

**STATE OF THE UNIVERSITY ADDRESS PRESENTED BY THE VICE
CHANCELLOR, PROFESSOR KWASI KWAFO ADARKWA, TO CONVOCATION
ON TUESDAY APRIL 29, 2008 AT THE GREAT HALL, KNUST, KUMASI**

SALUTATION AND INTRODUCTION

Colleagues and Members of Convocation,

You would all recall that about a year ago, I was here to present a similar statement on the "State of the University" during which occasion I outlined what was happening in this institution as well as our major areas of emphasis during the year. All too soon, another year has elapsed and I find myself once again before Convocation to give an account of what the current circumstances of our University are and also to provide a clear sense of direction for the next academic year.

As very important stakeholders, our Statutes guarantee that you should be apprised once a year about the state of the University and its major developments so you would also begin to see the results of your unceasing efforts in the Departments, Faculties, Colleges and the various Units in which you work in this University. In another respect, this meeting of Convocation will also afford all of us an opportunity to exchange views on current developments in the University with the view to arriving at some consensus on the way forward. In this presentation, I also intend to be mindful of the themes outlined in our University's Strategic Plan.

STUDENTS AND FACULTY STATISTICS

Currently, the University has a total student population of 24,188 including Distance Learning students. This population is made up of 17,263 males and 6,925 females with 94% being undergraduates and 6% being graduate students with a foreign students' component of 3% or about 736 students. The breakdown by Colleges is as follows:

Art and Social Sciences (9,892), Engineering (3,975), Architecture and Planning (2,325), Health Sciences (1,932), Agriculture and Natural Resources (1,899), and Science (4,165). The pattern of distribution which appears to be in favor of the Social Sciences is partly because of the structure of the College which is home to the Law School, Business School, the former College of Art and the former Faculty of Social Sciences.

The total number of full time teaching or academic staff is 702 with 39 research staff and staff at the Library; implying an overall total of 741 senior members. Out of the number, 23 are Full Professors, 52 Associate Professors, 160 Senior Lecturers and 506 Lecturers. This "bottom heavy" structure needs to change and efforts will be made this year to provide further opportunities for colleagues to pursue their research, attend Workshops and Conferences as well as publish their research findings.

HUMAN RESOURCE DEVELOPMENT

In view of our critical faculty situation, we have evolved a number of initiatives, some very unconventional in the University Administration to attract teaching staff. Such initiatives include the University's Appointment and Promotions Committee (UAPC) having to schedule meetings every other week to quickly deal with any outstanding applications, initial

interviews with prospective applicants by telephone, searching by UAPC members, poaching from analogous institutions and advertising on the internet. Partly as a result of these initiatives, over the year under review, we were able to employ 37 Lecturers and six non-teaching members of staff.

As a direct result of the foregoing initiatives, our Student:Teacher Ratio (STR) as a University has improved somewhat as it now stands at 1:34 compared to a 2007 figure of 1:37. Some of the beneficiary Departments include Agricultural Engineering, Mechanical Engineering, Electrical and Computer Engineering, Biochemistry and Biotechnology, Chemistry, Computer Science as well as Painting and Sculpture. Our new STRs are less than desirable using standards determined by the National Council for Tertiary Education (NCTE) and, therefore, the on-going efforts will be sustained to ensure that more lecturers are employed to enhance our STRs for various distressed Departments including Electrical Engineering, Materials Engineering, the KNUST Business School, Law, Sociology and Social Work, Economics, Communication Design, Sports and Exercise Science, Medical Laboratory Technology and Nursing.

We have also stuck to our policy of not increasing the number of Junior and Senior Staff except for replacements on account of death, retirements, dismissals and vacation of post. This policy would not change in the year ahead of us. As part of the on-going efforts to offer continuing training to our staff, about 45 Senior Staff have undergone training at the Ghana Institute of Management and Public Administration (GIMPA) to enhance their capacity. These sessions will continue and a training needs assessment of our Junior and Senior Staff have been completed with appropriate training programs planned to take place in June and July 2008. We will subscribe to programs offered by the Centre for Scientific and Industrial Research (CSIR), Ghana Employers' Association and GIMPA.

A total of about 42 Senior Members also attended various Workshops and Conferences during the year under review with funding provided by the University. This shows an increase of about 14.2% over last year's figure. The current policy will remain unchanged in the year ahead of us and it is anticipated that more Senior Members will avail themselves of the opportunity to attend Workshops and Conferences. Indeed, we will allocate some funds from our Faculty Development from NCTE for this purpose.

During the period under review, six Senior Members were promoted to Senior Lecturer status, three to Associate Professor rank and two to Full Professor rank. In a similar vein, 32 Senior Staff and 150 Junior Staff were also promoted to various positions or ranks. Strenuous efforts were made to explain the Revised Service Conditions and Criteria for Promotion to Junior and Senior Staff. A few difficulties have emerged from an operational point of view and the matter has been conveyed to Vice Chancellors Ghana for discussion and resolution.

Criteria for promotion of senior teaching and non-teaching members are being revised with a view to putting us at par with other public Universities in Ghana. The criteria for non-teaching senior members are currently being discussed but it is conceivable that the new requirements will include submission of publications of a particular category yet to be defined. Academic Board will discuss it before the document is sent to Council for approval. Criteria for senior teaching members have been discussed by Academic Board but it is planned that some presentations will be made to ensure that all senior teaching members of staff are familiar with them. These two sets of criteria for promotion are yet to become

operational but it is hoped that they will be put at par with other local and international Universities.

On a rather sad note, I wish to report that during the period under review, six Senior Members were called to eternity. Corresponding figures for Senior and Junior staff were eight and eleven; respectively. Shall we rise and observe a minute's silence for their memory. May their souls rest in perfect peace.

On a closely related matter, I would like to inform Convocation that, as a matter of policy, the annual medical examinations conducted by the University Health Services will now be made mandatory and refusal to comply will attract appropriate sanctions. Colleagues who have become addicted to alcoholic beverages but refuse treatment will be dismissed summarily before they become a burden on the University community.

FINANCIAL RESOURCE MOBILIZATION

The Government of Ghana provides a substantial amount of the financial resources required for the conduct of the University's activities and personal emoluments alone constitute 87.7% of Government's subvention to the University. Our monthly wage bill is about GH¢2.5 million out of which Government provides GH¢2.0 million with the rest catered for by the University. You would recall that in October and November 2007, we experienced some difficulties in the payment of salaries because of some unexpected delays in the receipt of funds from Government. We had to resort to some unorthodox means to pay salaries.

We hope that this does not recur in future. As indicated earlier on, actual income received from Government is always less than our total funding requirements. Actual revenue for this year is projected to form only 50% of our total funding requirements as against the 2007 figure of 56.7%. The trend of funding reveals a steady decline in incomes available as against the assessed level of revenue required over the past few years. Out of the amount received, Government subvention is projected to constitute only 46.1 % for 2008 whereas Government's subvention to cover other activities, namely: Administration and Service is projected to be only 12.3% of our total income. However, it must also be made clear that in addition to funding for personal emoluments, Government also covers our water and electricity expenditure.

