

**ADDRESS BY THE CHANCELLOR, OTUMFUO DR. DR. OSEI
TUTU II**

Chairman of University Council, Nana (Dr.) Otuo Siriboe II
Your Excellencies,
Ministers of State
Honourable Members of Parliament
Moderator of the Presbyterian Church of Ghana, Rt. Rev. Dr. Yaw Frimpong Manso
Members of the University Council
Immediate and Past Vice-Chancellors
Current and Past Pro Vice-Chancellors
Reverend Ministers
Nananom
Provosts
Deans
Heads of Department
Senior Members
Senior Staff
Junior Staff
Junior Members in *Statu Populari*
Members of the Press
Distinguished Invited Guests
Ladies and Gentlemen

I am very happy to be part of this great and historic occasion of the investiture of the eighth Vice-Chancellor of this great University of ours. This induction further happens to be the first one I am presiding over since my assumption of office as Chancellor of this University.

As custom demands, I have the singular honour to welcome all of you to this great and historic event. Many of you have travelled from afar to be with us to officially induct our new Vice-Chancellor into office and we are most grateful.

Ever since I assumed office as Chancellor of this University, I have keenly followed with great enthusiasm, developments in the University in terms of infrastructure and academic programmes. It may interest you to know that, the Kwame Nkrumah University of Science and Technology was with a relatively limited portfolio of programmes a little over a decade ago, even though the University was still achieving excellence. The University was constrained by the size of its market-driven programmes. Today, the University can boast of as many as sixty duly accredited market-driven programmes. This has undoubtedly offered us the opportunity to venture into other areas of economic interests like Business, Social Sciences and Law. I am particularly happy about the fact that our new Vice-Chancellor envisions to further introduce other market driven programmes. This does not for a moment mean that we have reneged on our core business of training science and technology experts for the socio-economic transformation of our economy.

Ladies and gentlemen, as the new Vice-Chancellor lightly put it, this University has throughout its 57-year history, been fortunate to have had visionary leaders who all led this great Institution through periods of significant change and through turbulent times. The current status and standing of our University is to a large extent, a consequence of their visionary leadership and commitment. I therefore use this opportunity to urge the new corps of administrators to only seek to emulate the successes of their predecessors during your period of tenure and lead this University through its next stage of positive development; by addressing the opportunities and challenges that are facing us now, and those that will be presented in the future.

Distinguished ladies and gentlemen, it is an undeniable fact that market forces such as hyper-competition, globalisation and technological advancement has rendered University administration and for that matter, corporate governance nowadays very challenging for any person or group of persons in the helm of affairs. Our peculiar circumstance of scarce resources, increasing student numbers without a corresponding increase in resources and infrastructure as well as a myriad of competing demands for the same resources present university administrators with a very difficult array of challenges. The conduct of university business has assumed business dimensions where financial sustainability is the order of the day. As a result, certain methods aimed at achieving financial sustainability such as the payment of fees and the admission of foreign students have come up for serious consideration. Another dimension of the whole problem is the nexus between educational quality and its cost and the proportion of the cost or unit of resource to be provided by the public, and the proportion and the amount to be borne by the student as fees. Each of these issues has complex implications, both immediate and long term for students, university authorities, parents/guardians and society at large.

Notwithstanding the above seemingly insurmountable challenge, you as administrators of this University should share in a responsibility to think deeply about KNUST as it is today and as it should be in the future. As stipulated in the University's Vision Statement, the heroic and defining aspiration of the KNUST is to excel in its core business of teaching, research and service. Deeply embedded in this aspiration carries heavy obligations which requires judgments as to what constitutes excellence in teaching, research as well as service, which is by no means, a simple task. It requires you to make choices influenced by the strengths, present interests and future opportunities of the KNUST.

