

**WELCOME ADDRESS BY EMERITUS PROF. F.A. KUFUOR, CHAIRMAN OF  
UNIVERSITY COUNCIL AT THE INVESTITURE/INDUCTION OF PROF. K.A.  
ANDAM AS VICE- CHANCELLOR OF KNUST AT THE GREAT HALL- SUNDAY,  
OCTOBER 6, 2002 AT 10.00 A.M.**

Your Excellencies,  
Members of Council,  
Deans of Faculties,  
Presiding Bishop of the Methodist Church,  
Moderator of the Presbyterian Church of Ghana,  
Anglican Bishop of Kumasi,  
Representative of the Catholic Archbishop of Kumasi,  
Head of the Ahmadiyya Movement,  
Nananom,  
Members of Convocation,  
Staff and Students,  
Distinguished Ladies and Gentlemen.

Sometime early this year, the University Council began a search for a suitable candidate to be appointed to the high office of the Vice- Chancellor of this University, in succession to Prof. J.S.K. Ayim whose term of office ended with his retirement from active service in the University on September 30 this year.

By the grace of God, the searchlight landed on Prof. Kwesi Akwansah Andam, a Full Professor of Civil Engineering and the immediate past Dean of the School of Engineering as well as the immediate past President of the Ghana Institution of Engineers.

At its meeting held on June 13, 2002, the University Council appointed Prof. Andam as the Vice-Chancellor and he took office on Tuesday, October 1, 2002. In accordance with age-old traditions of Universities it has become auspicious for us to formally invest or install our new Vice-Chancellor into Office today. It is for this reason that we have all gathered here today, in the spirit of love and in the presence of the people of God, to do honour to Prof. Andam.

The presence of the representative of government, Honourable Sampson Kwaku Boafo, the Ashanti Regional Minister, confirms that this ceremony enjoys the recognition and the support of the government and the people of Ghana and I would like to express my appreciation for coming to grace the occasion with his presence.

It is therefore with much pleasure, that I, on behalf of the University Council, welcome you to this ceremony.

Thank you.

**EMERITUS PROFESSOR F.A. KUFUOR**  
**CHAIRMAN OF COUNCIL**

**SERMON FOR THE INDUCTION OF PROF. KWESI ANDAM**  
**THEME: “CHALLENGES OF LEADERSHIP”**

**Introduction:**

Today another great leader has been inducted as the Vice-Chancellor in the history of this University, Ghana, and the world at large. I wish to congratulate you and express my condolences to you. Anyone who wants to be a leader in our generation needs our condolences. Leadership is full of possibilities and challenges. Full of lessons to keep, share and practise. You can easily win some false friends. and very real enemies.

**Thoughts on Leadership**

1. Leadership involves a set of attitudes, skills, and knowledge that are learned, not inherent.
2. Leadership is service
3. Leadership is influence
4. Most effective leaders are made, not born.
5. A leader understands that leadership is not a position of glory and popularity, but a position of responsibility / service.
6. A successful leader is willing to roll up his/her sleeve and help other members of the organization when the going gets tough.

**Qualities of Leadership**

1. **Vision:** The ability to see beyond today.
2. **Courage:** The boldness to implement your vision despite almost sure opposition, criticism, and a chance of failure.
3. **Confidence:** Believing in yourself and your goals.
4. **Humility:** Confidence must be balanced with humility. One must not be too confident that he/ she ignores counsel of others.
5. **Determination:** Tenacity or persistency that refuses to quit or become discouraged because of hardships, difficulties or opposition.
6. **Concern:** Care for the national good. You need to develop a high moral standard among both staff and students. We need discipline on our campuses and nation as a whole. This concern should form part of your vision and mission statement.
7. **Faith:** We are in the system to bring about a change. Maintain a high and globally-acceptable academic standard so that people will have faith in our system of education. There should be a connection between academia and the everyday development of our country. I believe that we need holistic education of the person so that our scholars can bring about change, POSITIVE CHANGE.