Government subvention and Ghana Education Trust Fund (GETFund) grants make up a substantial proportion of the total revenue available to the University. However, the share of public funding in the total income available to the University has declined over the years and in 2008, it is projected to be 50.9% which shows a marked decline from the 2007 and 2006 shares of 63.01 % and 71.2% respectively. To illustrate this further, in 2007, our GETFund receipts amounted to ₵54 billion but this year (2008), the University has been allocated a total of only ₵24 billion. This means that the University has to improve on its private funding sources which are made up of the various fees charged to students and other internally generated income.

Our internally generated funds and student fees have also been increasing, although very slowly; but the public funding is also reducing very rapidly. In 2008, our total receipts from this source are estimated to be about 5.1 % of our total income compared to a 2007 proportion of 4.1%.

The funding of activities of the Colleges of the University has been declining with little or no input from Government apart from payment of salaries, electricity and water bills. Investment activities in the Colleges have seen some improvements in projects funded by GETFund: However, progress in completing these projects has been very slow and frustrating. The funding of recurrent expenditure in the Colleges is almost all from Academic Facility User Fee (AFUF) and their share of tuition fees from fee-paying students. These are, however, inadequate as on average the AFUF has been below 5% of total income received and about 2.5% of the University's funding requirements.

It has become necessary in the last two years for vehicles to be procured to ensure effective operation of the activities of the University. Key personnel of the University including the Directors of the Central Administration, Library, Works and Physical Development and Health Services as well as Provosts of Colleges have had to be provided with vehicles. While some have been already procured, the others including Provosts have been ordered and delivery is expected to be taken soon.

The funding of these vehicles is from private funding available to the University as explained in the foregoing. In addition to the vehicles, steps have been taken to procure laboratory facilities for the Colleges starting with Engineering. Science will benefit this academic year following which the other Colleges will also benefit. It is also worth noting that activities of the directorates and units such as Health Services, Central Administration, Maintenance and Estate as well as Security and Grounds are funded from the same source of funding. In addition, ex-gratia awards, which affect all categories of staff, amounting to about \$750,000 per annum are catered for from this same source.

If current trends continue, then it can be inferred that the financial outlook for the University in 2008 is rather gloomy and calls for more prudent and judicious use of resources failing which there will be some frustration and immense pressure on the University's financial administration and management.

TRAINING, RESEARCH AND INNOVATION

This is also one major thematic area in our Strategic Plan and we have pursued some of the activities outlined in the plan but a lot more needs to be done. During the period under review, we were able to increase academic staff, introduced parallel programs in Social Sciences and expanded the Distance Education program. We still have not been very successful in attracting funds for research and our collaboration with industry needs further strengthening.

Between 2000 and 2008, faculty members recorded a total of 376 journal articles; the equivalent of about a journal article for every two faculty members over the entire period. On top of the list are Biochemistry, Agricultural Engineering, Surgery, Physics, Obstetrics and Gynaecology and Wildlife and Range Management. Other Departments such as Computer Engineering, Sociology and Social Work and Communication Design are yet to submit their report on publications.

During the period under review, several members of Convocation attended conferences both within and outside Ghana. The participation rates are very encouraging; especially for

Departments such as Animal Science, Biochemistry, Pharmacognosy and Agricultural Engineering.

This encouraging development is partly because we now are able to sponsor Convocation members to attend Conferences and Workshops. There will be no shift in this policy in the year ahead of us.

Surprisingly, available data indicates that since 2000, the University has had 36 technological developments to its credit. Integrated Rural Art and Industry and Agricultural Engineering top the list. I am also happy to note that, during the period under review, 13 members of Convocation won best paper awards with the most outstanding ones coming from Communication Design, History and Political Studies and Geography and Rural Development.

The University will continue its policy of sponsoring members of Convocation to conduct research, and also attend Conferences within our limited financial resources. When important awards are won at Conferences, it will be appreciated if the Administration is informed so we can also publicize them to serve as an encouragement to others.

EXPANSION AND APPLICATION OF ICT

As we try to put measures in place to ensure that our Information Communication Technology (ICT) Centre and other ICT facilities operate efficiently, I am happy to announce that our University has been selected to serve as the Regional E-Learning Centre for Africa. This was as a result of Ghana successfully winning the bid for one of the five Super Specialty Regional University Centers for the Pan African E-Network Project. The project's aim is to provide effective communication and connectivity. Additionally, Hewlett Packard, a computer manufacturing company, plans to establish a grid computing centre at KNUST to collaborate research in the fields of energy as well as other fields in tertiary institutions in Africa and beyond to make research and its findings, accessible to academia.

Currently, our ICT Centre has been upgraded and functioning with over 200 computers at the Centre. On average, 2,500 students visit the Centre daily. We have recently procured a 150KVA generator for the Centre to ensure sustained power supply to the Centre. We have also awarded a contract for the supply and installation of 150KVA UPS to stabilize power supply to the Centre. We have also installed WIFI hotspot (wireless internet connectivity) to the Centre to ensure that, in case the Centre is full or down, students with their own laptops can have internet access in or around the building. Efforts to link the School of Medical Sciences (SMS) students' hostel at Komfo Anokye Teaching Hospital (KATH) to the main KNUST campus for internet and other data services are almost complete.

Staff of the Faculty of Renewable Natural Resources would recall that, prior to the Christmas break, internet connectivity to the whole Faculty was interrupted as a result of a break in the cable. I am happy to inform you that, internet connectivity has been fully restored to the entire Faculty.

A pilot E-Learning module is being developed by the-ICT unit to aid teaching and learning. This would aid the interaction of staff and students during lecture and non-lecture periods. Additionally, the project would extend the physical boundary of the lecture room making it possible to include distance education students.

Major activities undertaken in respect of ICT during the year under review include the organization of an ICT Retreat in Sunyani from 13th to 16th March, 2008 for all ICT staff of the University. This retreat was organized to allow the Unit strategize for the year and also operationalize the ICT policy document.

Plans are advanced for a Pilot Project on Power Line Communication to begin by mid-April to cover Lecturers' bungalows on campus. In the interim, we have negotiated with Ghana Telecom (GT) to install Digital Subscriber Line (DSL) modems in Lecturers' bungalows on campus at non-commercial rates for interested staff. Meanwhile, we are planning to link our Sunyani campus to the main University internet service.

In order to facilitate individual staff access to emails and other online services, cluster servers have been procured and installed at the Network Operation Centre. I, therefore, take this opportunity to urge all our staff to make use of our local email system and addresses rather than the commercial email systems such as yahoo and hotmail. As a senior member, a KNUST email address on your business card is more impressive than a yahoo, msn or hotmail address.