Ladies and gentlemen, with the University's dwindling resource base from government, revenue mobilisation and its judicious use should become a cardinal point in your administration. Your obligation is to do all you can reasonably do to improve upon the performance of the University's core business and in this context, I believe the essence of your job, especially as Vice-Chancellor, is about working with colleagues and all our other stakeholders to help nurture an environment where the wonderful talents, within and associated with the university, are able to flourish. However, I hope to find your approach open, collaborative as well as communicative.

Through my tenure as Chancellor of this University, I have had several encounters with some of you as new corps of administrators and I have no doubt about your managerial capability. Most of you have had several years of experience in administering this University in various capacities over a long period of time and are as such, fully aware of the road map this University has carved out for itself, clearly stipulated in the University's Strategic Plan (PLAN2K14). You are not oblivious of the various challenges that are confronting the University such as congested lecture halls, inadequate student halls, student indiscipline behaviours, etc. In like manner, you are also fully aware of the various opportunities that are presented which can be explored to our advantage.

I will at this juncture give a sign of caution to the new administration to involve all stakeholders in all their activities in order not to sideline or sidestep the interest of any particular interest group. The doors of the Council Chairman and I are fully open. Under no circumstance should I be kept in the dark on any development on campus. I will also call on all collaborators to put in your best to uplift the image of the KNUST so that we together, can share in the success story.

I wish the new corps of administrators, the blessings of the Almighty God who has said in James 1:5: ***“If any of you lacks wisdom, he should ask God, who gives generously to all without finding fault, and it will be given to him “.***

Thank you and God bless you all.

OTUMFUO DR. DR. OSEI TUTU II (ASANTEHENE)
CHANCELLOR, KNUST

**ADDRESS BY THE VICE-CHANCELLOR, PROFESSOR KWASI KWAFO
ADARKWA**

1.0 SALUTATION

- Chancellor of the University, Otumfuo Dr. Dr. Osei Tutu II
- Chairman of University Council, Nana (Dr.) Otuo Siriboe II
- Moderator of the Presbyterian Church of Ghana,
Rt. Rev. Dr. Yaw Frimpong-Manso
- Ministers of State
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- Ministers of the Gospel
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- Alumni
- Senior Staff
- Junior Staff
- Junior Members in *Statu Populari*
- Members of the Press
- Distinguished Invited Guests
- Ladies and Gentlemen

2.0 INTRODUCTION

When I was ushered into University administration a couple of years ago to be Pro Vice-Chancellor, I thought it was simply going to be for a few years after which I was hoping to return to my sanguine life of teaching, research, service and the occasional moonlighting. However, this was not to be the case and that partly explains why I stand before you this morning to deliver my Investiture address as the eighth Vice-Chancellor of the Kwame Nkrumah University of Science and Technology. For me, to be a Vice-Chancellor of a great University such as ours is a great honour; because, it helps the University to transmit the best of the past to future generations, unlock the secrets of science and technology which have so far eluded us as Ghanaians and Africans, and to blend the truths which are timeless with circumstances which are forever changing. How we handle all these holds the key to a more meaningful growth and development of our University. I intend to address ways in which this can be done in this short address.

Again, it is an honour to be invested as Vice-Chancellor of this great University, because it gives me an opportunity to serve and contribute my quota to the growth and development of the Kwame Nkrumah University of Science and Technology as well as be associated with the earlier giants whose leadership helped to bring the University to this level: Dr. Robert Patrick Baffour, Dr. Emmanuel Evans-Anfom, Prof Emmanuel Bamfo-Kwakye, Prof Frank Obed

Kwami, Prof Eugene Hammond Amonoo-Neizer, Prof John Sefa Kwadwo Ayim and Prof Kwesi Akwansah Andam. After all, we are able to look into the future because we can stand on the shoulders of these great giants. In the words of Isaac Newton, “If I have seen further, it is by standing on the shoulders of giants”. We are indeed grateful to all these giants and we salute them.