**Challenges**

1. **Pull-Him-Down-Attitude:** Well-meaning and well intentioned "dragons". People who believe themselves that they helped to put you where you are and so you owe them a favour for the rest of your life.
2. **Power-Brokers:** People will try to impose their will on you. When you listen to them, you are a friend if you don't, woe unto you.
3. **Frustration:** From bureaucracies and bureaucrats, policies that impede progress, people who will never share your vision, no matter what.
4. **Fatigue:** Ghanaians and their attitudes can make you very tired.
5. **Fear:** Of failure, of displeasing some people, of being hurt by forces within and without.
6. **Lack of Motivation:** Materially and physically.
7. **The Team of Staff:** Sometimes the team we work with can be the source of the greatest pain.

### **How to Handle the Challenges**

1. Expect it as a norm - You cannot stop people from getting busy about your personal business from now on, and understand that it is a bonus allowance for all leaders (Examples: Moses, Nehemiah, Jesus, Paul, etc),
2. Develop a vision and mission statements for your personal, spiritual and work life, and stay focused on that vision.
3. Develop a sense of humour - Laugh over a lot of the issues. Don't take them too seriously and never take yourself too seriously too.
4. Be the best you can be at your job. They will praise your leadership when you are longer on the scene.
5. Refuse to be distracted (Nehemiah 6:3) (They will win if they manage to get you distracted).
6. Manage the process as and when they appear to be developing (Those that do not deserve any attention, just ignore them). Ghanaians have developed a very negative culture of talking too much, criticizing everything, and attacking their leaders. People do not submit to authority anymore.
7. Remember who you are - you are destined for greatness-regardless of circumstances, personal or otherwise, no weapon fashioned against you shall prosper. Depend therefore upon God's faithfulness - God will take care of you.
8. Never waste time to avenge- "As long as I have my foot on the head of my enemy, I can't move" (Martin Luther Jnr.) We need to move our vision and mission. There is therefore no time to waste on any person who hate us for no apparent reason.
9. Be motivated by the word of God, examples of others who have gone before you, and never be discouraged.
10. Get some rest from your busy schedule.

**REV. DR. SAMUEL ASANTE ANTWI  
PRESIDING BISHOP, METHODIST CHURCH**

**VICE-CHANCELLOR'S ADDRESS  
"THERE IS A BALM IN GILEAD"**

## **Acknowledgement**

On behalf of the University and my family, I convey our sincere thanks to everyone here this morning. Some here came from very far indeed all in support of a noble cause. To help those of us who work here build a stronger University for Ghana so that together we can eliminate suffering, disease and poverty from our country and the world.

## **Introduction**

The Chairman of Council of our University has, earlier on this morning, welcomed you to this ceremony; we have also witnessed the investiture and induction ceremonies.

This is the second time in the history of our University that the succession of a sitting Vice-Chancellor by a new Vice-Chancellor is being publicly celebrated.

To be precise, a similar ceremony was celebrated three years ago to mark the beginning of tenure of my predecessor, Professor John Sefa Kwadwo Ayim.

I pay a tribute to him and to the remaining past Chief Executives of this University, made up of two Principals and five Vice-Chancellors listed in the programme. They played their part in their days and together they have toiled to make our University great.

## **The History**

It is appropriate, therefore, that we explain briefly the significance of our meeting here this morning.

Firstly, the University has just completed celebrating her Golden Jubilee; that is fifty years of existence. It is important that we begin to do what the famous and big Universities of the world do.

The tradition of installing the Vice-Chancellor or Rector, as they were called then, dates back to the very first University in the world, the University of Bologna in ancient Italy.

The form of the ceremony was slightly different from what we are doing today.

The University of Bologna was organized, financed and run by students, very wealthy students: princes and royalties of Europe, who went to University to be properly educated, so they could return to their countries to rule the ancient world with tested skills.

The students of those days paid the faculty lecturers. Every year, the students of Bologna elected one of their number to be Vice-Chancellor. They swore allegiance to him on bended knee.

The Vice-Chancellor of the University of Bologna was also the Chief Magistrate of the city and took precedence over everyone in the city except the Bishop.

This practice flourished for three hundred years and we would have had student Vice-Chancellors today if it wasn't for this incident: the elected Vice-Chancellor had to pay for a very expensive feast for all the students of the University after his election. Initially, this was not a problem until the student population of the University of Bologna reached 10,000.

On the eve of the investiture ceremony, the elected Vice-Chancellor, to avoid becoming bankrupt, fled from the University, and was never to be seen again. And that was the end of student Vice-Chancellors. After this incident, Vice-Chancellors were appointed from the faculty, that is, from among the lecturers who need not give a feast after the investiture and induction ceremony.

