

INTRODUCTION

Chairman and Colleague Members of Convocation,

Pursuant to the provisions of Statute 26(a) of the Statutes of the University, I present to you the annual report on the State of the University. This is the first of such addresses following my appointment to the high office of Vice-Chancellor. I must emphasise that this report is based on our collective efforts with each one, playing our expected roles effectively and efficiently. Indeed, we have come this far because we believed in each other, and we are of the firm conviction that as long as we commit to working together and respecting each other's abilities and strengths, there is no mountain too high we cannot surmount.

This Report is being presented under the broad **theme: STRENGTHENING SYSTEMS, DEVELOPING APPROPRIATE INFRASTRUCTURE and CULTIVATING MEANINGFUL COLLABORATIONS and PARTNERSHIPS**. This is because we are of the firm belief that solidifying our foundation is critical to delivering our corporate vision. We have therefore sought to resource and strengthen our base within this first year with the hope that we can use that as a springboard for greater impact as we build on our gains as a University in the coming years. This presentation is divided into three main sections:

- i. Current state of the University - where I would share some cardinal statistics with you and also provide Update on Vision 2020-2024 Action Plan; and
- ii. KNUST @ 70, the Journey so Far and
- iii. Future Plans

CURRENT STATE OF THE UNIVERSITY

I share with you the current state of affairs of our University for your appreciation and to project to you, the direction we are going as a University, depicted by the statistics and figures.

STUDENT ENROLMENT

The strategic mandate of the University as captured in our blueprint, (PLAN 2K25), is to attain a student enrolment of 50,000 by the year 2025. The 2020/2021 academic year alone, saw KNUST admitting 31,143 students which represents a 20% increase over enrolment for the 2019/2020 academic year.

I can report to convocation that the University has obviously exceeded its target as envisaged in the Strategic Plan, and currently has a student population of 85,276 made up of 50,855 males representing 59.64% and 34,421 females representing 40.36%. The breakdown is as follows:

- 6,847 representing 8.02% are from the College of Agriculture and Natural Resources (CANR),
- 13,989 representing 16.40% are from the College of Art and Built Environment (CABE),
- 10,450 representing 12.25% are from the College of Engineering (CoE),
- 13,222 representing 15.50% are from the College of Health Sciences (CHS),
- 16,825 representing 19.73% are from the College of Humanities and Social Sciences (CoHSS),
- 10,499 representing 12.31% are from the College of Science (COS) and
- 13,429 representing 15.75% are from the Institute of Distance Learning (IDL)

In our just-ended virtual graduation a couple of weeks ago, we graduated a total of 11, 073 representing 9,647 undergraduate and 1,426 postgraduate students leaving us with a current student population of 74,203.

ACADEMIC PROGRAMMES

In terms of Academic Programmes, 49,120 representing 57.60% are pursuing STEM related programmes and 36,156 representing 42.40% are pursuing NON-STEM programmes.

The total number of programmes now stand at 520 programmes, 71 of which are fully accredited. The rest are at various stages of the accreditation process with the Ghana Tertiary Education Commission (GTEC). I can also report to Convocation that out of the 520 programmes, 386 are postgraduate programmes and 134 are undergraduate programmes. This obviously is in line With the University's objective and classification as a Research-Intensive University.

New Programmes

Chairman and members of Convocation, the University in its bid to remain relevant to the needs of industry and society, continues to mount new programmes to respond to the demands of industry. To this end, the following new programmes have been mounted over the past academic year:

- 1) BSc Packaging Technology
- 2) PhD Visual Communication Design
- 3) MPhil and PhD Ceramic Technology
- 4) Certificate in Higher Education Pedagogy
- 5) Diploma in Education (Sandwich)
- 6) M.Ed. in Higher Education Pedagogy
- 7) MPhil and PhD in Nursing
- 8) MSc Landscape and Architecture

Let me quickly add that as discussed with you last year when we shared the vision for the next four years with you, our Strategic Plan, PLAN2K25 is currently undergoing a revision under the Chairmanship of the Pro-VC and the outcome of the revision will be shared soon.

STAFFING

Our total staff population stands at 5,114, comprising of 71.92% males and 28.08% females. In terms of status, 22.35% are Senior Members Academic, 4.05% are Senior Members Administrative, 26.83% are Senior Staff, 14.84% are Junior Staff and 31.93% are Contract Staff

It is evident from these numbers that we still need additional staff to support the work we do.

VISION 2020-2024 ACTION PLAN

Distinguished Colleagues, you would recall that when we were handed the mantle of leadership on 1st August 2020, we took time to engage you all at your various Colleges and Units. We discussed extensively, the vision for the next 4 years in accordance with the University's strategic plan. You made inputs and agreed on a development agenda, hinged on the following eight (8) thematic areas:

- 1) Human capital development and Staff & Student Welfare;
- 2) Impactful Research and Innovation;
- 3) Digitization & ICT;
- 4) Entrepreneurship Drive for Students;
- 5) Infrastructure Development;
- 6) Constructive Partnerships;
- 7) Resource Generation and Management; and
- 8) Making KNUST Visible to the Global World

To prosecute this agenda and to closely monitor progress, eight (8) Committees were put in place to develop the thematic areas of the vision into Action Plans. The reports of the committees were then formulated into a vision 2020-2024 Action Plan document, which has subsequently been approved by the University Council for implementation. The Chairpersons of the drafting committees of the thematic pillars have been constituted into an Action Plan Implementation Oversight Committee (APIOC) with the Pro Vice-Chancellor as Chairman. The Oversight Committee has a mandate to monitor, evaluate and ensure operationalization of the Action Plan. At the College level, the Provosts are to ensure that all other Task Owners, i.e, Deans, Heads, Student meet their deliverables.

Chairman and members of Convocation, permit me to take the: thematic pillars and report on progress made so far, on each of them. We begin with thematic pillar one i.e Human Capital Development and Staff & Student Welfare.

