person of Honourable Dr. Osei Adutwum. The was led by the Dean of the School of Educational Development and Outreach (Prof. Ernest Kofi Davis), the team visited the Minster to re-establish the relationship that exists between the Ministry of Education and IEPA. The Institute used the opportunity to present a proposal on

'Professional preparation for School Leadership' for capacity building of pre-tertiary school leaders. The Deputy Minister noted that in the 21st century practices, there is the need for proper training of school leadership and this must not be left to apprenticeship. He acknowledged the fact that IEPA needs to work with the Ministry as IEPA has the mandate to train experts and non-experts in the Ministry of Education (MOE) and other entities both public and private with relevant research-based evidence for educational planning, educational leadership and educational administrative policy development. On his part the Director of IEPA, Dr. (Bro.) Michael Amakyi, assured the Minister that the Institute was poised to work with the Ministry for the change in our schools, which we all look forward to. The Dean, Prof. Ernest Davis also supported the Deputy Minister's quest to bring about change in school leadership with the assistance of IEPA. The team that visited the Deputy Minister comprised Prof. Ernest Davis (Dean of SEDO), Prof. Rosemary Bosu (former director of IEPA), Dr. (Bro.) Michael Amakyi (the director), Dr. Boakye Yiadom (a research fellow with the Institute) as well as Mrs. Alberta A. K. Owusu (the Assistant Registrar of IEPA) and Mr. Daniel, the one in charge of Policy was also present at the meeting.



Prof. Stephen L. Jacobson is University at Buffalo (UB) Distinguished Professor and the former

Coordinator of Educational Administration programs for the Graduate School of Education (GSE) at UB- State

University of New York paid a working visit to IEPA during the year under review.

During his visit Prof. Stephenson together with the Director of IEPA, the Assistant Registrar and a Research Fellow at IEPA, Dr. Boakye Yiadom payed a courtesy call on the Pro. Vice Chancellor of UCC . Also present were the Director of CIE and Director of Public Affairs.



Prof. Oduro in his remarks, said leadership was very crucial and the university would look at how best to help both the Ministry of Education and the Ghana Education Service to develop the leadership capabilities of officials in the two bureaucracies. "Leadership is an issue, we are convinced that leadership makes the difference", he said. He therefore hoped the Institute of Educational Planning and Administration (IEPA) would develop a proposal expeditiously to ensure a smooth take-off of the intended programme as soon as possible.

Prof. Jacobson said he was looking forward to a fruitful partnership with the I. E. P. A in the area of educational leadership. While here Prof. Stephenson made presentations to students and faculty of IEPA and the School of Educational Development and Outreach.

IEPA Students Showcase Innovative Research Works to the Public



The Institute of Educational Planning and Administration (IEPA) has organised an exhibition to showcase research work by Post-graduate students to the University community and the general public.

Dubbed "Students Creativity Expo 2018", the exhibition was on the theme "Innovations in Education for Graduates Who Are Called to Lead".

The research work presented in the form of posters at the 2018 Expo focused on “Safety and Security of UCC Students Outside the University Traditional Halls”; Stakeholders Perspectives on the Implementation of the Free SHS Policy in the Cape Coast Metropolis” and “Students’ Satisfaction of Medical Examination in the University of Cape Coast Hospital”.

Some PhD students also presented posters of their ongoing research work.

Opening the function, the Provost of the College of Education Studies, Prof. Eric M. Wilmot, commended IEPA for instituting the initiative. He said the research topics could inform policies at different levels and advised that “We must lift it from a course assignment to full blown research where the outcomes can be shared because each of them has a potential. They are looking at contemporary issues at the Basic, Secondary and Tertiary Level”.

Prof. Wilmot noted that the dissemination of the research findings would elevate the University’s status a serious research institution. He assured that the College would support IEPA and even extend the initiative to other faculties and departments within the College.

The Pro-Vice-Chancellor, Prof. George K. T. Oduro, in his remarks recommended to IEPA to engage heads, teachers and other administrative staff of Senior High Schools and Colleges of Education in subsequent research dissemination programme so that they would have a fair knowledge about the outcomes of their studies. “This can also be a marketing strategy for getting more people to our programmes,” he added.

Prof. Oduro thanked IEPA for sustaining the initiative and commended the students for taking active part in the Expo. “To the students, I pray that this becomes part of you, so that it doesn’t become a formality. Whatever your individual research agenda is, do not only think about publications but also think about dissemination so that it will inform policy,” he urged.

The Director of IEPA, Dr. Bro Michael Amakyi, said; “At IEPA, we believe that every research work of students should be disseminated to the public. We also want to help the students to know how to publish their research findings”.

“This is the first step, they go and collect data and then present their findings to a larger group of people.” He said the Expo had become an annual programme and “Our lecturers are prepared to support it to work and it is an institutional programme.”