### **Knowledge Comes from God**

The Universities as we have them today have their roots from the world's four Universities of Europe namely (in order of seniority):

- University of Bologna
- University of Paris
- University of Oxford (founded by scholars from the University of Paris)
- University of Cambridge (founded by scholars from the University of Oxford)

They all taught three subjects: The Church, Law and Medicine.

Universities were never meant to be secular or even atheistic. This is because the founders of Universities believed knowledge comes from God.

Throughout the middle ages, it used to be said that society depended on three pillars - the Church, the Roman Empire and Universities.

The law of the country that set up our University in 1961, Act 80, outlines clearly the objective for doing so:

*“The aims of the University shall be to provide higher education, to undertake research, to disseminate knowledge ...”*

*Act 80 Section 2*

Where do we turn to for knowledge?

*“For the Lord gives wisdom and from his mouth comes knowledge and understanding”*  
*(Proverbs 2:6)*

Again

*“... Does he who teaches man lack knowledge ...”*

*(Psalm 94:10)*

It is very clear that it is to God that we ought to turn to for knowledge that will free our country from poverty and disease. History also attests to that.

Man tried, early in the last century, to exclude God from the affairs of men in the former Soviet Union. The experiment could only last seventy years. In those seventy years, Soviet scientists were able to put man in space and nearly succeeded in deceiving the rest of the world that all was well and man could do without God. Listen to Alexander Solzhenitsyn in the book "Gulag Archipelago".

*"... Here is how they fed them in a camp in 1921: half a pound of bread, hot water for tea morning and evening and during the day ..."* - *The fingers of Aurora*.

It took President Gorbachev's perestroika and glasnot to free the Russians from oppression and deceit.

History is rich with nations and their Universities which went the biblical way, built their nations firmly on the Rock of Ages and got blessed and became very wealthy.

By 1900, there were only four universities in Great Britain: Oxford, Cambridge, London and Durham. By that time, that is, in the eighteenth century, Great Britain had become so wealthy that the rest of Europe looked like developing countries of today. Britannia ruled the waves.

From Cambridge, John Harvard went to the United States of America to found Harvard University. The founding fathers of America as we know, started a civilization with rigid biblical principles enshrining in their constitution "IN GOD WE TRUST". And the axis of civilization, wealth and freedom gradually shifted to the brave new world.

We must not forget that USA after their civil war, like every war fought in the world was poverty stricken.

In 1862, President Lincoln signed a bill that compelled every state to provide 30,000 acres of land as an endowment for new Universities to be established.

The role played by the American Universities to bring about an industrial revolution unparalleled in the history of the world is legendary. The role of the Land Grant Colleges in transforming agriculture in the USA will forever be told in man's quest for wealth. Today, many Ghanaians flock to USA to seek greener pastures. Ghanaian professionals are found in every state in America. At the United Nations Building in New York, the lowest cleaner is Ghanaian, and the Chief Executive, whom I am extremely proud to say is the product of our University, is also Ghanaian.

## **Justification**

Friends, why have I dwell extensively on the need for God centeredness in the affairs of man?



Because:

- In the constitution of the Republic of Ghana, the preamble says “In the name of Almighty God ...”
- That same constitution guarantees all fundamental human rights including: economic rights, educational rights, children's rights, women's rights, rights of the sick and religious rights.

Now, in particular, on religious rights. I am probably the most privileged person to claim God for Ghana. I can count on nearly 70%, Ghanaians who are Christian (according to recent census) and 13% Ghanaians who are Moslems. In the Ekurufi state where I come from, is where the Ahmadiyya Moslem faith in Ghana was born. That is why Ameer' was among the first to congratulate me (you can read his letter in the programme) and his delegation is right here. Of the remaining Ghanaians who are neither Christian nor Moslem, 10% are undecided and the remaining 2% follow Kwaku Firi, Tsigari and others.

So, I can command the support of nearly 98% of Ghanaians to support my call for God centeredness in the affairs of man.

### **A Balm in Gilead**

“The Harvest is past; the summer has ended and we are not saved” (Jeremiah R:20).

