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**PROCEEDINGS OF INDUCTION CEREMONY
FOR PROF. EBENEZER ODURO OWUSU
AS VICE-CHANCELLOR
(AUGUST 1, 2016)**

ORDER OF PROCEEDINGS

- 4.00 p.m. - Guests Seated
- 4.30 p.m. - Procession
- Dawuro
- National Anthem
- Declaration of Purpose by
Mrs. Mercy Haizel-Ashia, Registrar
- Welcome Address by Justice Samuel K. Date-Bah,
Chairman of Council
- Remarks by Professor Ernest Aryeetey,
Immediate Past Vice-Chancellor
- Chairman of Council introduces Vice-Chancellor:
Justice Prof. S.K. Date-Bah
- Ceremonial handing over of notes
- Dedication of Gown by Chairman, Chaplaincy Board by
Rev Prof. Cephias Omenyo
- Chancellors administers Oath of Office
- Address by Professor Ebenezer Oduro Owusu,
Vice-Chancellor
- Closing Remarks by Justice Samuel K. Date-Bah,
Chairman of Council
- University Anthem
- Recession
- In Attendance:
Ghana Dance Ensemble
University of Ghana Jubilee Choir

**WELCOME ADDRESS BY JUSTICE SAMUEL K. DATE-BAH,
CHAIRMAN OF COUNCIL**

Members of the University Council,
Ministers of State,
In-coming Vice-Chancellor,
Immediate past Vice-Chancellor,
Chairmen and Members of the College Advisory Boards,
Members of Convocation,
Staff and Students,
Alumni and Friends of the University,
Officials from Sister Institutions,
Members of the Diplomatic Core,
Niimeh and Naameh,
Nananom, Togbio, Mamao,
Nanema, Puananema,
Invited Guests,
Members of the Press Core,

Distinguished Ladies and Gentlemen, Good evening.

On behalf of the Council, Management, Staff and the entire membership of the University of Ghana I welcome you all to this evening's ceremony to induct Prof. Ebenezer Oduro Owusu as the twelfth Executive Head of the University of Ghana and the ninth Ghanaian Vice-Chancellor. I do so, on behalf of the Chancellor, H.E. Kofi Annan, who unfortunately is unable to be with us today; I extend his greeting to all of you.

Exactly six years ago, we gathered here to induct Prof. Ernest Aryeetey into office as Vice-Chancellor. Prof. Aryeetey has successfully built on the foundation laid by his predecessors, it is now the turn of the Prof. Ebenezer Oduro Owusu to take up the mantle and move the University to the next stage of this development. The new University of Ghana Act 2010 Act 806 and the statutes have set out clearly the process of appointing a Vice-Chancellor. The University is required to begin the process of appointing a new Vice-Chancellor one academic year before the vacancy is to occur. Therefore in August 2010 Council through its Secretary put up an advert to invite suitable qualified persons to apply for the post of Vice-Chancellor to take effect from 1st August, 2016. A search committee was empanelled in October 2015 as set out in the statute with three Members of Council, three Members of the Academic

Board, under a Chairman selected by the Council in the person of His Lordship Justice Jones Dotse of the Supreme Court of Ghana. The search committee submitted its reports to council on 31st December, 2015. On 8th January, 2016, a special Council meeting was called to consider the report of the search committee and Council unanimously accepted the recommendation of the search committee and decided to appoint Prof. Owusu as Vice-Chancellor to effect from 1st August, 2016.

Ladies and gentlemen, I am happy to welcome colleagues, well-wishers, friends, family and all gathered here to witness induction into office of our new Vice-Chancellor, Prof. Ebenezer Oduro Owusu. I will now call on Prof. Ernest Aryeetey to give us a few remarks as we all know until yesterday Prof. Aryeetey was the Vice-Chancellor of the University of Ghana. As he prefers to be known lets welcome Ernest Aryeetey, Professor of Economics, a former Vice-Chancellor of the University of Ghana.

**REMARKS BY PROF. ERNEST ARYEETAY, OUT-GOING
VICE-CHANCELLOR AT THE INDUCTION OF
PROF. EBENEZER ODURO OWUSU AS VICE-CHANCELLOR**

Chairman of Council,
Members of Council,
Vice-Chancellor,
Pro-Vice-Chancellors,
Registrar,
Provosts,
Members of Convocation,
Ministers of State present,
Members of Parliament,
Your Excellencies, Members of the Diplomatic Corps,
Nananom, Niimej, Naamei
Distinguished ladies and Gentlemen.

