

STATE OF THE UNIVERSITY ADDRESS (October 1, 2002 - October 1, 2003)
DELIVERED BY THE VICECHANCELLOR TO CONVOCATION
Great Hall, 6th November, 2003

- Pro Vice-Chancellor
- Principal, Western University College
- Deans of Faculties & Directors of Institutes
- Heads of Departments
- Members of Convocation
- Distinguished Ladies and Gentlemen,

So soon, we have come to the end of another year and the end of my first year in Office as Vice-Chancellor of this great University. It has been an exciting year with a lot of achievements and some challenges which I need to bring to your notice in compliance with Statute 32(a) which stipulates that:

“The Vice-Chancellor shall convene a regular meeting of Convocation at least once a year. At one of such meetings the Vice-Chancellor shall present a report on the state of the University and its future plans.”

While satisfying this statutory provision, the purpose of this "State of the University Report" is also to review and assess progress made towards the achievement of the objectives outlined in my Vision, following my assumption of Office on 1st October 2002. Apart from serving as a monitoring mechanism, it will assist the University Management to identify any peculiar problems which may have hindered the achievement of any of the outlined objectives. Further, this report enhances my accountability to members of Convocation. In a sense, the report can also be used as an input for planning the implementation of my Vision for the University through the launching of selected special initiatives.

1.0 RESTRUCTURING OF ACADEMIC UNITS AND ADMINISTRATION

Following my assumption of office, eleven Ad-Hoc Committees were formed to consider the feasibility of restructuring the current eleven faculties/institutes into six Colleges in order to achieve greater efficiency in the Faculties. These committees have finished their work and their reports have been considered by the Executive Committee, the Academic Board and the University Council. In addition, two other committees were also formed to consider the restructuring of the Administration, including the Finance Office, and the University Library. These two reports have also been reviewed and their recommendations accepted by the appropriate University authorities.

The review of the current Statutes promulgated in April, 2000 is in progress and it is anticipated that the output would be ready for discussion and ratification latest by end of March 2004. Within the next quarter, efforts would be made to complete the statutes review to provide the required legal backing to the restructuring exercise.

2.0 STUDENT POPULATION AND CHARACTERISTICS

For the 2003/04 academic year KNUST received 13,617 applications for the various undergraduate programmes. Out of this, 11,768 (i.e.86.9%) qualified but only 4,863 [i.e. 41% of the qualified applicants) could be admitted. The gender distribution of the qualified applicants admitted were the same 41% for both sexes.

With the addition of 609 postgraduates, the total number of candidates admitted this year was 5,472; an increase of 5.7% over last year's figures. Out of the 5,472 candidates admitted, 421 were foreigners, with the majority of them being Nigerians. Five hundred and ninety three (593) were Ghanaian Fee-Paying students. KNUST admits students from ALL the regions of the country. Ashanti region tops the list with 27% of all students admitted this year. The distribution for the other regions are as follows; Eastern Region (16%), Volta Region (12%) and Central Region (12%). Greater Accra Region (9%). The remaining regions had less than 5% each - Western Region (1 %) and Upper West Region (0.9%). About 9% of the students did not indicate the regions they came from.

In terms of Faculties, most of the candidates were admitted into the School of Engineering (20%), followed by the Faculty of Science (19%), Social Sciences (17%), College of Art (12%), Faculty of Environmental and Development Studies (FEDS) (11%), Faculty of Pharmacy (5%), School of Medical Sciences (5%), Institute of Renewable Natural Resources (IRNR) (5%), Faculty of Agriculture (4%) Law and ILMAD (2%) each.

The introduction of the new residential policy automatically gave residence to all first year students admitted. Out of the current population of 14,337 (with 10,417 being males and 3,920 females) less than 40% are resident on campus. We know in practice however, that the number of students actually resident in the halls is far higher than this.

Research into the background of candidates admitted revealed that each of the top class schools such as Presbyterian Boys Secondary School- Legon, Prempeh College, Opoku Ware, Mfanstipim, Wesley Girls High School, Achimota, St. Louis Secondary, Pope John Secondary, St. Augustine's, Yaa Asantewaa, St. Peter's, St. Rose's, etc. have between 3- contributed about 40% of the number of fresh students offered admission this year.