In the context of the whole Ghana, the Prophet Jeremiah's observation is still relevant to Ghana: the political independence has come, governments have come and left (and in some cases chased out), but Ghana remains poor. For the Kwame Nkrumah University of Science and Technology, the prophet Jeremiah's observation is even truer:

The fifty years of existence, called Golden Jubilee, has come and gone, but the students crowd around the halls of residence sleeping in groups of six in rooms originally designed for two, and getting up in the morning to queue for the toilet. The staff of the University are among the best qualified and most hardworking in the world but can hardly maintain a car let alone plan a house for retirement; in other words, both staff and students of KNUST are still poor.

The Prophet Jeremiah does not abandon the hopeless situation that existed in his country at the time. He says in Jeremiah 8:22.

*“Is there no balm in Gilead? Is there no physician there? Why then is there no healing for the wounds of my people.”*

### **My Mission and My Policy**

I have dwelt extensively on identifying the right foundation needed for building our University to become the leading technical university on the African continent and for us to be among the top ten in the world.

With information and computer technology as the underpinning vehicle we shall tackle five priority areas.

1. Expand access to funding for the University by adopting innovative methods that will bring into University coffers huge sum of monies needed to tackle the numerous problems that confront our dear University including the problem of motivating staff, who are so poorly remunerated.
2. Expand structures to decongest both the faculty and residential areas. The population of Ghana has increased six times since the first buildings were erected in this University. At the faculties lecture rooms and laboratories have not seen any corresponding expansion. It is equally bad in the halls of residence, as I have clearly explained.
3. Foster a closer collaboration with industries in Ghana including farmers to develop the country and to free it from disease and poverty. Industrial linkages at the faculty levels are extremely crucial for development of curricula and relevance of programmes offered in the University.
4. The stories you have heard about ageing staff are not untrue. Average staff age is 49.7 years or nearly 50 years. The student to lecturer ratio is about 25, generally far above the ideal 12. Innovative policies are to be introduced shortly to reverse these trends and to usher in young blood whilst going slow on harnessing the talents of the old matured dons whom we cannot do without altogether.
5. Some restructuring of the faculty levels is inevitable if we are to be relevant to Ghana. As I mentioned earlier, the American Land Grant College experience helped to usher in prosperity for America. Although essentially a technical university, balanced programmes in liberal arts must emerge to enrich our scientists and technologists so that they will be relevant for society. At present we are severely criticised for this deficiency. To this end the Faculty of Social Sciences must undergo a modern transformation, allowing a Faculty of Law to enlarge and equip our student engineers, architects, scientists, land economists, surveyors, doctors, etcetera, to cope with modern social challenges. A doctor in USA now worries more about legal issues than anything else.
6. The University has begun to bring together our alumni. The big league universities of the world flourish on the generosity of their illustrious sons and daughters. We have to catch up in the shortest possible time to seek the goodwill of our thousands of alumni.

## **Conclusion**

Chairman of Council, ladies and gentlemen, I do not for a minute underestimate the enormity of the challenge I have accepted and the weight of the problems that confront our University. But I know this story, which is known by most of us:

*“Now two prostitutes came to the King and stood before him. One of them said, “My lord, this woman and I live in the same house. I had a baby while she was there with me. The third day after my child was born, this woman also had a baby. We were alone; there was no one in the house but two of us. During the night, this woman's son died because she lay on him. So, she got up in the middle of the night and took my son from my side while I, your servant was asleep. She put him by her breast and put her dead son by my breast. The next morning,*

*I got up to nurse my son and he was dead! But when I looked at him closely in the morning light, I saw that it wasn't the son I had borne."*

*The other woman said, "No! The living one is my son; the dead one is yours." But the first one insisted, "No! The dead one is yours; the living one is mine." And so they argued before the king. The king said, "This one says 'My son is alive and your son is dead,' while that one says, 'No! Your son is dead and mine is alive."*

*Then the king said, "Bring me a sword. "So, they brought a sword for the king. He then gave an order: "Cut the living child in two and give half to one and half to the other."*

*The woman whose son was alive was filled with compassion for her son and said to the king, "Please, my lord, give her the living baby! Don't kill him!"*

*But the other said, "Neither I nor you shall have him. Cut him in two!". Then the king gave his ruling: "Give the living baby to the first woman. Do not kill him; she is his mother."*

This is the God whom I depend on for wisdom to look after this University.

Thank You.

**PROF. K.A. ANDAM**  
**VICE-CHANCELLOR, KNUST**