PHYSICAL INFRASTRUCTURAL DEVELOPMENT

Last year, we had a total of 21 on-going physical development projects. To date, we have been able to complete seven which are currently being used and they include the following:

- a. New Central Classroom Block;
- b. Law Library and Lecture Theatre;
- c. College of Agriculture and Natural Resources' Hostel at Sunyani;
- d. Clinical Students Hostel (Phase IV)
- e. College of Architecture and Planning Studio Block;
- f. Graduate Students Hostel; and
- g. Rehabilitation of Unity Hall Roundabout - Mango Avenue Junction section of the Ayeduase Road.

The other projects are at various stages of completion but the most viable ones have been re-prioritized to receive attention this year. The College of Engineering Auditorium, the College of Science Complex, Business School/Institutes' Centre, and the Museum of Science and Technology are examples of such projects. We may not be able to extend the list of projects because this year, our allocation from the GETFund has been reduced by nearly 54% for reasons which are not too clear to us. Consequently, instead of the ₵45 billion that we received last year, in 2008 our allocation will only be ₵24 billion or GH₵24 million.

In addition to the GETFund projects, we also use our internally generated funds for various projects. This year, we intend to apply our Internally Generated Funds (IGF) to commence works on some of the following selected projects:

- a. Refurbishment of 22 selected laboratories in the College of Science;
- b. Construction of an Examinations Hall/Lecturers' Offices Complex;
- c. Provision of tartan tracks around the playing pitch at Paa Joe Stadium;
- d. Redevelopment of the Royal Parade Grounds;
- e. Construction of two single storey duplexes along Okodee Road; and
- f. Rehabilitation of a wing of the Security Barracks.

Apart from the above projects, it is also anticipated that substantial progress will be made on some of our strategic investment projects on which we are partnering with private sector operators. In this connection, I would like to inform Convocation that we are still looking for investors interested in our properties at Ridge in Accra and at Nhyiaeso in Kumasi. Our discussions with potential investors have so far not yielded any substantial results but some progress is being slowly made with regard to our discussions with the Social Security and National Insurance Trust (SSNIT) to develop our property at Ridge in Accra.

It must also be noted that during the year under review, the University facilitated other physical development projects undertaken by some self-accounting units including the Basic Schools, Hospital and the KNUST Senior High School. It is also noticeable that in view of the severe classroom accommodation problems confronting some Departments, they have made strenuous efforts to improve the situation by building some temporal structures. While this is commendable, it is absolutely important that the Director of Works and Physical Development's Office is involved so that we can have value for the various amounts we invest in such ventures. In addition, this will also ensure that all physical developments take place within the context of the new Land Use Plan prepared by the Department of Planning for the University.

Preparatory works for the commencement of work on the KNUST Teaching Hospital are far advanced and very soon, contract for the project will be awarded for the project's first phase. GETFund has provided GH¢9 million for this purpose and this will be used specifically for the stated purpose. Evaluation of the various tenders has just been completed and it is anticipated that contract for the first phase will be awarded before the end of this year.

SUNYANI CAMPUS

As we are all aware, the former College of Renewable Natural Resources at Sunyani is now an integral part of KNUST and known as the Faculty of Forest Resources Technology. The Faculty now has a complete hostel facility built by GETFund. To boost academic work, six more Lecturers have been recruited within the past four months. An Auditor has been sent from Accra to the Campus recently. We have also interviewed potential candidates for the position of an Accountant and it is my hope that the Faculty will soon have a resident Accountant to assist in financial administration of the Faculty. A new Assistant Registrar also recently assumed duty as the Faculty's Administrator. An Estate Officer and a Transport Officer will soon join the staff in Sunyani.

To ease the transportation problems and also to facilitate students' trips, a 55-Seater Bus has been allocated to the Sunyani Campus. The other vehicles in the Faculty are very old and serviceable but would all need replacement to enhance mobility of staff, students and faculty. In spite of its young status, the Faculty is actively engaged in research and it is currently running the following two s-year research programmes; namely:

- Agroforestry Practices to Enhance Resource Poor Livelihood (APERL) in collaboration with University of Guelph and the Faculty of Renewable Natural Resources; and
- Environmental Education in collaboration with Malaspina University College and the Sunyani Polytechnic.

These projects are being sponsored by the Canadian International Development Agency (CIDA) with the aim of reducing poverty within some selected communities in Sunyani and its environs.

Since the Faculty is a new one, we will support it in the following areas; subject to availability of funds:

- Refurbishing the existing old Halls of Residence into classrooms, offices and library;
- Provision of accommodation for qualified staff;
- Provision of a more suitable Guest House;
- Provision of offices for Lecturers; and
- Provision of broadband internet connectivity.

Arrangements are far advanced for the procurement of computers and internet services by UCOM as the service providers.

EXAMINATION MALPRACTICE AND DISCIPLINE ON CAMPUS

Examination malpractice is something that is abhorred by all of us but it does appear that it is gradually becoming a common phenomenon in our University and we all need to condemn it while ensuring that we take steps to stop the practice. This will not simply be only the strict enforcement of our regulations but we need to examine our teaching methods while we also encourage students to improve their learning methods. Eventually, it may even become necessary that we review our mode of examination. Last semester for example, I had to deal with about six of such cases compared to about three during the earlier semester. I also trust that you have all heard about one of such cases currently pending in court and for which myself, the Pro Vice Chancellor, the Registrar and three other Senior Members were summoned to appear in court. The case is still pending and we are also expected to re-appear in court for something that was clearly a breach of University regulation by students who were caught copying from foreign materials brought into an examination hall during an end of semester examination.

I have intentionally brought this matter up so we can all appreciate its seriousness and potential to grow if we do not take steps to stamp it out from our University. On a rather disappointing note, I would like to report to Convocation that I have also received some complaints about some senior members compromising their positions so they can receive favors from students. In one of such cases, it is understood that it was even posted on the Internet. We have tried as much as we can to get to the bottom of such matters once they come to our notice and the facts are made clear to us. I trust that none of us will give the University an opportunity to slam down its regulations in respect of such matters. Let us all be mindful about how we relate with students of the opposite sex because we do not have to compromise on discipline in this University under any condition. If discipline breaks down, we will be doomed in our profession as university teachers.

PROGRAMME UNDER CONSIDERATION

Since our last meeting as Convocation on 27th March, 2007, a few programs have been developed and are likely to be on offer effective August 2008. For me, this shows the flexibility of our Senior Members and our ability to adapt to changing circumstances without which our existence as a University will be challenged. These programs are at various stages in the approval process but are outlined as follows:

- BSc. Real Estate;
- BSc. Quantity Surveying and Construction Economics;

- BSc. Construction Technology and Management;
- BSc. Dairy Science and Technology;
- BSc. Climate Science and Meteorology;
- BSc. Biomedical Engineering; and
- MSc. Communication Design.