Obviously this partly justifies KNUST's new policy on admission for candidates from deprived schools. This year, fifty-nine (59) candidates benefited from the policy which has been a trail-blazer. Plans are underway to increase the intake from such schools next year. So far, media comments have been very favourable and it has been seen as an innovative way of addressing current inequities with our educational system.

3.0 OPEN ELECTIVES/NEW PROGRAMMES

The electives were introduced to complement our specialised programmes as well as provide a broadened context for exploring personal and career choices. In addition, they will make our students graduate as balanced and well-grounded professionals.

In view of the above, during the year under review various electives were introduced in Music, Cultural Studies and Sports. Available registration data indicate that some of the well patronised courses include "Introduction to Sound Engineering" (MUS 159), "Keyboard

Skills" (MUS 153), "Fundamentals of Music Theory" (MUS 151) and "Basic Tennis" (PES 101). A total of nearly 350 students registered for the music related electives and about 200 registered for the sports- based electives. We have received favourable comments from students in their evaluation of these courses and we intend to resolve all the teething problems that have emerged during this formative year. Efforts will therefore be made through a central time table to ensure that various clash of lecture periods encountered this year are reduced to the barest minimum.

Based on some interest expressed by students, discussions are also well advanced to introduce additional electives such as "Karate" and "Tae Kwan Do". In addition, it is also planned that the period between the end of the second semester and the beginning of the first semester will be used to mount some of these elective courses for members of the larger University Community. It is now clear that the University swimming pool is to function efficiently hence forth by the addition of the conference centre. I intend to convince Academic Board to introduce swimming as a course that all our graduates should be encouraged to offer. This can be achieved by say offering the course to ALL second year students in every year. It could be a one credit hour course.

The University also introduced new programmes in Law and Nursing as a way of diversifying and enriching its curricula. So far the response by students to the new programmes has been appreciable. While these programmes were over-subscribed, only 60 students were admitted to pursue the Law programme while 41 students were offered admission and enrolled in the Nursing programme.

BOEING WORKSHOP TO ASSIST KNUST'

The giant aircraft industry, Boeing, organised a workshop in Accra on 13th-14th October, 2003 to formally declare her assistance to KNUST to run a program in aerospace engineering. The workshop brought together all the stakeholders in the aviation industry including the Ghana Civil Aviation Authority, Ghana Air force, and Ghana Airways.

It has become apparent that Ghana and the sub region are in need of aerospace engineering skills and professionals. The Department of -Mechanical Engineering and the Department of Civil Engineering already have the capacity to mount a 4-year BSc. programme and are preparing to start the programme in August 2004. Other stakeholders present pledged different types of support for the programme.

4.0 STAFF RECRUITMENT AND PROMOTIONS

In view of the explosion in student numbers and the unfavourable student/teacher ratios in several departments of the University, strenuous efforts were made to recruit lecturers during the year under review. In all, a total of twenty two Lecturers, three Senior lecturers, one Associate Professor and one Research Fellow were recruited into the various faculties to complement the ageing and the over-worked members of staff. Two Assistant Librarians were also recruited to support the work of the library. This was achieved somewhat partly as a result of the reduction in application processing time and a more aggressive campaign and

personal contact by the Vice-Chancellor, Deans, Directors and Heads of Department. We are hopeful that following the review of our service conditions by government as promised earlier on this year, we will be able to attract and retain more lecturers.

The year under review also registered promotion of several members of staff. Between October 2002 and October 2003, we recorded the following promotions:

- a. eight lecturers were promoted Senior Lecturers;
- b. three senior lecturers were promoted Associate Professors;
- c. one Assistant Librarian was promoted Senior Assistant and Librarian;
- d. one associate professor was promoted Full Professor.

These promotions were facilitated by the quick turnaround of the processing of application forms when they are submitted and when the processing is completed. This has been made possible by improvements in information and communication technology. It is my hope that more Senior Members will avail themselves of the opportunities for promotion and submit applications for promotion. In this connection, I am happy to announce that the University has, over the year under review, disbursed a total of €95 million and US\$6,900 to members of staff to enable them attend conferences and workshops. It is also my hope that this year, we will receive more applications for sponsorship to attend conferences and also to carry out original research.