HUMAN CAPITAL DEVELOPMENT AND STAFF & STUDENT WELFARE

Communication plays an indispensable role in ensuring staff and student welfare and serves as a channel through which we interact with them. Consequently, several applications (Apps) are being developed to enhance communication as well as improve our service delivery to staff and students. These Apps include the following:

- i. The Staff Promotions App
- ii. The Telemedicine App
- iii. The Counselling App
- v. The Feedback App

The Promotions App is to smoothen the application process and ensure that applicants receive feedback on their applications in real time. The Telemedicine App is to automate the processes we go through at the University hospital and be able to refill our routine prescriptions online for pick up when we do not need to see a doctor. This is to take away some of the stress we go through in accessing medical care at the hospital. The Counselling App would bring counselling to the doorstep of both staff and students. The Feedback App creates a platform for receiving feedback on happenings within the University in order for the necessary action to be taken to address relevant concerns and reactions to improve what we do. All these Apps are in their final stages of testing and will be launched soon.

A number of committees chaired by some of our respected professors have been formed to come up with recommendations which will further enhance the welfare of staff.

A Committee on Leadership Development chaired by Professor Aboagye Menyeh has been constituted. The Committee has developed Leadership Modules which will be used across board, next Academic Year.

A Committee to comprehensively review the **welfare package** for all staff, chaired by Prof I. K Dontwi is working feverishly to submit its report before the Christmas break. Additionally, committee for **Creativity and Innovation Recognition** in the University chaired by Prof Kofi Owusu-Daaku is mandated to drive innovation among students and staff in all the Colleges by celebrating the achievements and breakthroughs of both students and staff that can serve as motivation for all.

TEKBriefs & Birthday Messages

Our staff are our most important asset as a University, As ONE BIG KNUST FAMILY, we have shared in your good as well as bad times. To this end, we have instituted the practice of sending you personalised messages on your special days ie Birthdays, to join in the celebration and to thank God for you as a Great Gift to the University and mankind. To enhance communication to our DEAR MEMBERS OF STAFF, and promptly report on happenings within the University, the University Relations Office (URO) currently produces TEKBriefs on weekly basis. This publication puts the week in perspective and reports on major events within the week under review.

Promotions

Chairman and members of Convocation, promotions are very dear to the heart of all of us. To this end, we have worked tirelessly to ensure that all promotion applications are dealt with expeditiously, We have an agenda to ensure a 20% Professorial Rank and I am happy to report that we are currently doing 23.1%. The promotion statistics currently stand as follows:

1) Professors	-	84
2) Associate Professors	-	202
3) Senior Lecturers & Senior Research Fellows	-	353
4) Lecturer/Assistant Lecturers	-	457
5) Research Fellows/Assistant Research Fellows	-	21
6) Deputy Registrars	-	8
7) Deputy Finance Officers	-	4
8) Senior Assistant Registrars	-	6
9) Senior Assistant Internal Auditors	-	3
10) Senior Accountants	-	2
11) Junior Assistant Registrars	-	19
12) Assistant Accountants	-	11
13) Junior Systems Analysts	-	6
14) Junior Assistant Librarians	-	6
15) Assistant Quantity Surveyors/Structural Engineer	-	4
16) Assistant Estate Officers	-	2
17) Junior Staff	-	219
18) Junior staff upgraded to senior staff	-	12
19) Senior Staff	-	315

We have not done too badly regarding staff promotions but we are challenging ourselves to improve further upon our current figures.

Welfare of Students

I, The SONSOL Project

KNUST is one big family and we make sure our students are not left out of our interventions. On assumption of office, we launched the Support ‘One Needy Student with One Laptop’ initiative, and I can report to convocation that with the support of our stakeholders we have received 910 laptops valued at approximately Four Million Fifty Thousand Ghana Cedis (GHC4,550,000.00) and given out 600 laptops to our needy students. We continue to receive donations of laptops that would be given out to students next academic year. I would like to use this platform to thank all our benefactors who have supported this noble initiative and encourage many more organisations to donate to this worthy cause.

I must say, I have asked the Provosts to join me in sourcing for these laptops for our students.

II) Hall Tutors for Off Campus Accommodations: The care and safety of our off-campus students is very dear to us as a University. As you are aware, we have a significant number of our students staying off-campus. Management has therefore categorised them into six (6) zones and appointed Senior Hall Tutors for each zone to work with the constituent student leaders in these locations, to provide leadership and guidance for students and to solve problems and challenges that confront these students expeditiously. These Tutors are themselves residing in these areas and are closer to the students' hostels off campus. The zones with the Senior Tutors are as follows:

- | | |
|---------------------------------------|-------------------------------|
| 1. Ayeduase North | - Dr. James Osei Mensah |
| 2. Gaza, Kentinkrono and Ayigya | - Dr. Omari Sasu |
| 3. Ayeduase South | - Dr. Isaac Kingsley Amponsah |
| 4. Bomso and Ahinsan | - Dr. E.K Arthur |
| 5. Kotei and Gyinyase | - Dr. Titus Kwoffie |
| 6. Ayeduase New site, Boadi and Emena | - Dr. Martin Owusu Ansah |

These initiatives, I must say, are yielding positive results per the feedback we are receiving from the students, and we must all commend our able Senior Tutors who are doing a yeoman's job.

Healthcare for Staff and Students

Chairman and members of Convocation, healthcare is at the very core of staff and student welfare and there are ongoing measures to improve the healthcare delivery within the University. The University hospital has been expanded to include an additional dental clinic equipped with 8 chairs for both training and dental services. Additionally, in collaboration with a South African company incorporated in Ghana, Brainwave Ghana Limited, the University has set up a Renal Dialysis Centre at the hospital to provide a state-of-the-art dialysis services. Plans to establish a staff clinic at the faculty area is at an advanced stage and will be operational in the 2022 Academic Year. A five-bed (s) High Dependency Ward/ICU for the care of critically ill patients has also been initiated at the University Hospital, as well as a cervical and Breast Cancer Screening Centre. There are plans underway to ensure all beds in the hospital have access to oxygen.