As a matter of policy, once the programs are approved by Academic Board, it is now mandatory that we inform the NCTE and National Accreditation Board prior to mounting them. The rationale for this policy is understandable because failing this, there may be no funding for such programs. Departments are encouraged to adapt their curricula and they should not hesitate to introduce any new programs considered critical to the socio-economic development of Ghana.

Following the discovery of oil in commercial quantities, I have encouraged the College of Engineering to take advantage of the opportunity to be proactive by considering the introduction of all relevant programs to enable us produce the required professionals to man both the upstream and downstream components of the industry. It is understood that a committee is working seriously on this directive and that they will revert to the Planning and Resources Committee very soon. Where staffing is critical, Heads are encouraged to search for such skills both within and outside Ghana.

REVIEW OF THE COLLEGIATE SYSTEM

You would all recall that, we started the implementation of the Collegiate System about four years ago. Since then, we have received some complaints about the system itself and particularly the seeming overlap of functions between Deans and Provosts as well as the overall cost of administering the University. The Osei Committee that reviewed the system made some far reaching recommendations but it was the considered view of Council that the entire system should be further reviewed so as to reduce cost of administration and also reduce the number of highly experienced Senior Members who are currently not teaching at all or carry the minimum teaching load. Consequently, Council formed a Committee headed by Prof. Ivan Addae-Mensah, a former Vice- Chancellor of the University of Ghana. The Committee is yet to submit its report and, hopefully, its recommendations can be implemented soonest to improve efficiency as well as reduce cost of administering our programs.

Following from the example of the University of Ghana, and most recently the Valley View University which has benefited from the review of a Visitation Team, it is also about time that we started examining our circumstances with respect to our Mission in the Ghanaian society. After fifty years of existence, we need to pause to find out whether we have so far remained on course or have been swayed off our course in view of contemporary circumstances. Is Act 80 of 1961, the legal instrument establishing our University, still relevant and flexible enough for our operations as a University of Science and Technology? Is our mandate still relevant and what extraneous circumstances impinge on our operations for which we have very little control? As a public institution, are we increasingly operating as a private institution and how can this be reversed so we can better fulfill our perceived role in society? These are some of the issues which will engage the attention of Academic Board, in the first instance.

RANKING OF ACADEMIC DEPARTMENTS

The ranking of Academic Departments at KNUST was influenced partly by our vision to become a centre of excellence as well as the consistent decline of the KNUST's position in the world's ranking of Universities. The KNUST declined from 67th in Africa (and 6,652nd in the world) in 2006 to 78th and 8,039th in Africa and the world, respectively in 2008. However, the University of Ghana managed to maintain its 52nd position in Africa in both years.

The criteria for the ranking as cited by Webrometric are: academic research output; Alumni and staff winning Nobel Prizes; technological developments and innovation/inventions; field medals; and academic staff profile of the University.

Similar, but expanded criteria to include linkages with industry and services were accepted by the Academic Board for the exercise to begin in the second semester of the 2007/8 academic year at KNUST. The ranking exercise will enable KNUST reposition itself as the leading Science and Technology institution in Ghana and also identify Departments which need urgent assistance. In another sense, it is also anticipated that the Departments will become more aware of the various criteria and work towards them so as to enhance the University's subsequent performance in future ranking exercises.

The ranking exercise is also meant to bring to the fore the "weak" areas among Departments and further identify those doing well for them to be encouraged and motivated to continue with their good works by the Central Administration. The ranking would also introduce some level of competition among Departments, thereby enhancing research, increase the level of attraction of grants among Departments and improve the quality of teaching and learning at KNUST.

Analysis of the results for forty-four (44) Departments which have submitted information about their Departments revealed that fourteen (14) were graded "B". It was also observed that 50% of the Departments in this category were from the College of Health Sciences. The distribution among the rest of the Colleges in this category is as follows;

- Art and Social Sciences - 2
- Architecture and Planning - 2
- Engineering - 1
- Science - 2

The distribution of the rest of the rankings is summarized as follows:

- Nineteen (19) of the Departments were graded "C";
- Seven (7) were graded "D"; and
- Four (4) were graded "E" (i.e. obtained marks below 40%).

On the whole, the ranking exercise revealed the following weaknesses:

- Low level of research publications;
- Low level of Income generation;
- Quality/few number of staff;
- Lack of industrial and departmental linkages; and
- Absence of technological developments, inventions and Nobel (or even national) awards.

The instrument used to capture data for the ranking exercise may not be perfect; neither were the areas of concern used in the exercise exhaustive. We, therefore, anticipate that members with constructive criticisms or comments for improvement of the instrument will channel them to either the Vice-Chancellor's Office or the Quality Assurance and Planning Unit. In spite of these shortcomings, it is hoped that if they are made good, they will go a very long way to enhance competition among Departments and the overall performance of the University.

VICE-CHANCELLOR'S SPECIAL INITIATIVE

We are all aware of how this special initiative has benefited many students. We are in the fourth year of the program and so far, 195 students have enrolled with only 11 attritions. The main objective was to revamp the ageing staff members and I am happy to report that we will be graduating the first PhD. student of this program this year. I would urge all lecturers who serve as Supervisors to these students to help them speed up their work so as to complete early and join the Faculty.

I would also like to inform Convocation that after a careful review of the program, it has become necessary for us to reduce intake of students into the program. This was on account of some inherent problems associated with the program as well as financial constraints. It was for this reason that Convocation at one of its meetings held last year decided that each student should have a Principal Supervisor so as to make available some funds to assist the students carry out their research effectively. The policy has helped to reduce the number of supervisors from 302 to 184 giving a student:supervisor ratio of nearly 1:1.

Total receipts and total payment from 2004/2005 academic year to December 2008 amounted to GH¢1,120,000 and GH¢1,020,859 respectively. The total budgeted income for the year 2008 amounted to GH¢650,000.00 and this will be appropriately allocated for Faculty development - students' stipends, supervisor's allowances, research allowance and internal staff development and also to fund research, workshop and related uses.

Two weeks ago, approval was given for payment of five months supervisors' allowance and a monthly payment of both supervisors' allowance and students stipend's from April to December 2008. This is to ensure that both supervisors and students shall have the payment regularly to facilitate the early completion of programs.

I would also like to use this opportunity to urge Deans and Heads of Departments to carefully study the request from potential students to enroll on the program to ensure that following graduation, they will be able to satisfy real needs in their Departments.

UNIVERSITY HOSPITAL

The KNUST Hospital is a 100-bed general hospital which caters for staff and their dependants, students as well as the general public basically from the University's surrounding communities. With a staff strength of 170, the Hospital operates a 24-hour service as well as an Accident & Emergency Unit in addition to the Students' Clinic which was officially opened on 2nd April 2007 to offer services such as general consultation, dispensary, injections as well as the dressing of wounds to only students. The Hale and Hearty Sports Complex is also now a part of the University Hospital as its Physiotherapy Unit.