5.0 QUALITY ASSURANCE AND STAFF DEVELOPMENT

Quality Assurance is key to the University's strife towards achieving excellence in all spheres of its activities; namely Teaching, Learning, Research and Service. On assumption of Office, last year, a Quality Assurance Unit was established within the Vice-Chancellor's Office.

In order to institutionalise quality assurance as a permanent feature on the University calendar, workshops have been organised on the campus and at the Western University College targeting students, lecturers, and administrators as well as junior and senior staff. During these workshops the implications of quality assurance for each stakeholder's work in the University which is concerned with achieving excellence in all spheres of its activities is outlined.

During the year under review, efforts were made to pilot students' assessment of lecturers in the areas of Course Presentation; Lecturer's Bearing in Class, Mode of Delivery and Pedagogy, the results of which were used for a university-wide assessment of lecturers by students. This will urge lecturers on to do quality teaching given that they are aware that they will be assessed by their students. I would like to congratulate all our faculty by accepting this challenge. It is innovative and has transcended cultural barriers.

Other activities undertaken during the period under review include teaching methods improvement workshops as well as seminars on effective provision of service for Heads of Departments and Deans of Faculties.

Over the medium term, and to ensure the sustainability of quality assurance in the University, the following pipeline activities are planned;

- a. Incorporation of elements of quality assurance into the revised University Statutes;
- b. Preparation of quality assurance manual and hand-outs; and
- c. Review of the University's Strategic Plan Document to enable quality assurance play an effective role in its implementation

6.0 CENTRAL CLASSROOM BLOCK (CCB)

Our conservative estimates indicate that about 60% of the student body use the CCB either for lectures or examinations. It is therefore a very important resource in the academic life of this University. During the year under review, some rehabilitation works amounting to nearly €60 million was carried out on the facility and in addition fittings amounting to about €30 million were procured to replace broken down ones. In addition, other minor works were carried out to protect our investments. However, to help us adequately cope with the numerous problems associated with the facility, an Estate Officer has been employed specifically for the CCB and will also take charge of all buildings in the academic area. Within the next few months, public address systems will be installed in the large classrooms together with other teaching aids to facilitate effective teaching and learning. We will also ensure that the CCB's security related problems are tackled on a more sustainable basis.

7.0 DEVELOPMENT OF NEW INFRASTRUCTURAL FACILITIES/VEHICLES

For some time now we have been constrained by both academic and residential facilities as a result of which we are unable to expand admissions into several programmes. We have begun tackling the problem head-on with the assistance of the GETFund. Based on our urgent needs, we have prioritised our requirements for new infrastructural developments as follows:

- a. Central Lecture Theatre;
- b. College of Science Building;
- c. College of Art, Administration and Faculty Complex Phase 1, Integrated Rural Art and Industry/Centre for Cultural and African Studies;
- d. Auditorium for School of Engineering; and
- e. Sports Complex (Phase 1).

I am happy to announce that contracts for these projects have been awarded and all the contractors have mobilised to site to commence works. Sod-Cutting ceremonies were held on all these sites on 9th October, 2003 and it is our hope that these works will be completed on schedule to improve our rather critical accommodation problems.

Another major infrastructural development which will commence before the end of the year is the construction of our Ringway Estate Guest House in Accra. Tenders have been opened and the bids are currently being evaluated. This project will be financed from our own internally generated funds. Over the longer term, we intend building a new hall of residence with assistance from the GETFund.

GETFund has also requested the University to manage and supervise contracts for the construction of a Headmaster's bungalow and an Administration Block for the Technology

Secondary School on the site allocated to them by the University along the Boadi Road. This means that the current site of the Technology Secondary School will eventually become free for the construction of an ultra-modern theatre to promote the theatre arts as well as accommodate various functions for students. We will also investigate the possibility of this facility accommodating the proposed Students' Union Building.

The year under review also saw the purchase of 12 pick-up vehicles which were distributed to the Faculties; Basic Schools and other Units to enhance efficiency of their work.