It gives me great pleasure to participate in this event to induct into office my successor. My successor comes into office shortly after the launch and beginning of the implementation of a new strategic plan for University of Ghana. The new strategic plan had been put together carefully after considering all the needs of this University, looking into the future and thinking in the most structured way about what would be required to take UG to the next level. The next level that we are aspiring to is captured in the vision of the strategic plan, which is basically to turn this University into a world class research-intensive university. Our interest in research comes as a matter of course. This interest is built on the need to make our university a lot more relevant to our society and the environment than had been the case in the past. In the past, this university was just either the only or one of a handful of universities in this country. Today, the University landscape has changed and indeed the broader higher education landscape has changed even more. As a result of those changes, many of the things that this University did very well some sixty years ago are done quite well today at other institutions; hence the need for this university to differentiate itself from others and move into becoming a research-intensive university.

I am pleased that I have presided over a period in which the move was first begun. I do hope that in the coming years, as we pursue the strategic plan, all

will provide support to the new Vice-Chancellor to ensure that the embodiment of the strategic plan would be fully implemented and realised.

Chairman of Council who is representing the Chancellor, as I leave office, I think it is important for me to re-echo what you said about the state of the University. In my assessment, the state of this university remains quite good. We captured the elements of what makes the conditions good in a report presented to congregation last week. In that report we stated what had happened in the seven areas that we had earlier identified for priority consideration. We reported about teaching and learning, and also about the state of research. We also presented our views on governance within the institution and then provided insights into the facilities and assets of this university. Mr. Chairman, we also spoke about gender and diversity, and then talked about fund-raising and ended with our considerations for monitoring and evaluation of the University. In all of these, there is no doubt that the University is currently in a very good place.

As I leave office, it becomes my responsibility to thank all those who have helped me in the pursuit of the ideals that I brought into office. I begin by thanking Council, the Council and its Chair especially, for the strong leadership role that it provided. The Council was extremely supportive, providing guidance when it was needed and providing leadership when it was required. The Chairman of Council persuaded us through his personal interventions on several occasions to abide by the rules, abide by the laws of Ghana and abide by the statutes of this university. On all of these occasions, as a result of wise counsel, we took the most appropriate decisions. Our Chancellor, His Excellency Mr. Kofi Annan, has been instrumental in fund-raising throughout my term of office. A number of large grants came to the University and these were largely made possible by his presence.

I also thank Senior Management of the University. I begin by thanking my colleagues, the Pro-Vice Chancellors with whom I worked, including those who left office earlier. All of these Pro-Vice Chancellors provided considerable support over the entire six-year period. I thank the Registrar for her assistance in guiding the work of management and providing the required structures for the implementation of policy. I also thank the Provosts; I have been lucky to have worked with a number of Provosts, and all of them have, in their own ways, brought adequate support to the management of the

institution. They brought leadership and they brought useful insights, allowing me to see from a much broader perspective than would otherwise have been the case. I thank the Academic Board; the Academic Board provided support in many different ways. It was a formal group that provided the sounding board for the consideration of many major decisions taken by the Institution. These were either done directly by the Board itself or through the Business and Executive Committee, and I thank the membership of these bodies for the work that they did. A number of Directorates supported my work as Vice Chancellor, and I thank their Directors for the enthusiasm with which they worked with me. I am particularly indebted to the Public Affairs Directorate for their very able support.

Let me now turn to my office. I thank the staff at the Vice-Chancellor's Office, especially Ms. Lorretta Otinkorang and Mrs. Esther Kpogo who have provided extremely good support at the Office of the Vice Chancellor. I will also like to thank Edmund Mensah who provided adequate back-up support from the back office and my driver Mr. Felix Danso, one of the best drivers in Ghana. Of course, I cannot thank those at the office and leave out those at the Vice Chancellor's Lodge, so I do thank Ms. Mary Omari, Maxwell and Emmanuella for the work they have done.