With the introduction of the National Health Insurance Scheme (NHIS), I am happy to report to Convocation that, our Hospital has been accredited by the National Health Insurance

Council to provide service and in this regard, almost all staff and students have been registered and are, therefore, required to use their NHIS cards anytime they visit the Hospital. I would, therefore, like to urge our colleagues who are yet to register to endeavor to do so.

A couple of years ago, the mandatory staff medical screening exercise was instituted to help identify and prevent preventable diseases such as diabetes and high blood pressure. In October and November 2007, the exercise was conducted in which only 2,057 out of the total staff strength of 3,515 as of the time constituting only 58.50% turned up to be screened for diseases such as hypertension, diabetes mellitus, obesity, underweight, lipid cholesterol abnormalities and abnormal prostate-specific antigen levels. Out of the total number that turned up for the screening, 172 (8.36%) were under weight, a whopping number of 654 (31.79%) were obese whereas a further 309 (15.60%) were hypertensive. It is on this note that I urge all of us to be conscious of our health, avail ourselves of such opportunities, visit the Hospital regularly for general check-ups and take advantage of the facilities at the plush Hale and Hearty Sports Complex to burn down some excess fat and live healthily.

In the near future, there are plans to embark on an aggressive human resource development at the Hospital including the recruitment of essential staff. I am happy to announce that the University Hospital is now accredited by the Medical and Dental Council as well as the Ghana College of Physicians and Surgeons for the training of housemen in Surgery, Obstetrics and Gynaecology and Dentistry. We would also like to introduce other services such as eye care and endoscopy. There are plans to construct a 24-room ward with semi-private rooms. The sketch design and estimated cost are currently being reviewed in addition to the expanded operating theatre, refurbished Dispensary, expanded garage as well as the construction of a borehole to forestall water shortages at the Hospital.

DISTANCE LEARNING

Last year, I gave a clear indication that distance learning was going to be an area of emphasis under my administration. As a result, the former Faculty of Distance Learning was given an autonomous status and changed into the Institute of Distance Learning with a Management Board. From a modest beginning of a few students, the Institute now has 482 students in the four major centers of Kumasi, Accra, Ho and Sunyani. Next academic year, we intend to commence operations in Takoradi, Cape Coast and Koforidua with expansion to the remaining three centers to be achieved in the subsequent academic year or soon thereafter.

During the year under review, the Institute successfully mounted the Commonwealth of Learning's time-tested MBA and MPA Executive programs which are very heavily patronized in all the centers. Currently, the various programs on offer at the undergraduate level include Building Technology, Electrical Engineering and Computer Engineering. Actuarial Science is to be added next academic year. The other post graduate program on offer apart from the MBA and MPA programs is Industrial Mathematics and it is also well patronized. One major challenge for the Institute this year will be our ability to secure office and lecture space in Accra. Conclusions are far advanced to enable us use the premises of the Ghana International School while in Ho and Koforidua, we are using accommodation provided by the Polytechnics for a fee. We would use our campus in Sunyani to host this program.

I want all Colleges to be represented on the distance learning program. In this direction, I would demand that every College must offer at least two programs by the 2009/2010 academic year. Colleges must work in collaboration with the Institute of Distance Learning to

come out with the courses to be introduced. So far, only three Colleges viz; Architecture and Planning, Science and Engineering have one program each on the distance learning program.

As we think of our nationwide expansion for our distance learning programs, accommodation will become very critical. It is in this regard that serious consideration is being given to the invitation by the Vice- Chancellor of the University of Ghana to use their Institute of Adult Education's facilities in the various regional capitals. This is a very good offer but it will be considered within the long term perspective and interests of the KNUST. While our distance learning programs offer opportunities to those who are unable to avail themselves the opportunity of studying on campus because of their special circumstances, they could become very veritable sources of supplementing our internally generated funds.

SWIMMING POOL

You would all recall that, prior to the CAN 2008 tournament held in January 2008, we were unable to operate and use our swimming pool. Consequently, we had to hold our swimming elective courses at various hotels in the city of Kumasi. During the preparations for the CAN 2008 tournament, however, a strategic investor expressed interest in operating the swimming pool. He, therefore, agreed to refurbish it and after expending nearly 60,000 Ghana Cedis, which was certified by the Director of Works and Physical Development, the investor was able to bring the pool to life. I believe that most of you are aware of how active the pool has become; especially during national holidays and weekends.

Considering that the swimming pool is a major University asset, it was decided that we enter into an agreement with the strategic investor on a build-operate-transfer basis or any other such similar scheme using the appropriate Committees. Proposals from the Director of Works and Physical Development, the Estate Office and the Sports Union in the form of an agreement between the University and the strategic investor have been completed and will be laid before Council soonest for its approval. For the time being, the investor is operating the swimming pool successfully and we can now hold our swimming elective courses right here on campus. It is also planned that very soon, inter hall swimming competitions will be re-introduced. Already, our basic schools have started holding swimming lessons there and it is my hope that we will take advantage of this vital resource to learn how to swim; if anything at all, as a way of exercising our bodies.

The Ministry of Education, Science and Sports has also made contact with the University to find out whether the national swimming competition can be held here on our campus.

HALE AND HEARTY

As we are all no doubt aware, the above facility which is contiguous to the swimming pool, has treadmills, stationary bicycles, recline stationary bicycles, steppers, vertical bench presses, massage room, two squash courts and changing rooms; amongst others. The swimming pool's strategic investor and management of Hale and Hearty have been encouraged to find ways of integrating these facilities with the swimming pool. It is understood that while there are no real objections to this proposal, the other concern is how to integrate these two facilities with the conference facilities located to the east and within the immediate environs. Currently, the nine chalets within the botanic gardens area have been roofed and nearing completion. The conference centre is yet to be roofed even though an allocation of 20,000 Ghana Cedis was made in the 2007 budget for this purpose. The matter is now being discussed between the Contractor and the University.

SENIOR STAFF CLUB

I have personally been embarrassed by the rate at which work is being executed on the Senior Staff Club project. Progress is so slow that we have had to review the contract to ensure early completion. Following a number of discussions with the consultants, it has been agreed that the glazing sub contract be reviewed. This has been done and it is anticipated that work will be completed soon. We are all fully aware of the importance of the Senior Staff Club given its role in our life on campus because it hosts several social events organized by the University and individual members of staff and, hence, we will do all that is within our means to bring this project to its early and successful completion.

WATER SUPPLY

With the rapid sprawling of Kumasi, it was not surprising that the University recently experienced very serious water problems. Since the assumption of office, I have taken very bold steps to enable the University satisfy its water requirements.