8.0 INFORMATION AND COMMUNICATIONS TECHNOLOGY

You would all recall that prior to my assumption of office, some amount of work had been done on ICT in general on campus with the development of a fibre optic backbone and the HP Digital Village. These facilities are functioning well and during the year under review further developments took place.

Students have now agreed to support the ICT on campus through contributions to be used to set up an ultra-modern computer centre which would be located on the first floor of the new library block. The centre will enhance students and staff accessibility to the internet as well as research and ICT training. The centre will also have an extra access point for students and staff with personal laptops to get connected to the University computer network. The centre is expected to be ready by the end of the year. Email addresses are being generated for staff and students. The few addresses already generated are being used by staff members.

During the year under review, some faculties were able to finalise their Local Area Networks (LANs) and were linked to the University's fibre optic backbone. These faculties are Science, SMS and FEDS. It is also expected that the rest will be linked to the backbone by the end of the year.

There is also an on-going research on wireless technology for internet access on the campus. On completion, it would enable lecturers and students with laptops to access the University network within a specified radius from the Network Operating Centre. Plans are far advanced to recruit more ICT staff for the Network Operating Centre (NOC). This recruitment is needed to cater for the ICT expansion being undertaken by the University. We will continue to improve and expand ICT facilities on campus because of their strategic importance for the University's

In the year under review 100 computers were procured and distributed to faculties, departments and other non-teaching units. It is the vision of the Vice-Chancellor to provide all the 600 faculties with desk top computers.

9.0 INTERNATIONAL/EXTERNAL PROGRAMMES

Cognisant of the role that international linkages and programmes could play in propelling the University into a four-star status, efforts were made by the Vice-Chancellor to forge new linkages with other Universities outside the country. This is also strictly in line with the

University's mission statement which emphasizes the creation of new linkages and the maintenance of existing ones. Consequently, the Vice- Chancellor has set up an office of External Programmes, headed by a Deputy Registrar, to co-ordinate, streamline and strengthen external linkage programmes of the University.

In all, the University has 59 external linkage programmes, 15 of which were established during the course of the year under review. Some of these linkage programmes, such as the one with the University of Washington, involve both student and staff exchange and this appears to be the trend. One challenge that this poses is the need for us to provide the appropriate logistics. While there are a few more pipeline linkage programmes, we are concerned about how best these programmes can be co-ordinated to avoid any possible conflicts, duplication or overlapping which may occur. The Deputy Registrar (General) has been mandated to rationalise all these programmes.

10.0 PUBLIC LECTURES

To further enhance academic life on campus, a Public Lectures Committee, working in collaboration with the University Relations Office, was formed to organise and plan all Professorial Inaugural Lectures and any other public lectures on campus. The Committee has been extremely successful in organising these lectures and thus far, a total of four Public Lectures and four Professorial Inaugural Lectures have been organised by the Committee. Apart from the Professors, the others have been renowned, experienced and talented speakers from academia, industry and civil society. They have lectured on a wide range of topics including "Sports and Exercise Medicine in Ghana - The Way Forward", "Ghana's ICT for Accelerated Development Process: The Challenge of Our Time", "The Twin Towers Disaster" and "Commercial Aviation and Its Impact on Africa's Development". From all indications, these lectures have enriched academic discourse on campus and we intend pursuing a much more vigorous programme during the current year by inviting more well-known and reputable speakers to deliver lectures on the campus. We have been particularly encouraged by the attendance at these lectures which includes a fair representation of all stakeholders on the campus as well as others from outside the University, including second cycle schools in Kumasi and the media.

11.0 UNIVERSITY FOOD OFFICE

As a way of protecting university lands and also ensuring that food is produced for the University community, about 24 acres of land within the proximity of Domeabra was manually cleared and cultivated with maize. The farm operations started in March 2003 and in August when the corn was ready for harvesting, we experienced some cases of theft and therefore a mass organization of labour took place to harvest the corn half-dried. A total output of 200 maxi bags was eventually realised out of which 50 bags will be used as seed maize for next year to generate higher returns. For next year, a total of 50 acres will be planted with corn and efforts will be made to reduce the incidence of theft. In addition, vegetable and cassava production components will also be implemented.