It is, therefore, with sincere thanks, eager anticipation, and determined resolve that I stand before you as your eighth Vice-Chancellor. I am sincerely flattered to have been chosen among the many equally qualified people who applied for the job, but now that it is all over, we will all do better when we work together in the wider interest of our University. In fact, just as Bill Clinton has noted in his book entitled *My Life*, “Everything that has happened in the past four years has confirmed my belief in the basic values that have guided my work: every person counts, deserves a chance, and has a responsible role to play ... “. It is in this light that I extend an invitation to everyone on campus, to join me so we can work together to advance the cause of this University.

Our differences are important, and make life more interesting, but our common humanity matters more and that is why we need to work together, build consensus, consult with each other, collaborate among ourselves and build partnerships in the interest of the University. As Tom Wilson has emphasized, “Many of us are more capable than some of us ... but none of us is as capable as all of us”. Again, Helen Keller renders this aptly by saying that “Alone we can do so little; together we can do so much”. James E. Hunton made the same observation when he noted that “Coming together is a beginning. Keeping together is progress. Working together is success”. Colleagues, need I say more about the need for us to work together?

3.0 MY VISION FOR THE KNUST

Nana Chancellor, you would recall that, two years ago, the University evolved and launched its Corporate Strategic Plan (PLAN2K14) with clearly defined Vision and Mission Statements which are still as relevant today as they were then. The Plan is a clear and thoughtful, collective vision to enhance our academic quality, diversity, and stature as a world class University. How we emphasize, prioritize, apply resources in implementing the Plan will influence our future. In addition, the past four years have also seen the initiation of some organizational and physical developments including the restructuring of Academic Units into six compact and well focused Colleges. As Vice-Chancellor, I would also like to provide a vision of where we are headed and a road map to guide our journey forward. A road map that assesses the trends and opportunities we confront and a road map that sets further, a series of benchmarks by which we will judge our success.

In view of the foregoing, my vision as Vice-Chancellor will be to provide effective leadership to further develop the University into a world class centre of excellence for teaching and research. More specifically, I intend to work very closely with the Colleges, the entire staff and other stakeholders of the University to make KNUST a leading Institution of higher learning in Africa and one of the best in the world. I also envision that KNUST will provide opportunities for world class higher education and research to support the overall

national development agenda. In fact, I look forward to the day that the first Nobel laureate will emerge from this University.

In addition, I see the KNUST as a place where individuals are inspired and their lives transformed by their education. It is also part of my vision to see our students graduate and emerge from the University armed with the scientific, technological, and ethical skills as well as logic and communication skills that will position them as the next inventors and leaders of the 21st century.

My vision will be accomplished through prioritizing activities and projects, enhancing internally generated funds, and linkages as well as through judicious management of resources. My focus will, therefore, be in the following specific areas:

- a. *Physical Infrastructural Development/Maintenance;*
- b. *Academic Programmes and Students' Affairs;*
- c. *Human Resource Development;*
- d. *Financial Resource Mobilization;*
- e. *Enabling Environment for University Governance;*
- f. *University/Government Relations and Alumni Affairs;*
- g. *Municipal Services;*
- h. *Information and Communications Technology;*
- i. *Distance and Continuing Education, and*
- j. *Effective Collaboration and Relationship with Industry.*

There are detailed and specific strategies for each of these thematic areas but for lack of time, please allow me to present abbreviated versions of my thoughts on each of them.

3.1 Physical Infrastructure Development/Maintenance

In the area of physical infrastructural development, for example, our current circumstances dictate that we quickly evaluate and re-prioritize all on-going projects based on their financial resource requirements and stage of completion' so they can be completed soonest with major emphasis on lecture theatres. Once these projects have been completed, we can then plunge into another phase of development of physical infrastructural facilities including additional lecture theatres, laboratories, workshops and studios, learning centres, offices for Faculty members, auditorium for students, a new wing of the Central Administration Block, a hall of residence, extension to our Library, a new JCT Centre and so on as stipulated in PLAN2K14.