The University had four (4) pumps installed but not long ago, only one was functioning and in use. This single pump supplies water to the teaching area, Junior and Senior Staff Quarters, Administration Block I, University Hall and surrounding areas; its failure, which was eminent, would have caused us a lot of problems. We have since installed two new pumps, upgraded the electrical system and rehabilitated the pump house at a total cost of GH¢18,820.00. Work is in progress to complete the installation of the new Press Steel Tank at the booster station. The two tanks - i.e. the old and new each has a capacity to store 50,000 gallons of water. At a point, it was unclear whether the Ghana Water Company Ltd (GWCL) will be able to meet our requirements; if even at very high costs.

The Administration has, therefore, encouraged and supported the sinking of boreholes to exploit the groundwater reserves on the campus. So far, twenty-four (24) boreholes have been sunk at different locations, almost all of them very close to where they are needed. Of these, twelve (12) have been mechanized and supplying water to their respective areas which are listed seriatim:

- i. The Central Classroom Block has a borehole - provided by the Social Science Students' Association - that has ensured that water supply to the building is regular.
- ii. The SRC Hostel, Faculty of Law and the Business School Complexes have fully mechanized boreholes and do not depend on the GWCL water supply system.
- iii. Engineering Guest House is arranging to disconnect from the main GWCL supply lines and to depend solely on its borehole, which has a yield of 200 liters per minute (over 2,600 gallons per hour). At full capacity and pumping for only 16 hours per day, this can supply a population of over 4,200 people with 10 gallons per person per day. This well has enough water to supply the entire area including the Vice-Chancellor's Lodge and nearby buildings.
- iv. College of Engineering has two boreholes; one fully mechanized with a yield of 80 liters per minute. Again, this has a capacity to supply over 1,000 people with 10 gallons per person per day. The other borehole has a yield of 140 liters per minute. The College should therefore be able to cut itself off the GWCL water supply lines.

- v. There are three boreholes at the GUSSS Hostels and these together can meet the water needs of about 4,000 people.
- vi. All the Halls of Residence have sunk boreholes with Unity and Independence Halls having long depended on the borehole procured by the University to supplement their water supply.
- vii.. The University Hospital has mechanized its borehole and will soon be connecting it to its water distribution network.

The boreholes drilled on campus have sufficient yield to completely meet the water needs of the University Community; that is, make us independent of GWCL supply. We therefore need to mechanize as many of the remaining twelve boreholes as soon as possible.

ELECTRICITY

As we would all remember, the year under review proved to be one of the most challenging years for the University as well as the whole nation as far as the provision of electricity is concerned. With the advent of the low water level in the Akosombo Dam, there was the introduction of the National Load Management Program which made the supply of power, erratic not to mention the huge financial burdens that were brought to bear on the University. Additionally, the University suffered a number of Low Voltage-related electrical power disturbances, such as the blowing of fuses due to overloads or short-circuits, phenomena of over voltage and under voltage, underground cable and overhead line faults, etc. There was also an attempted cable theft of the cable link between the University Hall Substation and Engineering Substation, resulting in a strong blast. There were similar blasts at the Examinations Hall, Agriculture, Buroburo Road, Independence Hall, University Hall, and Ridge Road Substations; all as a result of old switchgears.

In view of the major role electricity plays in the conduct of our core business, huge investments have been committed to the sector to make electricity supply reliable and sustainable. During the year under review, major investments in electricity included the modernization of the main power station with SCADA monitoring facilities, installation of Capacitors by the Energy Foundation at ten distribution substations, installation of street and high illuminating security lights at the Royal Parade Grounds, the main faculty road as well as the Paa Joe - Central Administration road. Others include the installation of a 200 kVA generator at the Hospital, a 500 kVA generator at the College of Architecture and Planning to serve the College, the Central Classroom Block as well as the new Central Lecture Theatre which has been linked to the main campus power ring; bringing the total number of Distribution Substations to 15. The rest are: replacement of old Distribution Pillars (DPs) such as a one 6- way DP at the Hospital, one 8-way DP at the Pharmacy area and two 6- way DPs at the Exams Hall Substation. Additionally, there was a completion of the 11 kV dedicated feeder project from ECG's 33/11 kV Primary Station from Boadi to the University with the hope that the VRA Bulk Supply Point at Anwomaso would be completed very soon to become the dedicated main power supply source for the University, whilst the existing Atonsu and Bomso 11 kV shared feeders become alternate supply routes.

In addition to the above interventions on electricity supply to our campus, we have the following pipeline plans to implement in the course of the year. We plan to procure and erect about 45 8-metre high pole-mounted street lights on campus to reduce the high incidence of theft of headgears and bulbs associated with the relatively short-pole street lighting systems.

The SRC has already mounted ten of such high pole-mounted street lights along the road from the Central Administration Roundabout to the Central Classroom Block. There would be power supply to the Faculty of Law, Business School and a standby generator for the Vice-Chancellor's Lodge and Guest Houses. There is also the urgent need to close the power ring. Otherwise, in the unforeseeable event of another high voltage underground cable section in the Ring developing a fault, some substation(s) would be totally isolated in the Ring with very unpleasant consequences.

With these interventions, we hope to enjoy sustainable power supply to our campus.

UNIVERSITY PRIMARY @ 50

The KNUST Primary School, established in January, 1958 to provide primary education for children of staff of the University is celebrating its Golden Jubilee this year under the theme: *"Fifty Years of Quality Basic Education: Challenges and Prospects"*. The launching of the Jubilee anniversary took place on 11th December, 2007 and an Anniversary Committee has been set up to organize the anniversary celebrations.

The program for the celebration includes Anniversary Lectures, Inter-Section "What do you Know", Quiz Contest, Float, Excursion, Alumni Homecoming and Sports Competition. Even though several activities have been lined up for the celebration of the anniversary, the non-availability of funds has stalled the progress of the celebrations. So far, we have received some corporate donations and we hope to redeem the numerous pledges made by individuals and corporate bodies. I take this opportunity to invite all members to participate in the activities marking the 50th anniversary.

CAMPUS ROADS

The 2007 campus road condition mix of 62% 'Good', 28% 'Fair' and 10% 'Poor' is fast deteriorating and very soon we could have several 'Poor' and deteriorated roads on campus. Weeds are beginning to grow on road verges and some potholes are gradually becoming deeper and wider. Some bridge approaches need filling and several junctions have inadequate drainage structures while some drains are still silted. In some sections, such as the Hall Six area, the drains have failed and reconstruction may be the most feasible option within the circumstances. It is in view of these features that the 2008 budget allocated an amount of 20,000 Ghana Cedis for various remedial works on campus roads.

As most of you may be aware, we generally supplement our meager financial allocation for road works with tremendous assistance from our benefactors within the road sector. The 800 meter Unity Hall Roundabout - Mango Road Junction section of the Ayeduase Road which was executed at a cost of nearly Nine Million Ghana Cedis was done for the University for gratis. During the current academic year, we intend to approach our benefactors with the following priority road works:

- a. Ayeduase New Site Junction - Agricultural Mechanization - Gaza road;
- b. College of Engineering Traffic Light - Business School/College of Art and Social Sciences Sites;
- c. Internal roads in Hall Six area; and
- d. Hall Six - Botanic Garden - Primary School Road.