As part of the programme, 500 day-old chicks were also bought and were ready after eight weeks when they were sold to the University Community at ¢17,000.00 per kilogram. We experienced about 12 percent mortality rate and therefore we were able to sell 446 birds and realised about ¢13.6 million. A second batch of 300 birds has been on sale since mid-October. In 2004, we intend to establish a tier-production system to ensure availability of boilers at fortnightly intervals.

On account of this initiative, the Ministry of Food and Agriculture has donated a grain drier, maize Sheller and two knapsack sprayers for our expanded activities. The drier and Sheller will be installed at the Mechanization Section of the Faculty of Agriculture. To complement this, the University has procured a heavy duty Belarus Tractor which requires various attachments such as harrow, tiller and plough for fieldwork. These attachments will be procured during the next academic year.

In 2004, we intend to rehabilitate the shed at the Mechanization Section to house the equipment and an existing twin-tower silo for grain storage. While the viability of the University Food Office initiative is yet to be assessed, there are clear indications that it is a profitable venture and could have tremendous positive impact in satisfying our food requirements and also generating some income for the University.

12.0 UNIVERSITY PROPERTIES AT NHYIAESO

You would all recall that the University owns six landed properties at Nhyiaeso which house members of staff together with two others which appear lost to us. At a point in time, approval was given for the sale of the six properties at Nhyiaeso and it was understood that the proceeds were to be used in constructing housing units for members of staff on campus .50 as to, among other things, avoid the payment of out-of- campus or commuted mileage-allowances to affected members of staff. Indeed, three of the properties were sold in the hope "that the others would 'also be sold in due course. In the course of the year under" review, we sought Council's approval to nullify the sales so that the University can regain its properties. Some of the buyers of the properties were not satisfied with the University's position and one of them caused a suit to be issued against us.

On the advice of the Technical Committee of the Regional Lands Commission, the University is soliciting the intervention of the Commission in the amicable settlement of the matter with the three buyers of the properties. A petition has therefore been submitted to the Lands Commission for a meeting with all the stakeholders and it is anticipated that the Commission would soon be able to resolve the matter-amicably between the parties. Once the properties are regained by the University, we will re-invest in them to make them attractive and also make some money for us. The locations of these properties are ideal for the development of top-notch residential rental units, hotels or guesthouses.

13.0 ALUMNI ASSOCIATION AND TECHNOCRAT MAGAZINE

The Alumni Association is a very vital asset in mobilising resources for the University's development and this was duly acknowledged in my vision. In this direction, I am happy to acknowledge that efforts have been made to expand our alumni database, both in Ghana and abroad. At the moment we have about 2,000 registered alumni but we need to grow the list very quickly for mobilising resources. We have therefore now made it possible for alumni to register directly online.

The National Alumni Association has done very well in carrying out a massive membership drive to bring all alumni into the association. To complement their efforts, therefore, we intend to re-organise, expand and strengthen the alumni office to be able to liaise with, and collaborate effectively with the various alumni associations both in Ghana and overseas. Regional Desks are to be established for Ghana, Africa, Europe, the U.S.A. and Canada to ensure effective and efficient communication between the University and the body of the alumni.

In Ghana, during the year under review, some branches or chapters (particularly Tema and Akuse) were very active and invited the Vice- Chancellor to participate in some of their activities. We trust that next year, we will have a few more chapters also becoming a little more active. For the first time in the history of the University, we have successfully introduced a magazine, the TECHNOCRAT, to:

- a. link the University with research centres and the industrial community through propagation of our research findings and new products; and
- b. serve as a link between the University and her numerous alumni around the world.

The TECHNOCRAT was initially launched during the North American Congress of the Alumni Association in Houston, Texas, in May 2003 following which it was also launched at the Golden Tulip Hotel in Accra. Appeal for funds in Houston and Accra amounted to nearly \$6,000.00 and ₵ 100million cedis respectively. In Kumasi, another launch realised about ₵100 million cedis. The second issue will be finally launched at the Western University College in Tarkwa before the end of the year. The proceeds of these various events will be used, initially, to subsidize the printing costs as well as ensure the magazine's sustainability.