Starting with the College of Science, we will gradually commence a programme of re-equipping and modernizing our laboratories following the successful model we used in developing the Telecommunications Laboratories in the College of Engineering. In the shortest possible time, we will have to produce a Physical Development Plan to guide the overall growth and development of the University; especially the civic and commercial precinct. In addition, we need to begin thinking about what we intend doing with our properties in Accra and at Nhyiaeso. There are a range of possible uses of these lands

including distance learning centres, rental apartments, offices and hospitality facilities. To motivate staff to develop their own housing units, it is intended that we acquire land in a nearby off-campus location to be subdivided and sold to senior members and the entire staff of the University. Nana Chancellor, we trust that you will use your good offices to facilitate the process.

3.2 Academic Programmes and Students' Affairs

We shall continue reviewing our programmes, with substantial inputs from our major stakeholders, to enable us respond quickly to any niches that may be created in the market place. Thus far, we have received enquiries about launching new programmes in Veterinary Medicine, Real Estate and Facilities Management, Physiotherapy, Midwifery, Urban Management, Fire and Safety Engineering, Municipal Engineering, MBA by distance learning and Law Enforcement. We will definitely respond positively to these enquiries and mount the programmes during my tenure as Vice-Chancellor. We shall also endeavour to establish the professional Law School here on campus and relocate the Executive MBA programme from campus to the city of Kumasi. This way, patrons of this programme will enjoy enhanced physical access to our facilities. Local post graduate training of MPhil and PhD students will continue, after a review of the current programme. Efforts will also be made to introduce courses such as Logic and Ethics, initially as an elective, but subsequently as a compulsory course, to enhance the liberal arts basis of our science and technology students.

The Quality Assurance and Planning Unit will be strengthened with the engagement of Professional Educational Measurement as well as Curriculum Research and Development specialists.

The on-going efforts to attract and retain younger faculty members to enhance the current student-teacher ratio of 27: 1 to enable us gradually move towards the recommended student-teacher ratio of 15: 1 will continue vigorously. Finally, we intend to limit undergraduate admissions to modest increases of between 10 and 12% for on-campus programmes to ensure quality, vis-a-vis available facilities and, in addition, diversify the student population. We will also continue to emphasize science and technology in line with our initial mandate; implying that, freshmen admission figures will now reflect this concern. We need to avoid spreading ourselves too thinly. We simply do not have the scale or resources to be all things to all people.

Nana Chancellor, as an institution that is sensitive to the plight of the needy, effective November 2006, the University Health Services will commence a scheme under which needy students studying Medicine, Nursing, and Medical Laboratory Technology will work on part-time basis for a maximum of ten hours a week at our Hospital. This will help supplement their finances as well as equip them with relevant practical on-the-job experience. Meanwhile, all other teaching and non-teaching departments are encouraged and challenged to explore the possibility of introducing similar initiatives to enable needy students earn some additional income.

3.3 Human Resource Development

In recent times, I have been very impressed about submissions from most of our colleagues applying for promotion because they almost always exceed the minimum threshold standards specified in our criteria. One interpretation of this is that, research output appears to have increased somewhat over the past few years. Initially, most of us were not quite enthused when our research outputs on departmental basis were laid bare. Soon after this, there was a marginal increase in the number of publications and currently the Journal of Science and Technology (JUST) is very much patronized; implying an increase in lecturers' research output. As part of my vision, the KNUST is to attain acknowledged world-wide leadership in our areas of core competence. Consequently, it is intended that our output as a University, in terms of research or promotion of knowledge will be assessed using the following indicators, among others: research output in articles in various international refereed journals or books, amount of funds for research won, amount and proportion of external funds, collaborators at KNUST or other Universities in Ghana and overseas, multidisciplinary projects undertaken and notes from appreciative collaborators or beneficiaries.