Given the scope of our requirements for roads, during the next few years, we will have to continue relying on the partnership that we have established with the road sector agencies,

namely: the Ghana Highway Authority, Department of Urban Roads and the Department of Feeder Roads. Over the shorter term, we intend to patch the various potholes, fill the approaches to all four bridges on the Ring Road and also continue with our routine maintenance activities. We may not be able to execute these works through contracting and therefore, we will continue to depend on our skeleton force account.

PARKING ON CAMPUS

Judging from the number of Senior Members enjoying car maintenance allowance this year, it is quite clear to us that the level of car ownership has increased tremendously among us. In some cases, most of our households have multiple vehicles. In addition, vehicle ownership amongst Senior and Junior Staff as well as students has also increased substantially. One effect of all these is that securing places to park at Mecca, the Central Administration, commercial area, Hospital and even around the halls of residence and some other areas on campus is becoming increasingly difficult. The Security Services have brought this to the notice of the University Administration. Consequently, the Director of Works and Physical Development's office has been instructed to review and better organize parking on campus in a comprehensive manner starting with the commercial area. In the months ahead of us, we should begin to see some improvement in the parking situation in the commercial area. In subsequent developments on campus, we may have to view this consideration in some greater detail because times have changed and we cannot continue to ignore this in our future developments.

I would also like to appeal to all members of the University community to drive carefully and not above the speed limit of 50 kph on campus. This will go a long way to help us reduce the numerous collisions occurring on campus. The Maintenance Engineer will soon install signs to remind motorists about speed limits.

STUDENTS' FINANCIAL SERVICES OFFICE (SFSO)

The Students' Financial Services Office (SFSO), established two years ago with the objective of securing funds for disbursement to needy students, received a total number of 835 applications from students seeking Financial Assistance from the University. The Office mobilized an amount of GH¢107,211.77 out of which GH¢90,011.77 has been disbursed to 608 needy students to assist them in their academic work.

The "Work Study" program has started. There are so many activities in the pipeline, but the office intends to pilot with the work of Porters in the Halls of residence. In connection with this, the SFSO and the Committee of Hall Administrators organized an orientation seminar for 31 students who had applied for the Work Study program to enable them work as Porters beginning next academic year.

In order to promote the course of SFSO, the administration has decided that all proceeds from the University Bookshop, namely: monthly rentals, goodwill and annual commissions on the use of the University logo will be paid into the SFSO account so that the interest could be skimmed off to meet students' needs. The office is also in consultation with various philanthropists and corporate organizations on starting various schemes for deserving students of the University.

INVESTMENTS IN GUSSS

Following the forum organized a few weeks ago by the GUSSS Management Board, most of us are now convinced that our contributions have been well invested and that issues relating

to sustainability of the fund are also well under control. I believe that, in addition to the above, other complementary activities such as retirement planning and introduction of new members to the scheme should be pursued to enable us realize the full potential of our benefits. Each contributor should have now received his or her statement of accounts and I believe that such statements will now come to us on a quarterly basis as a matter of course.

The GUSSS Management intends to be less dependent on the University and Government and has, therefore, invested in students' hostel amounting to GH¢7 million with a current market value of GH¢20 million. Efforts are still underway to increase these investments. In spite of these efforts, it has also been suggested that the Management Board seriously considers diversifying our investment portfolio in view of substantial improvements in the supply situation of students' housing within the immediate environs of the University. This will ensure that our investments are further protected from any unexpected market shocks. I trust that this matter will engage the attention of the Management Board in the year ahead of us.

SECURITY

The general security situation on campus has been relatively calm over the period under consideration. This can be attributed to a number of efforts such as the introduction of the KNUST embossed taxis and hostel buses to operate alongside the shuttle buses, adherence to basic security tips by students and staff, intensification of joint night patrols with the police and military, prosecution of arrested suspects by the Police in the law courts and acquisition of motorbikes for Commanders; among others. The Unit has further been provided with one additional old double cabin pick-up which was formerly used by the Accra Office to enhance their patrol activities.

In spite of these improvements, it appears that more crimes are now being committed by members of the University community; especially students than outsiders. Student-on-student crimes have increased and are mainly thefts, break-ins, attacks and stealing of high value items including mobile phones and laptop computers. Unfortunately, we are also beginning to see student-on-senior member attacks. We seriously need to reflect on how best we can deal with the situation.

There has been an improvement in the equipment and logistics situation. The University, through a TALIF Proposal by Mr. Aristotle Ayensu of the Quality Assurance and Planning Unit, has taken delivery of security gadgets such as Reflector Vests, Reflector Triangles, Mini Alarms, Batons, Motorola Handsets, Handcuffs, Security Mega Lights, Metal Detectors, Motor Cycle and Helmets as well as CCTV equipment with accessories. Plans for the installation of the CCTV at vantage points to enhance security and safety on campus are far advanced. In addition, joint patrols with the Military and Police is being intensified with the acquisition of motorbikes, Commanders will be conducting frequent visits to the guard points to ensure proper supervision of subordinates.

During the period under review, 106 National Youth Employment Program (NYEP) interns were attached to the Unit. In view of our current difficulties with recruitment of new staff, the NYEP has helped to temporarily improve the manpower situation but, in a sense, they may not be reliable considering our observations to date and, therefore, serious consideration will be given to the employment of our own permanent staff. As soon as the semester ends, we will continue with our training program for the security staff and, as

usual, it will involve resource persons from the Military, the Police, Faculty of Law and the University community.

AFFILIATIONS

Following an upsurge in the number of tertiary institutions in Ghana, the University has had to play a role in mentoring a few of those with specialization in science and technology related disciplines. To date, 14 of such institutions have applied to be affiliated with our University including Regent University College of Science and Technology in Accra, All Nations University College at Koforidua, Ghana Telecom University in Accra and Ho Polytechnic.

So far, Academic Board has approved the full affiliation of Regent University College and All Nations University College. The University has signed Memoranda of Understanding with these two institutions which graduated their first batch of students within the last two weeks. This means that those graduating students will be awarded KNUST Certificates. Serious work is also on-going on the application of three other University Colleges. Considering that we are likely to continue to mentor several other universities in future, we need to strengthen our internal mechanisms for reviewing such proposals because such affiliations have financial benefits to the University. In addition, such affiliations allow us an opportunity to nurture other local institutions to attain the stature and reputation we have achieved for ourselves over the years.

INTERNATIONAL PROGRAMS OFFICE (IPO)

The International Programs Office (IPO) was established a couple of years ago to deploy its human, capital and financial resources to strengthen existing and useful partnerships, identify and arrange new partnerships and to arrange all international student exchange.