14.0 UNIVERSITY BOOKSHOP

Presently, the general impression indicates that the Bookshop is not adequately providing the needed services to the University community and the general public. After some initial consultations, a new Manageress has been appointed and she has brought a new lease of life to the Bookshop. Serious efforts have been initiated to increase stock and stationery, an action that will be expanded and sustained.

As part of the strategies to address the inadequacies and negative impressions, the Bookshop team held discussions in April and May 2003 with Deans and Heads of all the

Schools/Faculties and Departments. Indications from the visit to the faculties are that the Bookshop is not providing the necessary textbooks and stationery. Where they are provided, they are of a very poor quality. Presently, members of the University have the tendency to go elsewhere rather than the Bookshop for their needs. Service is generally not satisfactory and woefully inadequate. However, there is a general consensus that if operated and managed effectively, patronage will improve. In almost all the meetings, members expressed the desire to buy from the bookstore, provided service is satisfactory. The central location of KNUST in relation to the Northern sector of the country is an additional advantage that can be effectively utilized by the Bookshop. The Bookshop can be turned into the centre and focus for the provision of textbooks and stationery not only for the University community but other educational institutions as well as other related agencies in and around Kumasi and beyond. Definitely, there is no doubt that the Bookshop forms an integral part of the University and is a critical component of the learning process and the University community provides an immense market for the Bookshop.

In recognition of these and in line with the need to establish, provide and maintain an effective service, the Bookshop has adopted some innovative strategies. While it is the fervent hope that these strategies will create and maintain an atmosphere for effective service, there is the critical need for a concerted effort, support and commitment from all stakeholders, individually and collectively - the administration, the faculties, staff and students - to raise and sustain a positive image and strive to make the Bookshop one of the best in the northern sector of the country. The University will encourage the Bookshop to pursue the following strategies:

- Reduction Sale of Old Textbooks;
- Special book package to attract first and second cycle schools surrounding the immediate environs of the University.
- Bookshop Club with special incentives for members;
- Saturday services, Book fairs sponsored by Publishers and special meet-the-author sessions;
- Lecturers to recommend for sale to students their published text-books and/or put together selected reading materials for their seminars;
- Special packages of specific book orders for staff and students as well as special occasions such as Christmas, Valentine and Easter; and
- Introduce KNUST souvenirs that will include crafts, plaques, pens, T-Shirts etc.

In view of the Bookshop's strategic importance, a contract for its rehabilitation will be awarded before the end of the year.

15.0 LOANS TO STAFF

For sometime now, it has been difficult for the University to meet its obligations to staff in respect of car, motor cycle, furniture and refrigerator loans. As at the end of December 2002, there was a backlog of loans amounting to nearly ₵2.7 billion from 759 members of staff. This was made up of ₵1.7 billion for car loans, ₵523 million for motor loans, ₵325 million for furniture loans and ₵53 million for refrigerator loans.

To date, the University has been able to approve the disbursement of ₦ 730 million from the Production Unit Accounts of various Departments/Faculties/Institutes benefiting a total of 96 people. This was made up of ₦500 million for car loans, ₦139.5 million for furniture, ₦70 million for refrigerator and ₦26.5 million for motor/bicycle. The outstanding amounts will be disbursed as soon as our financial standing is enhanced. However, a provisional amount of nearly ₦300 million is to be made available before the end of the year to be further disbursed as car loans. To facilitate this, a Loans Committee comprising members of UTAG, FUSSAG, GAUA and TEWU has been formed to examine all applications and advise the Vice-Chancellor.

16.0 REHABILITATION OF HOUSING UNITS

The University currently has a total of 615 housing units on campus and we also rent 20 flats in various locations in town. Of our total housing stock, only 15% are in "Good" condition, 30% in "Fair" condition and 55% in "Poor" condition. In view of this, and the need to increase the housing stock, a block-making venture was started last year. We won sand on university lands around Domeabra and procured 1,000 bags of cement for the block making initiative. Thus far, about 14,950 blocks have been manufactured and some are being used to reconstruct two pre-fabricated houses along Okodee Road. The rest of the blocks are to be used in the construction of new housing units in the Hall Six Area as well as in an area within the vicinity of the Staff Club. Initially, FUSSAG offered some voluntary labour to mould the blocks and we intend to sustain the effort by encouraging other associations to follow FUSSAG's example.