A new maternity block has just been commissioned for our use. We are grateful to Mr Frank Awuah Adjei for his kindness to us. On that note let me encourage colleagues with the capacity to give birth not to hesitate at all.

Apart from the clinical training undergraduate students receive from the hospital, we are also currently running three (3) Residency programmes in Obstetrics and Gynaecology, Family Medicine, and Surgery.

Chairman of Convocation, I am also happy to report that the hospital is currently designated as a Participating Centre for the clinical trial on COVID-19 vaccine (Sanofi Pasteur).

The role KCCR has played in our fight against the Covid-19 pandemic both locally and nationally, cannot be overemphasised. It would have been great to say we are out of the woods. Unfortunately, we are not. I therefore urge all and sundry to stick to the safety protocols and to use every opportunity we get to encourage both staff and students to take the vaccine. With December declared as Covid-19 Vaccination month, Management is working with the Dean of Students office, Student leadership and URO to entreat and encourage all students to take their vaccinations before the next academic year begins. In fact, none of us is protected until all of us are protected. Please let us all work at this as partners.

The KNUST Wellness Centre

The KNUST Wellness Centre has also been established with a Board chaired by Prof (Mrs) Ibok Oduro. The focus of the Centre is on Preventive Medicine and we must all be interested in this and drive it. The Centre has so far organised staff screening for Hepatitis and Breast cancer.

Colleagues, I cannot emphasise enough how important it is for us to take our health and wellness issues seriously. Whichever way one looks at it, we must have life to be better placed to look after our students. I encourage you all to take advantage of the opportunities available to you to stay healthy always. I know that this is a matter, that the Council of Convocation is very much interested in and would challenge the leadership to ensure that our activities are health-focused.

IMPACTFUL RESEARCH AND INNOVATION

Chairman and members of convocation, KNUST continues to work on consolidating our position as a research-intensive University with the results of our research making significant contributions at both national and global stages.

Publications

I can report that within the 2020/21 academic year KNUST churned out 2,999 research publication with 2,619 in refereed journals, 93 in books and book chapters and 287 in conference papers. Elsevier reported that the: research output of the University stands at a total of 3,692 scholarly articles in their bibliometric databases within the year 2018-2021. This resulted in a total citation of 22,419 with an average Q_i 6.1 citations per publication. Publications co-authored with institutions in other Countries/Regions accounted for 58.4% of the total publications in Elsevier, demonstrating the growing impact of our regional and international research collaborations.

A breakdown of the research contribution shows that Health Science accounted for 17.6% of the total research in the University.

KNUST Research Fund (KReF)

To enhance research, the seed capital for the KNUST Research Fund (KReF) has been increased from GHC700,000.00 to GHC1,000,000.00.

The number of Research Projects on KReF for 2021 stands at 29. This is made up of 10 Seed Grants and 19 Interdisciplinary Grants. Overall, 117 senior members have benefited.

Management has expectations of increasing it further, in the coming year upon evaluation of the impact of the previous increase.

Annual Research Grants

The total annual research grants received as at October 2021 stood at \$4,951,000.00. The COVID-19 pandemic obviously has dealt a terrible blow on our inflows. But as the saying goes, when the going gets tough, the tough gets going. Please let us smoke out all the COVID-19 related grants and go for them. We are well able, as always! It is our hope that the grant awards will increase before the end of the year.

Young Researchers Forum

To promote research and grantsmanship among young researchers, the Young Researchers Forum has been established under the office of Grants and Research to drive research and grant hunting among young Faculty members. The Forum has organised a webinar on “Funding opportunities available to researchers at the Africa Academy of Sciences” for early career researchers in the University. We are looking forward to more innovative programmes in the months ahead.

Other Initiatives Undertaken to improve upon our Systems

I) Quality Assurance

Chairman and members of convocation, to enhance quality in all spheres of the University, the following steps have been taken:

- 1) The Quality Assurance and Planning Unit is currently under- going restructuring.
- 2) Quality Assurance sub-committees have been empowered in all Colleges and Units.
- 3) Management currently holds meetings with the sub- committees to receive regular feedback on activities in the various Colleges and Units.
- 4) Accreditation review committees have been set up at all levels to facilitate accreditation of programmes.
- 5) The University is currently working closely with GTEC to ensure that all programmes in the University are duly accredited.
- 6) Newly recruited staff are to take online examinations on selected policies before assuming duty.
- 7) Policy Champions have been commissioned to drive the implementation of the various University policies
- 8) Policy workshops have been organised at the various Colleges facilitated by the Policy Champions.
- 9) Mentorship Coordinators and Mentorship Coordinating Teams have been set up at the Colleges.

- 10) The Registrar's office is working with QAPU to evaluate performance of all Secretaries to all Committees of the University.
- 11) An Enterprise Development Board (EDB) to champion the one Department one Start-Up (1015) initiative as well as maximise the profitability of our existing businesses has been set up. The Board is chaired by Prof. Yaw Adu-Sarkodie. They are currently reviewing proposals for the 1015 as well as provide guidance and advice on existing enterprises of the University and any new partnerships that interested stakeholders, may want to have with the University.
- 12) The KNUST Legal Advisory Board which has a mandate to support the legal office of the University with technical advice on cases, is chaired by Prof (Mrs) Lydia Apori Nkansah, Dean of the Faculty of Law.

II) Development of New Policies to guide our operations

We continue to develop policies to guide the operations of the University, I can report that the following new policies have been approved for use by the University:

- 1) Risk Management Policy
- 2) Anti-Fraud Policy
- 3) Safeguarding Policy
- 4) Policy on Industrial Attachment
- 5) Counselling Policy
- 6) Students Fee Credit and Debt Management Policy
- 7) Procurement Policy
- 8) KNUST Energy Policy

That brings the total number of University policies to 39. Please, it is important we get ourselves acquainted with these policies to enhance our operations and work output.