During the period under review, several in-country and offshore institutions expressed interest in establishing collaboration agreements with our University which included the University of Michigan, USA, University of California, University of Tromso, University of North Carolina at Chapel Hill, Michigan State University and University of Paris. It is interesting to note that, most of these Universities have provided opportunities for selected faculty members to complete their doctoral studies.

The Xiangtan University - China, Tver State Technical University - Russia, University of Stellenbosch - South Africa, Marist College - USA and the Ferris State University - USA have all expressed interest in collaborating with our University and negotiations are currently on-going. Ghana's High Commissioner to Australia also created opportunities for us to collaborate with some Universities in Australia such as University of Queensland, University of Western Australia and the University of New South Wales. Appropriate agreements are yet to be signed.

During the year under review, the University through the IPQ received visitors from sister institutions such as the University of Michigan - USA, Wroclaw University - Poland, Michigan Technological University - USA and Ecole Speciale des Travaux Publics. We would continue to strengthen our collaborations with institutions and fast-track the implementation agreements we have thus far signed.

We are gradually getting to a point where we will have to be a little more selective in our choice of partner institutions. This way, our partnerships will help us make good our various shortcomings with respect to program delivery and research.

ALUMNI AFFAIRS

I am happy to inform Convocation that the KNUST recognizes the significant roles being played by its Alumni in the development of the University. In view of this recognition, the University has established an Alumni Office with a full complement of staff to liaise between the University and its Alumni both at home and abroad.

To further give more impetus to Alumni, a team of the executive members of the Alumni Association and I undertook visits to all Chapters nationwide from the middle to the last quarter of year 2007. The essence of the visit was to interface with, and inform Teknokrats about developments taking place at KNUST and the roles expected of them. The response of the Chapters was very encouraging with the exception of Accra which had an abysmal attendance of six people whilst the Ho Chapter could not host the executive members and the Vice-Chancellor.

The Vice-Chancellor together with the Dean of the School of Medical Sciences, President of the Alumni Association and other executive members also undertook a visit to the United States of America at the invitation of the KNUST Alumni Association of North America for the 2007 Convention in Atlanta, Georgia. The team from Ghana took advantage of the invitation and visited some Universities located in and around Georgia including Emory, Georgia Tech and Moorehouse Medical College.

The visits were to enable KNUST establish relationships with these Universities in terms of faculty and student exchange as well as collaborations in research and publications. These visits were facilitated by Prof. Samuel Evans Adunyah, President of the North American Chapter of the Alumni Association.

While in the US, the Vice-Chancellor and his team were also informed by the President of the North American Chapter that, contributions received for the Alumni Hostel Fund to date was US\$5,782 while individual contributions into the Alumni Endowment Fund totaled US\$8,645. All these contributions have enabled the KNUST to undertake projects and programs which have created opportunities for students to enhance their academic pursuits.

The Alumni Hostel Project to help ease accommodation problems facing students on campus is progressing steadily. I am, therefore, using this medium to urge all Teknokrats to commit themselves to the 1% deduction towards the completion of the project. The mobilization of such resources has become necessary because it is now evident that the University cannot rely solely on government subventions to implement her programs. The list of contributors was recently published in the dailies and it is sad to note that, there were very few contributors from the campus.

I cannot exhaust my comments on Alumni and its significance without touching on the planned Alumni Home-coming and Fun Games to be held from 151 to 3rd May, 2008 on our campus. The program is an attempt to invite all Alumni of KNUST to visit their alma mater, know the developments taking place on campus, offer suggestions where necessary and also fraternize among themselves. It is expected that all Teknokrats will participate fully in the programs.

BUSINESS SCHOOL

A few weeks ago, we had to meet with the graduate students at the KNUST Business School with the view to resolving some of their concerns. Their first concern was that very few of the MBA students were graduating and that there were nearly 600 of registered MBA students in the system. In view of this, and following the departure of the past Dean, we had to pursue a crash program to enable them satisfy requirements of the School of Graduate Studies. About 150 students have now satisfied these requirements and will therefore be graduating in June, 2008; with the rest graduating during subsequent Congregations. As a matter of policy, and in view of our limited capacity, students registered for the MPhil/PhD. program were given the following options:

- a. that the MPhil/PhD. candidates may opt for either the MBA or MPhil degree. Those with MBA option shall follow the mainstream MBA program. On the other hand, candidates who choose MPhil option will have to select research topics and write thesis for the award of MPhil degrees.
- b. The PhD. and the Executive PhD. candidates may decide to discontinue the program. Those who opt to voluntarily withdraw will be fully reimbursed the total amount paid to date.
- c. Candidates on the Executive PhD. or PhD. programs who opt to continue may have to do so under a restructured PhD. program by the Graduate School. A candidate who is not able to cope under the restructured PhD. program may be requested to withdraw without refund of fees.

It was also agreed that all existing programs such as the Diploma in Business Administration, Executive Doctorate in Business Administration, and other programs in Logistics and Supply Chain Management should cease forthwith.

TEWU/FUSSAG NEGOTIATIONS

For the past two weeks, we have had some -difficulties with TEWU/FUSSAG negotiations. At various Vice Chancellors Ghana meetings, we have attempted to resolve the impasse but it has not been easy. Their demands are both in respect of their Conditions of Service and increases in their basic salaries. So far, we have had four meetings with the last one being held only yesterday April 28, 2008. At that meeting, following a protracted, lengthy and heated negotiation, no agreement was reached because the Unions rejected the 15% Special Allowance that was offered by Management.

In addition, the Unions have also rejected the 10% general increases offered to all public and civil servants. Consequently, negotiations with the Unions have come to a stalemate and we are awaiting an invitation to return to the negotiation table. The tentative date for our next meeting is scheduled for the week of May 1, 2008.

CONCLUSION

To conclude, I would like to say that within the confines of time and other constraints, I have been able to present the current status of our University and the plans we have laid out for it in "broad brush" terms. In the presentation, I have been particularly mindful about our overall strategic direction as well as addressed some matters of a purely routine nature. I believe that I have covered most of the areas of concern to Convocation members.

Nearly two years ago, when I assumed office as Vice-Chancellor of this University, I outlined my vision and the path I intended to follow. I am happy to observe that we are generally on track, in spite of our constraints, but a lot more can be achieved if we all recognize that we are members of a winning team. In all these matters, please let us be guided by the saying that, "*It is better to complete a small project than to leave a big one half done*". Consequently, it is my wish that we all continue to work hard and to cooperate in the supreme interest of our University.

We should develop a passion to succeed through hard work and cooperation or partnership. Our fortunes are now well laid out and we have a much better opportunity to let this happen. We simply cannot afford to let this opportunity slip by.

I wish you all well in the performance of your duties as Members of Convocation.

Thank you and God bless us all.

Professor Kwasi Kwafu Adarkwa
Vice-Chancellor, KNUST
29th April, 2008