Dr. Amakyi said the three key areas of IEPA’s research included Leadership and Management of Educational Institutions, Educational Planning and Quality Assurance. He said major stakeholders of IEPA were the Ministry of Education, Ghana Education Service and leadership of various educational institutions. He said there would be a conference as a follow-up to the research findings on 6th June, 2018.

The Coordinator of the Expo, Dr. Michael Boakye-Yiadom, indicated that the students would write research papers out of their work. He said the research papers would be compiled and published as Expo Proceedings so that stakeholders and the general public could have access to them.

“We know that research findings should influence policy and practice, so that will be a good reference material for policy makers, students, and the general public,” he noted.

He said the Expo which started in 2015 “is growing bigger and taking more research focus; we are hoping to involve GRASAG and other departments so that eventually it becomes a University-wide event.”

EPA Launches “Adopt a School” Project in KEEA



The Institute for Education Planning and Administration, IEPA, has launched a project to prepare school managements in the quest to bring change and continuous school improvement to basic schools.

Dubbed: "Adopt a School", the project is aimed at improving the capacity and confidence of school leaders, supporting schools to ultimately improve continuous learning and also providing community services.

Addressing a gathering at the launch of the project at the Komenda Edina- Eguafo-Abrem (KEEA) Municipal Assembly Hall, the Director of IEPA, Dr. Michael Amakye, said the project would cater for 92 schools in the Municipality. According to him, KEEA was benefiting from the project as the first municipal assembly in the country because of the already existing partnership between the IEPA and the Assembly.

Dr. Amakye noted that faculty members of IEPA would conduct needs assessment in the various schools and design programmes to build the capacity of heads, school management committee, teachers, and executives of the Parent-Teacher Association on how to work together to bring continuous change in schools in the Municipality. He added that the IEPA had the requisite human resources to run the programme and would soon extend the project to other districts in the Central region. "Our target is by the end of March 2018, we would have gone to all districts in the Central region and then we move to Greater Accra, Eastern, Western and the Northern regions," he said.

Dr. Amakye indicated that some faculty members of IEPA would be assigned to selected schools under the project to provide onsite support to the schools in various ways, including helping schools to develop roadmap towards high performance and also assisting school management to conduct staff appraisal meetings, among many others.

In a speech read by the Vice-Dean, School of Educational Development & Outreach, Prof. Christine Adu-Yeboah, on behalf of the the Provost of the College of Education Studies, Prof. Magnus Wilmot, lauded the initiative of IEPA and called on all stakeholders to make the project a success. He said research had shown that the by-product of a good school leader "includes attractive and high performing schools, improved schools and high learning achievement ". He added " Behind every high achieving school is a good school manager and vice versa".

Prof. Wilmot noted that providing training for different category of stakeholders, school managers and enhancing the roles of parents were vital tools for improving schools and students learning. He appealed to beneficiary stakeholders to capitalize on the project to network among themselves through sharing of ideas to enhance teaching and learning.

IEPA Organises Internship Preparation Programme for 1st Year M.Phil. Students.



The Institute of Educational Planning and Administration (IEPA) has organised a training programme for first year M. Phil students who will be going on internship.

The programme dubbed “Executive Secretarial Practice” is a mandatory exercise for all M. Phil students of IEPA.

The decision to organise the event for prospective interns was based on reports from previous interns and an outcome of a tracer study that was undertaken by the Institute. The internship programme will span a six-week period and is expected to expose students to Memo and Report Writing; Minutes Taking, Minute Writing and Official or Letter Writing.

The Deputy Registrar at the School of Graduate Studies, Mr. Joseph C. Sefenu who was a resource person for the programme, said with the pre-internship preparation, it was expected that students would perform creditably during the period of internship. The prospective interns also expressed gratitude to the management of IEPA and the resource persons for “the great opportunity to learn”

6.0 ACADEMIC PROGRAMMES

New Courses to be introduced

The proposal for the following new programmes is now at Academic Board for final vetting.

- a. Educational Administration MED, MPHIL, PHD
- b. Educational Planning MED, MPHIL, PHD
- c. Educational Leadership MED, MPHIL, PHD
- d. Monitoring and Evaluation MED, MPHIL, PHD
- e. Economics of Education; MED, MPHIL, PHD
- f. Quality Assurance in Tertiary Education; MED, MPHIL, PHD

7.0 FUTURE PLANS

- The Institute is hoping to be upgraded to a category two institute with UNESCO in the future.
- The Institute is planning its maiden home coming of IEPA Alumni conference at the end of July 2018

- The Institute hopes the accreditation process of its new programmes will be completed soon so that it can start running the programmes by 2018/19 academic year.
- The Institute also hopes it will be given the opportunity to recruit at least four more senior members.