Once the list ended with the energy policy, let me take the liberty to add that the Policy seeks to guide sustainable consumption and supply of energy on campus. The guiding principle for the KNUST Energy Policy is drawn from SDG 7 - which clearly specifies the need for "affordable, reliable, sustainable and modern energy services for all". We need to be ambassadors for energy efficiency and ensure we turn off all appliances when the day is done. We continue to work on the lightening situation on campus and off campus including Obuasi campus and have bought 120 additional solar lights to enhance our lightening in addition to the 16,000 LED bulbs the Minister of Energy and his Ministry graciously donated to us, to reduce our energy consumption and improve security.

Mr Chairman, with your permission I progress to the third thematic pillar, digitization and ICT.

DIGITIZATION AND ICT

Chairman and members of Convocation, if there is one lesson we have all learnt as an academic institution, since the outbreak of the COVID-19 pandemic, it is the fact that we cannot continue with our traditional modes of teaching but must have a blend of both in-person and online lectures. This is a timely decision you all assisted the University to make. The University is now committed to ensuring that at least 30% of all lectures are on virtual

platforms and 70% in-person in order to ensure our versatility as an Institution. To this end, we have taken steps to develop a robust and resilient ICT infrastructure; A new Data Centre, to the tune of over GHC 10 Million has been designed and is under construction with new equipment bought to augment what we have to enhance our E-infrastructure. I can also report that our E-learning studios to aid online teaching and learning have been expanded with 80% of the equipment needed for its operations procured.

To support E-learning and teaching, it is imperative we provide multimedia facilities in the lecture rooms. Approval has been obtained to retool all our lecture rooms to make them SMART classrooms at an estimated cost of seventeen million Ghana Cedis (GHC17,000,000.00). We are committed to executing this project because of the importance we place on making our classrooms fit for purpose in this digital era. We have integrated live class softwares like Zoom and Big Blue Button into the VClass and gone ahead to procure 500 zoom licenses and registered 1,500 more licenses through GARNET for use by staff.

Under the auspices of the Ministries of Education and Foreign Affairs, KNUST has been supported with the state-of-the-art E- Learning Facilities with assistance from the Indian High Commission.

To ensure a smooth transition from the traditional in-person mode to the blended mode, QAPU facilitated a training of all lecturers and students on the use of the VClass platform. Other interventions to support the digitization agenda of KNUST includes a migration to a fully automated online transcript system and the gradual rolling out of a campus-wide VolP system for communication.

Chairman and members of Convocation, a significant step towards the digitization agenda of the University has been the restructuring of UITS to better support E-learning and other activities. I can report that the University Council has, given her blessing to the new structure. The position of UITS Director has been elevated and the UITS now has five sections/Divisions. These sections are:

1. Software Development Division
2. Network Operations and Infrastructure Division
3. User Support Services Division
4. Information Security and Technology Assurance Division'
5. System and Data Management Division.

With these new changes and the establishment of the E-Learning Centre we hope to provide optimum E-services to provide the required support for teaching, learning, research and administration of the University.

Let me now proceed to address actions taken towards the fourth thematic pillar, entrepreneurship drive for students.

ENTREPRENEURSHIP DRIVE FOR STUDENTS

Chairman and colleague members of Convocation, it is part of our mandate as a University to provide entrepreneurship training and drive community engagement to improve the quality of life of the people we serve as enshrined in our mission statement. To this end, all Colleges including IDL continue to include entrepreneurship and life transforming content in their curricula. The University, working through the Centre for Business Development (CBD) has organised several training programmes to build the capacity of our students in entrepreneurship. I can report to convocation that as a result of these interventions the ENACTUS KNUST team has won several national and global awards. The team is currently working on setting up a tomato processing and preservation plant at Akumadan in the Ashanti Region.

Our entrepreneurship drive will fail, if we do not engage industry constructively. To this end, Industrial Liaison Committees have been appointed in all Colleges to facilitate linkage with relevant industries to support our entrepreneurship drive. Through the Mastercard Scholars Entrepreneurship Fund, close to forty (40) students and Alumni from various MCF cohorts have been allotted funds to scale up their businesses. An Academia-Industry Mobile App has been created to facilitate information exchange between researchers, industry players and other agencies by an intern of the KNUST. Business Incubator with support from BSU Phase III.

Start-up Academy and Incubation

The Kumasi Business Incubator (KBI) under the auspices of the eTransform Project of the Ministry of Communication has established the Start-up Academy. The academy is a pre-incubation programme that trains start-ups purposely for incubation. The KBI Project Team is currently training its 3rd Cohort of Start-Up Academy. So far, over 1,300 students from different Departments have participated in various pre-incubation activities.

Hospitality and Tourism Exhibition

A pilot hands-on training in Services Start-Ups in Hospitality and Tourism Management has also been organized at the KBI. The CBD organized Pre-Incubation pitching for 45 business ideas from 250 students who were taken through Design Thinking for 6 weeks.

Career Enhancement Training

Apart from the Entrepreneurship Clinic, CBD organized Career Enhancement Training mainly for final year students. The training in CV writing, Interview Attendance Skills, and Corporate Behaviour was also organized for the KNUST School of Business. Student Associations took part in several skills' development and entrepreneurship training programmes in the year.

Skills for Future of Work

In June 2021, the Incubator Hub organized the second hackathon for Artificial Intelligence for interested students across the University. During this vacation, the Hub is organizing virtual trainings that seek to prepare students and graduates for the future of work in Artificial Intelligence, Proficiency in Excel, Digital Marketing and Consumer Analytics.

Prototyping Centre

The CBD, realizing the need for advancement in technology and precision quality in 3D design activities, has through the BSU III, procured state-of-the-art equipment for pro to typing at the cost of \$50,000. These machines will be of great benefit to students and

practitioners of Architecture, Mechanical Engineering, Electrical Engineering, Biomedical Engineering, Industrial Art, Communication Design and so on.