The rehabilitation of housing units progressed at a rather slow pace using the ₦ 24 million monthly rent deductions, part of which was also used to reimburse those who pre-financed their rehabilitation works. In view of the limited amount available for rehabilitation on a monthly basis, we have made available ₦432 million for rehabilitation of ten housing units on campus. This amount is clearly not sufficient considering the scope of work to be carried out but more money will be made available at the appropriate time. In addition, consideration will have to be given to reviewing the current rent levels for university housing some of which are ridiculously too low.

17.0 SECURITY ON CAMPUS

The Security situation on campus is far from ideal and in recent times we have experienced several cases of theft and general insecurity in our bungalows, in the halls and in the academic area. With a total strength of 214 security persons, manning six gates and 40 duty points, we are fully aware that this is insufficient considering that we need to effectively protect life and property on campus with an estimated student population of 14,000 as well as workers and dependants' population of nearly 4,500. When this is considered against the background that some of the personnel have not received any formal training and that an average of ten retires each year, then the problem can be well appreciated.

During the year under review, we initiated discussions with national security agencies who have agreed to recruit and train personnel for the University. This we believe is the best way

to enhance their capacity to improve security on campus. In addition, personnel at post would also receive in-service training to be delivered by the security agencies. The Security Services were also assigned a pick-up truck to enhance their patrol activities. We have also begun a gradual process of rehabilitating streetlights in strategic locations and along some roads to enhance security on campus. The Security Services also received a small quantity of communication equipment during the period under review.

With the proposed recruitment and training of staff, we trust that the Security Services will become very active and contribute to making the campus a safe place to enhance the performance of our core business. The recruitment exercise started on 21st October 2003 and will take about 3 months to begin yielding meaningful fruits.

18.0 UNIVERSITY HOSPITAL

The University Hospital continues to render services to students, staff and people from communities within its catchment area. On the average, 2,000 patients visit the out-patients' department daily. The Hospital has also had its fair share of problems plaguing the health sector in Ghana having to work with only five doctors (including two on locum), two pharmacists and 66 nurses instead of the required 88. Consequently, we have had a shortage of doctors, pharmacists and nurses but during the year under review, discussions were held with the Medical and Dental Council on the possibility of accrediting the University Hospital so that house officers can do their housemanship there. This would, to a large extent, improve the staffing situation. An accreditation committee from the Council visited the hospital and made certain recommendations. We are in the process of implementing some of their recommendations following which the matter would be properly determined.

During the Alumni Congress in Houston, Texas, we were able to negotiate for a full 40-foot container load of medical supplies and equipment for the Hospital. We are currently awaiting the delivery of these items which include X-ray machines. This initiative valued at \$500,000 is a gift from Gleaning International, an evangelical Christian agency. Efforts have also been made to recruit more nurses by directly contacting prospective nurses. Thus far, we have been able to recruit 15 nurses and other para-medical staff this way. As a way of coping with the situation, approval was given for the hiring of 20 nurse assistants, 11 of whom were interviewed and 9 have reported for work. The backlog of 11 will be interviewed and hired soonest. Unfortunately, we have not been able to attract any medical officers on permanent basis and, therefore, we continue to rely on the services of locum doctors over the short term.

19.0 CONSTRUCTION OF SPEED RAMPS & AYEDUASE ROAD

In view of the fact that some roads on the campus, particularly the Ridge Road, have recently experienced increasing traffic volumes; it has become necessary to introduce some traffic calming devices to reduce speeds and enhance the safety of members of the University community. Through the benevolence of the Ghana Highway Authority, we have been able to construct about 22 speed ramps in the Senior Members housing area but this programme will be continued and extended to the Primary School and Hall Six areas after which some maintenance activities will be carried out on selected roads on campus.

With the appointment of a Roads Consultant, we have been able to do some remedial work on the Ayeduase Road to make it accessible. A full-blown rehabilitation would have cost us €850 million but with the intervention of the consultant, we spent an amount of just about €10 million to make the road accessible. We will continue our discussions with the Ghana Highway Authority to begin tackling some of the other planned road projects on campus; particularly the link road to the new College of Art Complex and the road between Hall Six and Agricultural Mechanization. Subject to the availability of funds, we will initiate a comprehensive works programme on roads and drains on campus.