3.4 Financial Resource Mobilization

Nana Chancellor, we still have tremendous opportunities to increase our internally generated funds by gradually increasing the number of fee-paying students but bearing in mind the recommended threshold. In a closely related development, most Colleges have expressed their desire to mount parallel and modular programmes and such initiatives will be very much encouraged by my administration. We will continue in our effort to work very closely with Alumni so they can support the University both financially and otherwise. We will also make every effort to hire a Fund Raiser/Resource Development Officer as stipulated in PLAN2K14 to be dedicated solely to fund raising for the University. Income generating units including the Bookshop, University Printing Press and the Photocopy Unit will be restructured and re-capitalized, following contemporary market principles. To begin the process, the University will divest itself from the operation of the Bookshop and, instead, invite business enterprises dealing in books and stationery to operate it on behalf of the University. Chancellor, with your influence and assistance, we will fully establish the KNUST Endowment Fund and attract more resources from stakeholders into it.

3.5 Enabling Environment for University Governance

Working closely with the Provosts and Heads of non-teaching departments, we will introduce goal-setting and performance-based leadership in the Colleges, Academic and non-teaching units as a way of promoting accountability by various heads. The Collegiate system will be reviewed with a view to resolving any associated problems following its initial two years of implementation. Again, to enhance governance of the University, appointment dates to statutory positions will be synchronized with the academic calendar which runs from August 1st to July 31st.

3.6 Municipal Services

As part of my vision, I anticipate that the various municipal services will be delivered based on market principles with the University behaving like a smart buyer. Consequently, we intend using water from boreholes to supplement our regular water supply and this will

eventually help us reduce our expenditure on water while strenuous efforts are also made to improve electricity supply and reliability on campus. Our basic schools have already been restructured but it is also to be expected that further reforms will take place. The University Hospital will continue to serve its wide clientele but students' care will be our major concern. Consequently, our students' health care services will be decentralized to a location within close proximity of the halls of residence.

3.7 Information Communication Technology (ICT)

Within the next few weeks, work will commence on the development of an ICT policy for the University. Once this has been done, we will have a very clear picture about our future with respect to ICT and invest appropriately. The intention will be to enhance ICT access everywhere on campus to promote our core business. In fact, it is expected that ICT will permeate all aspects of our activities on campus. We are investigating the possibility of extending the ICT network to the halls of residence and staff bungalows on campus via wireless technology. I have personally been challenged by students to examine the feasibility of establishing a Plant for assembling and repair of computers by Computer Engineering and Computer Science students as a requirement in their programmes. This is a challenge I will fully embrace and work towards.

3.8 Distance and Continuing Education

Your Majesty, our Chancellor, the Faculty of Distance Learning will be strengthened with the establishment of campuses in all the regional capitals, to mount programmes which require minimum initial investments but with high potential patronage and returns such as the Social Sciences, Computer Science, Actuarial Science and such other demand-driven programmes. The Accra Centre has already started with programmes in BSc Building Technology, Computer Engineering and MSc in Industrial Management.

3.9 Effective Collaboration and Relationship with Industry

In view of our current position within the comity of universities, we will pursue and promote mutually rewarding linkage programmes with foreign Universities. Since assuming office a few days ago, we have signed a Memorandum of Understanding with Al Fateh University in Tripoli, Libya and next week, a similar agreement will be signed with the Beijing Institute of Technology in China, all with the assistance of our Chancellor and Chairman of the University Council to whom we are very grateful. Between the 21st and 26th of this month, we will be hosting the top management of Mil me sot a State University here on campus to explore the possibility of collaborating with the KNUST. Finally, the University will deepen collaboration and partnership with Business, Industry, Ministries, Departments and Agencies through contract research, Consultancies and Service.

4.0 OUR CORE BUSINESS

Nana Chancellor, there is no doubt that our core functions in this University are teaching, promotion of knowledge or research and service. It is easy to assume that, we all know how to teach. However, we all need to follow modern trends in teaching and pedagogy if we are not to be left behind. Our efforts in this direction have been facilitated somewhat in recent

years by the acquisition of modern equipment such as the Lead Crystal Display Projectors, laptops and public address systems. If we are striving for excellence, then we need to go beyond what we have done so far. For example, in addition to student assessment of lecturers, peer assessment of lecturers will be introduced.