In addition to the aforementioned, the following initiatives are also carefully designed to boost students' entrepreneurial skills:

- 1) **One - Department - One - Start-Up (IDIS) initiative:** Some Departments and Faculties have submitted business proposals that are receiving attention from the Enterprise Development Board. These would be provided with seed money to commence the Start-Ups.
- 2) **Ideas Challenge:** This Programme, to be coordinated by the KBI creates a platform for students with innovative ideas to pitch their innovative ideas. Successful ones will receive support for implementation from the KBI.
- 3) **Entrepreneurship Support Fund:** Management is working with the student leadership to start and grow this fund to support the entrepreneurship drive of students.

To make entrepreneurship among students have a strong foothold on campus, the following Centres are to be established in the coming academic year.

- 1) KNUST Internship Placement Centre (KIPC)
- 2) KNUST Career Development Centre Now to the fifth thematic pillar, Infrastructure.

INFRASTRUCTURE

KNUST Teaching hospital

Colleagues, as you are aware, the development of the first Phase of the KNUST Teaching hospital made up of the OPD and Administration blocks with one floor for wards which had stalled for so many years has commenced, with support from Government. The Phase 2, made up of 800 beds has also been factored into the 2022 National budget (Appendix 10E, number 9) and we are praying that it commences as scheduled.

Repair of Campus Roads

Chairman and members of Convocation, I can report that with the support of the Government through the Minister of Roads and Highways, campus roads are receiving some facelift. In total, approximately 38km of campus roads would be asphalted. As we can see the work has begun in earnest and hopefully would be completed by the end of January 2022. Our other campuses are also receiving facelifts. These include 5 kms of roads in Moree 1.5 km in Kansoworodo, 3.0 km in Obuasi and 1.0 km at Kwabenya in Accra. We are indeed, most grateful to the Minister, Honourable. Amoako-Atta for his commitment and support to ensure that the best University in Ghana has the best of roads to facilitate effective teaching and learning.

Chairman and members of Convocation, with the increasing enrolment numbers as a result of the University becoming the preferred choice for most SHS graduates, it is fitting that we pay particular attention to the expansion of our infrastructure to accommodate the high student numbers. I will begin discussing our staff bungalows and work towards the faculty area and other Units within the University.

Renovation of Staff bungalows

Some funds have been accumulated from the rental charges on staff accommodation to improve renovation works of bungalows on campus. The following is an update on the renovation works so far:

- 1) Bungalows have been renovated or redeveloped along Okodie Road
- 2) Senior Members/Senior Staff/Junior Staff bungalows have been repainted
- 3) Obuasi Bungalows have been renovated

The exercise is on-going and we will ensure that all our staff are decently accommodated.

While we are at our bungalows, I would like to make a special appeal to my dear Colleagues to kindly assist the University with the Source Sorting of our waste into Plastics, and other wastes by taking active interest in ensuring that, only PLASTICS are put in the YELLOW BINS to be collected by the KNUST Plastic Recycling Team, while all other waste go into the GREEN BINS. Please let us all continue to work towards attainment of SDG 6. Your maximum cooperation with this, is very much appreciated.

Other Physical Infrastructure

Chairman and members of Convocation, please permit me to update you on works regarding other physical infrastructure done so far. The following projects are either completed or currently at various stages of completion:

- 1) Gaza Food Court/Canteen - Completed and Commissioned
- 2) KNUST Dialysis Centre - Completed and Commissioned
- 3) KNUST Dental Clinic - Completed and Commissioned
- 4) KNUST Maternity Ward Extension - Completed and Commissioned
- 5) Construction of Proposed Postgraduate Building for College of Engineering (KEEP) - 60% complete
- 6) Regional Water and Sanitation Building Phase II - 45% complete
- 7) Construction of proposed offices and classrooms for College of Engineering - 61% complete
- 8) Department of CTM Staff Common Room/Postgraduate Classrooms - 85% complete
- 9) KNUST Children Library - 80% complete
- 10) Campus Petroleum Station - 75% complete
- 11) Wilkado Hostel Continuation - 50% complete
- 12) Beautification of KNUST Entrance: 98% complete
- 13) KNUST Business School Block C: Completed
- 14) Proposed Lecture Hall Complex Phase II for IDL Accra City Campus (Adenta) – 10%
- 15) KNUST Police Station Entrance Gate - 80% complete
- 16) Mixed Use Facility at Commercial Area - 58% complete
- 17) Laundry Services Project - 50% complete
- 18) Nursing Block, at the Medical Village: Completed
- 19) Construction of Drains and Pavement Walkway at Medical Village - 30% complete
- 20) Faculty of Art Phase II: 40% complete
- 21) Social Science Block Complex: 95% complete
- 22) Fixing of Elevators at Social Science Complex: completed
- 23) GUSSS Hostel Work Phase V: 98% complete
- 24) School of Medicine and Dentistry Lecture Theatre - completed and commissioned

- 25) Car Park at KNUST Hospital Area: 98% complete
- 26) CABE Complex: Phase I complete, Phase II is 65% complete
- 27) Mastercard Foundation Students Hospitality Facility: completed and commissioned
- 28) Renovation of changing rooms at Paa Joe Stadium: Completed and Commissioned
- 29) KSB Graduate Building Complex: Blocks A (basement), B, B1 and D completed, handed over and in use.
- 30) Repair of weak walkway slab at KNUST Hospital completed
- 31) Kitchen Renovation for Traditional Halls: Queens, Republic and Independence Halls completed
- 32) KNUST Bridge from Main Entrance to Catholic Church: completed
- 33) KNUST Journal Office: Completed
- 34) Refurbishment of Alumni Office: Completed.

Incoming Projects

Chairman and members of Convocation, we are not resting on our oars when it comes to infrastructure. There are a number of projects we are hoping to start in the next academic year.