Of course, it will be remiss on my part if I did not thank the Government of Ghana for the support it has given this University during my term. I know that the general perception out there is that this Vice-Chancellor was not so much in the good books of the government. I would like to put that in proper context. We may have had our disagreements, largely on principle; but I maintained a decent relationship with the government and that explains why today the University of Ghana owns the largest medical centre in West Africa. In this regard, I would like to thank our late President, Prof John Evans Atta-Mills for giving us the Medical Centre simply because we asked for it, and we showed him that we could put it to good use and through it make medical and health service education in Ghana the best in the region. As a result of the confidence he had in us, this Medical Centre is owned by University of Ghana and we thank the government for it.

I would not have been able to do much as a Vice-Chancellor if I had not received strong support from my family. My wife Ellen was extremely supportive of my work and contributed with pieces of advice whenever

possible. The major transformation that took place at the Vice-Chancellor's Lodge are largely a result of her search for excellence. I thank her for her very significant contribution to my work. I thank my children for their patience with me. On the many occasions they had to spend days without their father, they did not complain.

I was not sure of how long I could speak for but I took guidance from what happened at my own induction ceremony. My immediate predecessor, Prof. Tagoe informed me that he had been asked by the Chairman of Council to speak for not more than 10 minutes; so I am putting that limit on myself. It is obvious that I have come to the end of my 10 minutes, and I would like to use my final brief remarks to wish our new Vice-Chancellor well. I do remember Prof. Tagoe mentioning in his remarks at my induction that his shoulders were not broad enough for me to stand on, even as he encouraged me to stand on the shoulders of my predecessors in looking ahead. I can assure our new Vice-Chancellor that he can always stand on my shoulders!

I wish you, Prof. Ebenezer Oduro Owusu the very best. Based on your track record, I have no doubt that you will succeed. It is also the assurance from the wider University community and the public to support you through good times and bad times. As Vice-Chancellor, I assure you there will be good times, but there will also be many bad times. The challenge for you will be how you deal with the bad times. I wish you the very best and I assure you of my support.

Thank you.

**ADDRESS DELIVERED BY PROFESSOR EBENEZER
ODURO OWUSU, VICE-CHANCELLOR**

The Chancellor of the University of Ghana, H.E. Kofi Annan,
Chairman of the University Council, Professor Justice Kofi Date-Bah,
Members of the University Council,
Your Excellencies, Ambassadors and High Commissioners accredited to the
Republic of Ghana,
Ministers and Deputy Ministers of State,
Members of Parliament,
Traditional Rulers; Nananom, Niimeɪ and Naamei,
My immediate predecessor, Prof. Ernest Aryeetey and all former Vice-
Chancellors, Pro-Vice Chancellors & Registrars present,
Pro Vice Chancellors,
Registrar, Provosts, Deans, Directors, Heads of Departments, and members of
convocation,
Alumni of this great University,
Staff and students of the University,
Ladies and Gentlemen.

Today marks another important milestone in the history of the University of Ghana as I take my turn to be inducted into office as the 12th Vice-Chancellor of the premier university of Ghana.

I want to express my sincere gratitude to the Council of the University of Ghana for the confidence reposed in me and my capacity to lead the University to greater heights over the next four years. I am particularly grateful to the highly respected search party, led by His Lordship Justice Dotse and comprising highly qualified and respected members of the University Council and Academic Board, for seeing the potential in me and recommending me for the position ahead of a host of equally brilliant, experienced, capable and qualified Professors after an extremely rigorous and grueling process. I will entreat anyone aspiring to succeed me as the 13th Vice Chancellor to start preparing.

It is only appropriate, at this point, that I salute the six other great and competent women and men who competed with me for the position of Vice-