In addition, Teaching awards won, modules developed, contributions to pedagogical publications, external examiners of programmes, external assessment of theses (especially at the postgraduate level), invitations or keynote speakers at Conferences on education and contributions to the work of the Distance Education programme will all now count towards the assessment of our teaching as a University. Our main objective will be to attain excellent quality and international reputation in curriculum design and delivery as measured by contents of our curricula at both the undergraduate and postgraduate levels, innovations in the design of the curriculum as well as teaching delivery and assessment methods. In the past, most members of staff have undertaken several activities which have never been really acknowledged. Perhaps, it is about time for us to formally acknowledge the attainment of Faculty members with respect to the following: best paper awards won, Editorial Board Members, Editorship of Special Issues of Journals, Service as Reviewers of Journal Papers, invitation to deliver Keynote Papers, Contribution to Special Issues of Journals and Invitation to review research proposals, Companies spun and other national or international awards won. Clearly, these indices will help the University adequately measure its impact on the Ghanaian society on a yearly basis. This is important for all of us because, then, it will be clear to everyone that the KNUST is not an ivory tower as is erroneously perceived.

In terms of service, we have had real difficulties in defining what it actually comprises. As part of my vision, I anticipate that staff at KNUST will provide service at high level at the KNUST, in industry, at national level and, to the international (academic) community. Within the KNUST, we will be concerned about service rendered as Programme Directors, University-level Committees and in other statutory positions. It is also important for us to acknowledge membership of members of staff in Statutory Boards, Companies and Committees, corporate directorships, membership of executive committees of professional bodies as well as high level consultancies. It is also important for us to assess our institution on the international level in respect of the services we perform. Given that we are now well poised to organize international conferences, we will be measuring our internal impact and service by the number of high- impact international conferences and seminars we are able to organize either here on KNUST campus or elsewhere within the country. We will also have to appreciate the various invitations to staff members to serve on International Peer Review Committees as well as invitations to provide references for promotion to full Professorships. All these measures are meant to make the University more sensitive to the needs and requirements of the international academic community as well as help us excel in our core business of teaching, promotion of knowledge and service. After all, academic excellence is the very core of our enterprise and is the basis for our broader mission as a public University.

5.0 MESSAGE FOR STAKEHOLDERS

Nana Chancellor, to my mind, I can see six major stakeholders, namely: students, faculty, staff, alumni, the community and industry. I would like to take this opportunity to inform all

these stakeholders about the type of administration I intend to run. I will maintain an open door policy which is people centred. My administration will be fair but firm and hold on to the basic principles of discipline, fairness and equity as enshrined in our Statutes promulgated in 2004. Faculty, workers and other stakeholders should feel free to approach or contact me should the need arise. It would, however, be ideal if this is done after all available channels have been exhausted. Clearly, this will allow all of us to work in a very cordial environment.

To our students, my doors are equally open to you, but through your leaders, simply on account of your sheer numbers and our clearly spelt out channels for consensus building and conflict resolution. Even though you are the *raison d'être* for the rest of the University community, it is extremely important that you behave in a way that will never bring our name into disrepute. As I have mentioned to some of you in several fora, let us use the available channels of communication and conflict resolution. Let us know when you are unhappy about anything but through the laid down channels. In addition, let us all resolve not to write anonymous letters; they are not helpful and I will not do any business with such letters. If it is important for you to let me know, please write down your name and your contact details. Otherwise, if! do not understand any aspect of the letter who do I go to? Since assuming office about two weeks ago, I have received only three of such letters and I do not expect any more following this appeal.

To all Faculty members, if you have not been able to read our Statutes, I will encourage you to read only Statute 2 which guarantees you enough freedom for you to pursue your academic business in this University. For the avoidance of doubt, I would like to quote it here; it states that:

"These Statutes and any Regulations made thereunder shall be construed in every way or manner to give effect to the following principles, that is to say:

- a. to ensure that staff have freedom within the law to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs or privileges;
- b. to enable the University to provide education, promote learning-and engage in research efficiently and economically; and-
- c. to apply the principle of justice and fairness".