1. Administration Block Extension: Production drawings done, MOU between GNPC signed and Procurement processes to award contract by GNPC on-going.
2. E-Learning Studios: Tender evaluation has been completed and contract awarded.
3. Library Mall: Detailed drawings have been completed and approval received from National Tender Review Committee (NTRC). Sod cutting has been done by the Chancellor
4. Food Court 3 at Business School area: Bill of quantities in progress
5. Jericho Wall and Police Station: Tender evaluation completed; contract has been awarded.
6. Central Multipurpose Laboratory Complex for undergraduates with support from Ghana Gas: Detailed drawings have been completed; approval received from National Tender Review Committee (NTRC). Sod cutting has been done by the Chancellor
7. Exams Audit Interior Partitioning: Estimates have been completed. Procurement process is ongoing.
8. KNUST Career Development & Internship Placement Centre (KIPC): Sketch designs have been completed and sponsored by GRASAG- Going through procurement procedures.
9. Junior Staff Housing at E-Line: Drawings have been completed and captured in the 2022 budget.
10. 50 Staff bungalows is projected to be renovated
11. Students Centralised Food Court: Las Palmas Food Court & Students Centre (LPCSC) - A new developer has approached management to complete the Students Food court.
12. The Hockey pitch to be done with sponsorship from Ghana Gas

Proposed projects for consideration by philanthropists and Stakeholders

Globally, Alumni and other philanthropists play a significant role in the infrastructure development on university campuses. We are in touch with some philanthropists who have

given their assurance to construct the underlisted projects. In the fullness of time, these benefactors would be made known to Convocation.

1. Entrepreneurship & Innovation Centre: Detailed drawings and costing submitted to a Philanthropist for assistance.
2. KNUST Physiotherapy and Wellness Centre: Detailed drawings and costing submitted to a Philanthropist for assistance.
3. Library for Obuasi Campus: Detailed drawings and costing submitted to a Philanthropist for assistance.

I am sure, Convocation would agree with me that, when completed, the projects could be named after our benefactors.

CONSTRUCTIVE PARTNERSHIPS

Chairman and members of convocation, the University continues to establish new relations through signing of MoUs with academic and corporate organizations. The following collaborations are currently ongoing:

- 1) University Partnership Initiative Project with the US government;
- 2) Collaboration with the Association of Ghana Industries (AGI);
- 3) KNUST's collaboration with the Technical University of Munich (TUM) has generated a number of projects including:
 - i. A partnership in scientific, technological and entrepreneurial excellence
 - ii. Urban Water, Energy and Food Nexus
 - iii. Sustainable e-Waste Management
 - iv. Research Network on Responsible AI
 - v. Clean Energies for All

TCC designated a 'UNESCO Category 2 Centre of Excellence

Chairman of Convocation and members, I am happy to report that following a joint initiative of the Government of Ghana through the Ministry of Education and UNESCO, the Technology Consultancy Centre (TCC) is now designated a 'UNESCO Category 2. Centre of Excellence in Engineering Innovation, Manufacturing, and Technology Transfer. The event took place on November 22', during UNESCO's 41st General Conference in Paris, France, where UNESCO's 193 Member States approved the establishment of the Centre of Excellence.

The Centre's name reflects both its new international role and its reputation for excellence in training and translating the research done at the University into commercial outcomes.

It will be the first UNESCO category 2 Centre of Excellence in Africa, specializing in engineering and the fifth in the world after those established in China (2), Denmark and the Russian Federation. KNUST thus, can boast of one of the 5 UNESCO Centres of Excellence in Engineering across the globe and we must all work very hard to make it succeed.

Chairman and members of Convocation, as we continue to push the internationalization agenda, staff and student mobility create avenues through which KNUST share their experiences with collaborators. Under outbound mobility I can report of the following which are still active:

- 1) Wuhan University of Technology, China
- 2) CEFAM, France
- 3) Technical University of Munich, Germany
- 4) Frankfurt University of Applied Sciences, Germany

Regarding **inbound mobility**, KNUST continues to be the preferred destination for students from the following Universities:

- 1) University of East Anglia, Norwich, UK
- 2) Darmstadt University of Applied Sciences, Germany
- 3) Ramapo College, New Jersey
- 4) Isa Lille, France
- 5) Delft University of Technology (ITU Delft)
- 6) Baden Württemberg International, Germany
- 7) Technical University of Munich, Germany
- 8) Frankfurt University of Applied Sciences, Germany
- 9) Ecole Nationale Supérieure des Beaux-Arts des Paris (ENSBA), France
- 10) Ecole Spéciale des Travaux Publics, du Bâtiment et de l'Industrie

KNUST students and staff continue to receive grants and scholarships from the following organizations:

- 1) Queen Elizabeth Commonwealth Scholarships
- 2) Erasmus+ Scholarships
- 3) The Korea Government Scholarships
- 4) TWAS-ENEA. Post-Doctoral Fellowship

Although the academic year began in the heat of COVID-19, the year under review has recorded the signing of over fifty (50) partnerships bringing the total number of active MoUs in KNUST to over two hundred and ten (210) to date and still counting.

Alumni Collaborations

To stay in constant communication with one of our major Stakeholders i.e. Alumni, we have developed the KNUST Alumni CONNECT App that would enhance effective communication between the University and Alumni as well as improve mentorship between Alumni and students. The KNUST Alumni CONNECT App, to be launched soon, would bring us closer to our Alumni and create a platform through which the Alumni can play a bigger role in what goes on at the University.

Centre for Capacity Building and Innovation (CCBI)

Chairman and members of Convocation, KNUST continues to focus on not just building capacity within the University, but also for the entire country and beyond.

The newly created Centre for Capacity Building and Innovation (CCBI), previously the Short Courses and Programmes Unit continues to work with the Colleges to mount demand-driven short duration programmes.

The Centre is collaborating with several organisations and groups such as USAID, JOSPONG, Ministries and Agencies, and the security services to roll out about forty-four (44) short courses. For this academic year, a total of twenty-six (26) local training programmes have been held for over twelve thousand (12,000) participants in the following category of professionals and groups:

- 1) Health Professionals
- 2) Environmental Practitioners
- 3) Development Practitioners
- 4) Security and Law Enforcement: Agencies
- 5) Monitoring and Evaluation Practitioners
- 6) Clinicians
- 7) Researchers
- 8) Administrators
- 9) Public Health Specialists
- 10) Sanitation Inspectors and Waste Management Experts
- 11) Graduate and Postgraduate Students
- 12) Assembly Members
- 13) ICT Practitioners
- 14) Communication and Media Personnel
- 15) Project Managers
- 16) Artisans
- 17) Crop and Poultry Farmers
- 18) Bankers etc.