Professor Ebenezer Oduro Owusu, Vice-Chancellor



Principal officers processing to the Great Hall



A group photograph with the Vice-Chancellor after the ceremony



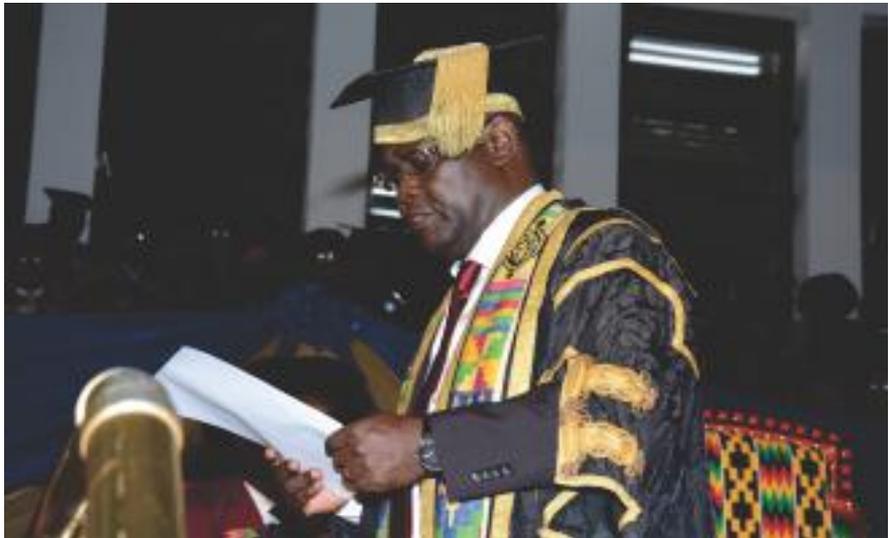
**Chairman of Council, Justice Dr. Samuel Date-Bah
Delivering the Opening Remarks**



**Immediate Past Vice-Chancellor, Professor Ernest Aryeetey,
delivery his address**



**Prof. Ebenezer Oduro Owusu being robed by Chairman of Council,
Justice S.K. Date-Bah and Rev. Prof. Cephas Omenyo,
Chairman, Chaplaincy Board**



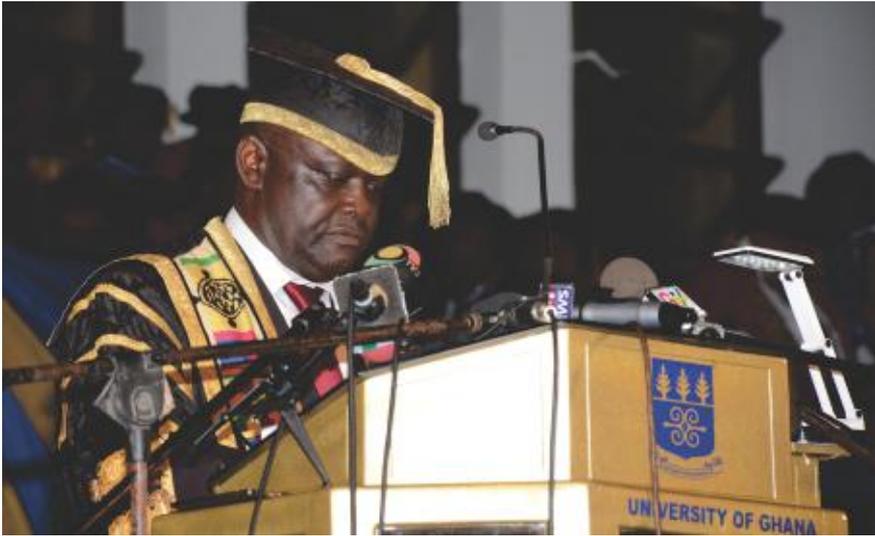
Prof. Ebenezer Oduro Owusu, Vice-Chancellor



Prof. Ernest Aryeetey hands over documents to Prof. Ebenezer Oduro Owusu, Vice-Chancellor



Prof. Ebenezer Oduro Owusu, Vice-Chancellor signs the Oath of Office



Vice-Chancellor, Prof. Ebenezer Oduro Owusu, delivering his Induction Address



From left, Prof. Ernest Aryeetey, Mrs. Mercy Haizel-Ashia, Registrar, Prof. Ebenezer Oduro Owusu , Vice-Chancellor, and Justice S.K. Date-Bah, Chairman of Council, in a group Photograph



A large crowd witnessed the ceremony





Mrs Monica Owusu, wife of Vice-Chancellor and children at the ceremony



The Vice-Chancellor with some family members after the ceremony

Chancellor. The competition was, indeed, keen but as great athletes, we all know too well that in the end, only one can breast the tape and receive the Gold medal. However, I recognize the truth and value of the congratulatory message that one of the competing colleagues sent to me on 9th January, 2016: “It is all the doings of the Lord and you must know that the Lord has called you to lead UG for a purpose”. In recognition of your individual talents and potential, and of our collective desire and commitment to improve the fortunes of our University, I would like to invite each one of you to forward to the University Management team one key action plan proposed to the search committee for implementation. I would expect the cooperation of each proponent to lead implementation should the management team accept such submissions. Colleagues, let us work together for the good of this University.