It is, therefore, clear that all of us have enough statutory backing and freedom to explore our full potentials as academics so we can all advance the course of the University in teaching, research and service.

It is an asserted fact that KNUST has trained and continues to train the needed manpower resource base for most of our public as well as private institutions.

The health, education, engineering and agricultural sectors of the economy, just to mention a few, substantially rest on the shoulders of the products of this great University. It is,

therefore, incumbent upon us to constantly review our programmes and tailor new ones to the needs of the employers of our products in particular, and Ghana as a whole. We should continue to strengthen our collaboration and partnership with industry, particularly in the areas of sponsorship of students, institution of awards for outstanding students, funding of research activities and projects, support to staff development efforts and a lot more. We believe that this would help to propel the country to the middle income status in fulfilment of the aspirations of the government.

Nana Chancellor, this address would be incomplete if I do not mention the security situation on campus. We have recently been confronted with the issue of armed robbery on campus which even resulted in the unfortunate death of one of our international students. In order to contain the situation, we have consulted with the Commanding Officer of the Northern Command, the Commanding Officer of the 4th Infantry Battalion (4BN), the Regional Police Commander and the Bureau of National Investigations (BNI) on the security situation on our campus. Apart from assisting us in night patrols, the Police will have five men permanently stationed on campus for twenty-four hours, seven days a week. We also intend to upgrade the skills of our own Security Services through continuous education and employment of more guards. These measures we hope will make our campus, a much safer place to live and work in.

Finally, I wish to inform all stakeholders that leadership on this campus resides not only in the Vice-Chancellor's Office. If our dreams are to prosper, leadership must be in every classroom, laboratory, studio, workshop and office on this campus.

6.0 CONCLUSION

Nana Chancellor, as you are all rightly aware, our University is a blessed one. Consequently, the Lord will lead us where there seems to be no way. The Lord will show us points of exit even in very difficult and hard circumstances. In the words of Albert Einstein, "in the middle of difficulty lies opportunity". We are quite clear in our resolve to effectively manage our resources to further develop the University to become a real centre of excellence for science and technology for sustainable development in Ghana and Africa. The achievement of our highest aspiration as a University is within our reach. The road map I have shared with you today is a reflection of my belief that we can, and will achieve great things together. I would like to remind all of us about what the Bible says in Ecclesiastes 4:9, "*Two are better than one because they have a good reward for their labor*". I pledge to you, my best efforts to make our collective vision a reality and I ask for your best effort in return. Indeed, I am committed to creating a place where our collective vision can prosper.

God bless the KNUST and God bless us all.

Thank you.

PROFESSOR KWASI KWAFO ADARKWA
VICE-CHANCELLOR, KNUST

**ADDRESS BY THE MODERATOR OF THE PRESBYTERIAN
CHURCH OF GHANA, RT. REV. DR. YAWFRIMPONG-MANSO**

THEME: "DYING EACH DAY THAT OTHERS MIGHT HAVE LIFE THROUGH YOU."

PASSAGE: 2 Cor. 8:9 *"For you know the grace of our Lord Jesus Christ that though He was rich, yet for your sakes He became poor, so that you through His poverty might become rich. "*

On the Occasion of your Elevation and Induction into Office as the Vice- Chancellor of the Kwame Nkrumah University of Science and Technology. I bring you warm greetings and felicitations on behalf of the General Assembly of the Presbyterian Church of Ghana and on my own behalf.

Some Vice-Chancellors have come and gone and they are remembered today for what they did for this great University yesterday. The question is "What will you be remembered for by students, faculty and staff and people around you, people of Ghana, tomorrow when you complete your tenure as Vice-Chancellor? And with what lamentation or praise will you be remembered tomorrow if you are not alive on earth? To all of us, I want to say that others sacrificed for us yesterday to be where we are today as a nation. What sacrifices are we making to sustain this nation of ours and for our future generation of people of this country? What legacy are we leaving behind for the people of tomorrow?