The Centre collaborated with the KNUST Mastercard Scholars Programme to deploy fourteen (14) short courses across disciplines for some seven hundred and thirty (730) of their students.

The recently held Ashanti Regional Police Recruitment Entry Examinations was coordinated by the Centre in collaboration with the leadership of Ghana Police Services.

Due to the COVID-19 Pandemic, all five (5) international short: courses under the NUFFIC Sponsorship programme were held on-line and over five hundred (500) international participants took part and KNUST Short Course Certificates have been awarded.

Let me now turn my attention to how much we are doing regarding; pillar seven, i.e. resource generation and management.

RESOURCE GENERATION AND MANAGEMENT

Chairman of Convocation, our partners and benefactors continue to be a major source of support. Permit me to use this platform to thank all our friends and partners who have been so generous in making donations to our University during this reporting period.

The following are worthy of mention:

- 1) Ghana National Gas Company has donated two million Ghana. Cedis (GH¢2,000,000.00) towards the construction of a Central Multipurpose Laboratory Complex for Undergraduate Students.
- 2) AngloGold Ashanti Ghana Limited has supported KNUST Obuasi campus with Six Hundred Thousand Ghana Cedis (GH¢600,000.00) .
- 3) Japan Motors Trading Company has donated their first locally assembled brand new Nissan pick-up vehicle valued at GH¢130,000.00 to KNUST.
- 4) The office of the President has donated a 54-seater bus valued at GH¢400,000.00 to KNUST
- 5) Jospong Group has donated a compact lift truck valued at GH¢120,000.00, ten (10) tricycles valued at GH¢48,000.00 and two hundred (200) dust bins valued at GH¢47,000.00 to KNUST.
- 6) 26 computers and accessories valued at GH¢130,000.00 have been donated by the Indian High Commission to support E- Learning.
- 7) Standard Chartered Bank Ghana Limited (SCE) has donated ICT teaching equipment valued at One Hundred and Fifty Thousand Ghana Cedis (GH¢150,000.00)
- 8) The Ministry of Energy has donated over fifteen thousand (15,000) LED lights to KNUST
- 9) Mr. Ernest Appiah, CEO of AMG Group of Companies donated one million cedis towards infrastructure development
- 10) The SIC Insurance Company has donated 20 desktop computers valued at GH¢100,000.00 to the University to support KNUST's online teaching and learning.
- 11) The Support One Needy Student with One Laptop project has received tremendous support from Industries and Individuals. 910 brand new laptops valued at over GH¢4, 550,000.00 have been received. Our benefactors in this regard include:

Vodafone Ghana	-	200 laptops
Stanbic Bank	-	100
Absa Bank	-	50
SIC	-	100
Jospong Group (Zoomlion)	-	50
Tobinco Group of Companies	-	50
CBG	-	50
SRC	-	50
Standard Chattered	-	30
Ing. Nana Poku Agyemang	-	5
Lawyer Agyei Baffour	-	5
Andysarp Furniture	-	2
Multinec Enterprise	-	1
Mrs. Bernice Asamoah	-	1
KEK Insurance	-	60

Mr Fred Atta-Kumah	-	6
My Turn Construction firm	-	50
Ecobank	-	100

Tuskegee University College of Veterinary Medicine (TUCVM), Alabama has also donated books to KNUST. In our fight against COVID-19, we received the following donations and support from our benefactors:

- 1) His Royal Majesty Otumfuo Osei- Tutu II, the Chancellor of the University was the first to make a donation to KNUST in our fight against COVID-19
- 2) KNUST Global Alumni donated Fifty Thousand Cedis (GH¢50,000.00) to KCCR
- 3) Thomas Scientific and Seeding Laboratories also donated Masks to KNUST
- 4) Ghana Association of Bankers also supported with Veronica buckets
- 5) Zoomlion Ghana Limited also disinfected the entire University before each semester began.
- 6) UNIJAY Company Limited also donated locally made mask to the University.
- 7) The Ministry of Education donated items to support our fight against COVID-19:

We are most grateful to our benefactors for their show of support and kindness in our most difficult moments.

Chairman and members of Convocation, the global outlook of the University is equally important. With your permission I will provide an update on steps we have taken towards the eighth thematic pillar, making KNUST visible to the global world.

MAKING KNUST VISIBLE TO THE GLOBAL WORLD

Chairman and colleagues, we are making frantic efforts to ensure that every staff has his or her profile updated on the University website. To drive this initiative, and also to ensure all websites in the University are active, and drawing a lot of traffic online, all Colleges have set up Website Management Teams who provide frequent updates on their activities to a Visibility Taskforce chaired by the Pro-VC. The response has been positive with some Colleges having almost 99% of their staff having updated their profile. Let me congratulate the Provost of the College of Health Sciences for being in the lead.

A Committee, under the Chairmanship of the Pro Vice-Chancellor, Prof. Ellis Owusu-Dabo, has also been set up to work on KNUST's Global Rankings.

This address would be incomplete, if I were to remain silent on the fact that our great University just turned 70 years. We are leaving no stone unturned in ensuring that we celebrate this momentous occasion with all the pomp and pageantry it deserves.

KNUST@ 70

In November of 2021, our great University turned 70 years. We have put together a Planning Committee chaired by our former Vice-Chancellor, Rev. Prof. William Otoo Ellis to lead in the activities earmarked for this event. The 70th. anniversary is being celebrated under the theme "KNUST: 70 years of Global Impact, A New Age for A Renewed Focus". The anniversary was inaugurated by His Royal Majesty Otumfuo Osei Tutu II, the Chancellor on the 27th of October, 2021 at a colourful ceremony. Other activities lined up include a week

of exhibition, anniversary lecture series, interviewing of distinguished alumni by selected media houses, KNUST at 70 book launch, Alumni homecoming, the launch of an endowment fund dubbed 70@70 where we are all being invited to make donations in multiples of 70 in any currency of your choice. Let us not sit on the fringes but fully participate in the events of our 70th anniversary.