Mr. Chancellor, Chairman and Members of Council, ladies and gentlemen, as I take over the mantle of leadership of this great university from Professor Ernest Aryeetey, I do so with humility and the firmest conviction that, leadership of any institution is like a relay race in which a runner runs his or her best and hands over the baton to another to continue. Each leader works hard and then hands over the mantle of leadership to a successor. Institutional Leadership is, therefore, a continuum. In this regard, I would like to pay tribute to all the past 11 former Vice Chancellors for their sterling contributions to the advancement of our great institution, The University of Ghana. Their collective efforts and leadership, backed by the commitment and hard work of all academic and non-academic staff as well as students, have contributed to the enviable reputation of our University as a beacon of excellence, leadership, direction and inspiration to the emerging universities in Africa. I would also like to salute all past and present faculty and staff of the University for their relentless efforts and commitment to the success of the mission and vision of this institution. I trust that I can count on the strong commitment of all towards the full attainment of the University's mission.

Expectations

Mr. Chancellor, Chairman and Members of Council, Nananom, Niime, Naamei, colleagues, ladies and gentlemen, as I take up the mantle of leadership of the University of Ghana, I am mindful of the very high expectations for the University to march forward towards the achievement of greater recognition within the global academic community, guided by our collective vision and mission. In particular, there is the justified expectation that the University of

Ghana earns a place of pride for high academic and research standards which contribute to national and world development.

Over the last couple of years, one of the major changes that has taken place in the University of Ghana has been the change of the governance structure to a new collegiate system, with the setting up of four colleges, namely: the College of Basic and Applied Sciences (CBAS); College of Humanities (CH); College of Education (CE); and the College of Health Sciences (CHS). The essence of this major change was to do away with the bureaucratic bottlenecks/layers associated with the previous centralised governance system to ensure decentralisation for a much easier and faster decision-making process.

A major recommendation made towards ensuring a total functioning of the new collegiate governance system was that there should be a review after three years of its institutionalisation and implementation. The end of the first three years of the collegiate system falls exactly a year from today and I am committed to seeing this important assignment through. It is important that we learn lessons from how well or otherwise the collegiate system has performed in this University as compared to best practices at leading institutions in the world. We will, also, subject the university to yet another external review by a visitation panel whose main task will be to review the strengths and weaknesses of our current system and offer suggestions for improvement in order to ensure that the University continues to remain internationally competitive and relevant to national and world development.

My Vision

Your Excellency, Chancellor of the University of Ghana, Chairman and Members of Council, Colleagues, Ladies and Gentlemen, I would like to use this occasion to share the vision I submitted to the Search Committee.

First, commitment to positioning UG as a world class 'Go To University'. The University of Ghana is recognized and respected nationally and internationally as a leading institution of higher learning. We would consolidate and build on the progress and achievements so far. Our strategies will be anchored in our collective determination to re-position the University of Ghana as a World class research and training institution. We want Legon to become a 'Go to University' in Africa.

Second, making the University relevant to development needs. We (the leadership and staff of colleges and schools of the University) would engage relevant actors in private and public sector to identify key areas of focus and emphasis to guide the alignment of our research and training programmes. This will help tailor the teaching and research in the University to the needs of industry, private sector, the public sector and development in general, and help us to prepare our students to easily acquire the skills-set needed to adapt quickly and fit the needs of these stakeholders. This is the minimum the University of Ghana must offer to realize the goal of making significant contributions to national development.

Third, beating the competition through world class effective virtual capacity. There is increasing competition in the tertiary educational space both nationally and globally. Tertiary level training is increasingly becoming virtual and one cannot compete on the basis of physical structures and administrative blocks alone. We need to take this into account in all we do; from admissions policy; through the development of our curricula; to teaching methodologies.

Fourth, priority setting to guide alignment of budgets. For the University of Ghana to remain competitive globally, we need to ensure we do not slip in global and Africa-wide rankings. Indeed, we will work hard to improve upon them. The global rankings are based on the following indicators: teaching, research and research influence, quality of publication outputs, innovation, income and in-kind contributions from industry or private sector and in international outlook, among other factors. We will prioritize our research and teaching and align budgets to support effective implementation of priority actions that will enhance the University's rankings.