20.0 CAMPUS SHUTTLE BUS SERVICE

This operated fairly well during the pilot phase which started on 4th June 2003 and run for 24 days to the end of the second semester. The system resumed operation after the re-opening of the 2003/2004 academic year. It has tremendous potentials for the mass movement of students and staff on the campus. However, some of its initial teething problems, which still persist include the following:

- lack of lay bays along the heavily trafficked campus roads;
- inability to run the full vehicle fleet;
- difficulty in completing the bus shelters initiated last semester by private initiative; and
- inability to organise the planned educational programmes on the campus FM station.

Before the inception of the service the Transport Department spent ₦21.4 million for the mechanical and electrical parts rehabilitation. A further ₦21.4 million worth of tyres were bought with proceeds from the Transport Department's Production Unit Account. Proceeds from 29 days of operation this semester show a profit of ₦8.5 million.

Our medium term strategy is to gradually increase the vehicle fleet operated by the shuttle system with mini buses to a point where the taxi drivers will find it unprofitable to operate on campus. If this fails, we may be forced to ban them.

21:0 COOPERATION WITH AND UNDERSTANDING BETWEEN KNUST AND SURROUNDING COMMUNITIES

Since the establishment of the University 50 years ago, we have occasionally had some difficulties dealing with communities within its immediate environs. Some of these difficulties include encroachment on our lands, pilfering of farm products and unauthorised tapping of water and electricity from points within the University.

In spite of the fact that the lands on which the University exists were legally acquired, it is absolutely necessary that we co-exist with all 13 communities surrounding us. In line with this principle, a committee headed by Dr. Nana Edusah a.k.a Nana Asebu Amanfi VII was inaugurated on 2nd October 2003 with the mandate to discuss all issues relating to the peaceful co-existence of all stakeholders. The committee will also be responsible to ensure that all stakeholders play their rightful roles to facilitate the performance of the University's core business of teaching, research and service. We hope they will protect our crops in the University Food Office initiative.

We are hopeful that with this committee in place, the University will be able to deal with some of the several complaints we have received unofficially over the years in a very well structured and satisfactory manner.

22 SUPPLY OF ELECTRICITY AND OTHER UTILITIES TO THE UNIVERSITY

The supply and distribution of electricity to the University is at its worst performance ever. There are two reasons for this situation and they are:

- i. The absence of a bulk supply point and dependence on undedicated lines to the Nhyiaeso sub-station.
- ii. Lack of maintenance of internal supply lines, transformers and other distribution gears over the last fifty years.

The first public agreement that the Vice-Chancellor signed with a Corporate Institute on coming into office was with the Volta River Authority (VRA) in November, 2002. The agreement enjoins VRA to locate the next bulk supply to Kumasi Metropolis at the University.

The University needs ₵5.5 billion to rehabilitate the internal supply system. Last year the university failed to obtain assistance from the GETFUND and it is securing a fresh assistance this year also.

The University is constructing a second water tower dedicated to storage of water being tapped through boreholes from underground water. It is expected that when the project is completed, water supply to the University will reach the standard of any industrialised nation.

With the completion of Ghana telecom's rehabilitation of its Kumasi facilities, it is expected that telephone communication to the University will improve tremendously.

The Vice-chancellor has declared several times that the attainment of the ultimate five star status for the University will depend on the University having a total control on the supply of basic utilities to the faculties and residential areas. Water and telephone are within reach but bulk supply of electricity may have to wait.

23. CONCLUSION AND PERSPECTIVE FOR THE FUTURE

Our University is one of the finest in the world and certainly the best Technical University in Africa. We have an obligation to teach, research and serve but we can only do so if we harness all our collective potentials and move along to implement our strategic plan together with precepts of the Vision that we are pursuing over the medium term. We have implemented elements of these two frameworks for only a year and have encountered several challenges which are outweighed by the numerous successes we have chalked. We have a bright future as a university and therefore it is important that we bury our differences and march on to success. If we fail, we would have failed our nation and Africa.

I thank you for your attention and may the good Lord bless us all.