LOOKING INTO THE FUTURE

Chairman and members of Convocation, the future has arrived ahead of schedule rather abruptly, and without any prompting as a result of the pandemic. And as the world continues to be disrupted occasioned by the pandemic, process improvements and other factors, so is Higher Education.

- Are we ready to transform or change to improve?
- Are we ready for optimization?
- Are we going to do nothing now and react later?
- Or we are going to do nothing and take the risk?

As we ponder on these questions, I would like to invite all of us to be thinking about the following issues as well:

- **The need to continue to create an eco-friendly learning space:**

We need to continually create an environment that will improve the quality of personalised student learning and promote student- centred academic and skills development activities in a timely and seamless manner. Ultimately, our graduates must have the desire to be life-long learners. We would also continue to promote and facilitate research by both students and faculty, as well as faculty consultancy services. We need to increase the publications of faculty and motivate our students to do same to advance our relevance to the world.

- **Enhancement of the KNUST brand:**

There is the need to continuously innovate our operations in order to remain relevant-to our society and deliver on our mandate as a University. We need to consistently prioritise the transformation of our University into a renowned destination for learning and technological innovations. This should not only be about curriculum enrichment, pedagogy, student support and research, but also opportunities for internship placements, data management, well-resourced training laboratories and studios, digitization of relevant office practices and administration, and community impact among others. We need to grow as a University driven by insights from data with flexible, agile and productive work environments.

- **COVID-19 and the Paradigm of Internationalisation:**

Revenue streams from internationalising university brands across the world have crashed due to the COVID-19 movement restrictions. To respond to this, a refocused approach with respect to international students' enrolment is needed to maintain and expand revenue streams. For this purpose, we need to create in our business model a good balance between international students and domestic students through utilization of online and digital teaching, and synchronous teaching. We hope to leverage on the development of the eLearning infrastructure to access more international students for online schooling, and to advance KNUST education without barriers.

- **Continuous upgrade of Knowledge and use of ICT:**

Building stronger and more robust systems to support academic excellence will continue to be our focus in the coming years. A robust ICT infrastructure to support online teaching and learning as well as creating an enabling environment through training and capacity building will be the driving force for most of the projects, we will be supporting in: 2022.

- **Entrepreneurship and Business Incubation:**

We are committed to ensuring that graduates of KNUST are not deficient when it comes to innovation and entrepreneurship. To this end, we will pursue the revision of our curricular to make room for training of graduates who are not only employable but also have the potential to create jobs and continue to pursue the Entrepreneurship agenda of the University. In this direction, Faculties and Departments are encouraged to liaise with the Centre for Business Development and the KNUST Business Incubation Centre to access relevant training opportunities and exposure for their students.

- **More Industry-Academia Linkages:**

Our industry partners are key stakeholders in the training of our students will therefore focus on strengthening our industrial liaison offices in our Colleges and ensure the Captains of industry play a significant role through industry engagements and the establishment of chairs to drive relevant research in our Colleges and research Centers. We need more corporate participation to fulfil our mission as an institution.

Globally, the Alumni play a significant role in driving various projects in Universities. We will continue to work towards getting the Global Alumni to own and run the Alumni Office to build a powerful network of KNUST Alumni to support our various initiatives. We will tap the rich experience of our Alumni by supporting Alumni-driven programmes including organizing mentorship sessions and chats by the fireside where they share their stories with our students to engage their minds and inspire them to aspire to be where they are. Through this engagement, it is envisaged that internship placement opportunities for students would improve.

I have not forgotten about the need for more staff to boost our STR to conform to GTEC norms. To this end we will work with government and GTEC to ensure we have more slots for additions staff in the coming year. Our increasing student numbers point to the need for additional infrastructure including accommodation for both students and staff. We will therefore work with our stakeholders to partner the University to put up more structures to accommodate our growing numbers.

We need to continue to build on and improve our innovation and creativity in every sphere of our life as a University. This would mean, being more efficient, cost effective and have more resources available to manage the core purposes of teaching learning, research and service.

Indeed, the future health and prospects of our institution like all other institutions of Higher Education rest on our collective resolve to her shared vision and mission. Every one of us is a Task Owner and Performer at the same time.

We in Management are poised and shall continue to spearhead this with renewed vigour and focus in the coming years to ensure that we achieve the Key Performance Indicators set out in our Strategic Plan and Vision 2020-2024. I would like to urge us all, to serve this institution in whatever capacity; Student, Staff, Alumni, and stakeholders towards achieving our goals. In response to emerging challenges, we will strive to review and implement new approaches to achieving our mandate, in propelling KNUST as a leader in Science, Technology, and Innovation towards Ghana's development.

Before I conclude, let me say a "Big Thank You" to the Outgoing Leadership of Convocation for their hard work and congratulate and welcome the Incoming Leadership of Convocation. Let us continue to work together.

CONCLUSION

My Dear Colleagues and Great Family of KNUST, the ramifications and implications of the global pandemic have most certainly been dire. With courage, determination, hard work and oneness of purpose we are not only making in-roads in the battle against the invisible enemy, but we keep improving and working on our new ways of doing things in a more positive way.

Let us continue to own the problems of our communities and society and consistently proffer solutions to them through research. As a University, that is our ultimate charge and we must keep it. Let us continue to move forward with boldness and ensure that the Gown stays in Town!

On behalf of Council and Management I say Ayekoooooo (Well Done) to you all for your hard work, dedication, commitment, selflessness, sacrifices and calm confidence in bringing us to where we are today. Please, let us continue to forge ahead and work tirelessly together as we move our Great University to another level of progress. It is important for us to do what we do best. Which is, ensuring that as a University, we remain relevant to society and continue to improve the quality of life of the people we serve.

YES INDEED, TOGETHER WE CAN!

So, let's keep GOING!

Thank You very much for your kind attention and God Bless us All