- Jesus died that we must live, so as a people and particularly as leaders we must sacrifice and die, for others to live. Our lives and positions that we occupy must bring benefits to those we serve and live with.
- Our current Black Stars started as novices before the recent World Cup in Germany but their hard work, determination and team work have earned for them and this nation great admiration and respectability in the sight of most football loving people all over the world particularly with their recent successes in Japan and Korea. Let their excellent performance teach you the lesson of hard work, determination and team work for effective leadership and progress as a Vice-Chancellor as much as it teaches all of us the lessons of hard work, corporate responsibility, determination and sacrifice for national development and progress.

Our dear Professor Adarkwa, you are expected to exhibit a high degree of discipline in your leadership and to bring this to bear on the entire university life, to enhance the image of this great institution.

This nation is constantly looking for selfless and sacrificial leaders in all spheres of life and you must be one of such leaders that KNUST has produced for Ghana just as your predecessors before you. Your elevation to this honourable position of Vice-Chancellor gives you an unparalleled opportunity to impact the University Community and the entire

Ghanaian society in a very positive way, and it must enable you to serve with humility and sound Christian principles and quality of selfless life and devotion to duty. To do these effectively you must constantly rely on the Lord Jesus Christ who has called you to such an enviable position: "For you know the grace of our Lord Jesus Christ that though He was rich, yet for your sakes He became poor, so that you through His poverty might become rich".

Our world is not a global village which is constantly facing change, decay and brokenness and these must challenge you to initiate programmes which will enable this University of Science and Technology meet these challenges and produce the quality of graduates who will bring about innovation, transformation and change in our world at large and country Ghana in particular, We need Engineers, Scientists, Pharmacists, Doctors, Lawyers and Academicians, to name a few, who will transform our economy and country into an industrialized and scientifically developed economy.

Malaysia, Korea, and others started the journey of nationhood and development either with us or behind us, but today they are far ahead of us in Socio-Economic, Scientific and Industrial Development.

May your tenure of office revolutionize our great University of Science and Technology to transform and touch the minds of your faculty members, Deans of Schools and Colleges and students here to produce the best in science and technological achievement for effective national development and to bring the shelved research findings out into the open. To be able to do this well you need an integrity of life, and absolute trust in Christ and a selfless devotion to duty, cherished values and sound work ethics and an example of humble leadership which will bring the whole University Community to faith in the Lord and a united effort on the part of all University Council, Faculty, Auxiliary staff and students for growth and progress. Remember the axiom "dying each day that others might have life through you". All of us as Ghanaians, leaders and people in responsible positions must learn to sacrifice for the good and progress of the people of this nation and for the enhancement of Ghana as a whole. The Kofi Annan 's and Setri Nyomis have done their best to enhance the image of Ghana abroad and we the leaders and people at home should do the same for mother Ghana and her institutions.

Today, many people want to reap from where they have not sown, but we must sow before we reap. People must work assiduously well before they earn their living and as a nation, we must all aim at hardwork for sound economic growth and prosperity, not just to ask for pay increases when our economy is so fragile, and we have not worked for it.

This does not mean workers must not be well paid, I am all out for better remuneration for workers since the labourer deserves his pay; but to me high productivity must obviously come before and merit better pay. Here our scientists and economic gurus must help us move this nation forward into industrialized and technologically advanced economy with our youth and the unemployed gainfully employed. This is also a challenge before our academic

institutions and government and people as a whole. On behalf of the General Assembly Council of Presbyterian Church of Ghana and on my own behalf I wish you hearty congratulations and a very successful tenure of office as Vice-Chancellor.

We shall continue to pray for you particularly for Godly wisdom and knowledge and may God richly bless you and all your efforts. AMEN.

RT. REV. DR. YAW FRIMPONG-MANSO
MODERATOR, PRESBYTERIAN CHURCH OF GHANA