Finally, discipline, integrity, transparency and accountability as well as leadership by example at all levels within the University of Ghana community will be important cornerstones of my tenure as Vice Chancellor. We (the management team under my leadership) would ensure that support systems at the University work proactively, effectively and efficiently; and that discipline and integrity are always our hallmark.

Since many leaders in private and public life are products of Universities, it is widely believed that traits of national leadership (whether good or bad) stem from our tertiary institutions. The University of Ghana will take the lead in fostering positive attitudinal change and character moulding. Specifically, my

aim is that we inculcate in both students and staff, the sense of institutional ownership, where dedication to work, respect for one another, respect for processes and procedures, time management, and environmental cleanliness are upheld and jealously guarded as important core values of the University.

Addressing the funding challenge

In the face of insufficient government subventions and increasing financial needs of the University, Mr. Chancellor, there is the need to take a number of urgent steps.

- i. Redouble our efforts to diversify funding sources and increase our internally generated funds (IGF);
- ii. Manage well the financial resources (from government, donor support and grants; IGF);
- iii. Prudent debt utilisation and management.
Prudent financial management at the University is key to its growth. I will lead the University's management team and motivate a strategic team of achievers from various segments of the university and country to plan, raise resources, implement concrete actions and evaluate their contributions to the advancement of the University of Ghana as a “Go to” teaching, research and development-oriented University. In addition, each College, Institute, School, Centre and Department will be tasked to examine, for implementation, concrete actions inspired by their strategic plans to improve research and training, and attract funding.
- iv. Implement collaborative ventures in enterprise and innovation
Under my leadership, Your Excellencies, Ladies and Gentlemen, the University will establish an enterprise/innovation hub, as a collaborative venture between the University and private sector actors, managed and driven largely by the private sector. The innovation hub will deepen the relationship between academia and industry in a way that should unleash the entrepreneurial spirit in young talents and drive them to launch national and even international enterprises. A distinctive aspect of the innovation hub will be the institution of a donor or self-funded 'Entrepreneur-in-Residence' programme, under which very successful businesswomen and men in Ghana and globally will be brought into residence to deliver lectures and interact with students to help shape their innovative ideas, and

translate their business plans into bankable proposals. Indeed, efforts at creating employment in Ghana must focus on nurturing the entrepreneurial skills of our young people. Graduates and professionals of our universities must be capable of demonstrating entrepreneurship and innovation within good traditional values and modern democratic and business philosophies. The innovation hub will facilitate closer relationships between industry and the University, help create internship opportunities, inform curriculum development and manage students' smooth transition from academia to industry.

Chancellor, Chairman and Members of Council, colleagues, ladies and gentlemen, it is a fact that financial stability remains a key factor and a challenge in the execution of any project. Currently, the University of Ghana is expected to raise, at least, 8 million dollars annually to service existing loans acquired under various arrangements. Given the palpable difficulty in undertaking any initiative without the necessary financial resources, an important priority for me as Vice-Chancellor will be to lead a comprehensive, transparent process of financial planning and sourcing, aimed at making the University of Ghana financially viable over the next five years through vigorous engagements with private sector and industry leaders, Government and donor partners. A University of Ghana Foundation (through the office of Institutional Advancement and in association with the Alumni Council) will be set up and charged with the responsibility of raising funds through financial campaigns and solicitations from individuals, groups, corporate entities, foundations, and philanthropic organizations both within and outside Ghana. The Foundation is expected to raise at least 20 million dollars in 5 years.

Furthermore, Mr. Chancellor, my administration will strive to increase the University's income by engaging investors in Public Private Partnership (PPP) arrangements. Such an arrangement will ensure, for instance, that our three Agricultural Research Centres (ARCs) will be able to discharge expected responsibilities as academic and research units. This will require separating the academic and research functions of the ARCs under the School of Agriculture from the newly-established Commercial Incubation Units involving PPP arrangements and external business management.

There are some uncompleted projects and plans on campus which could be potential sources of IGF. These include the stadium and a list of other academic units' projects which should benefit from PPPs. These projects,

together with the University of Ghana Medical Centre and the prospective Legon city project should witness completion during my tenure as Vice-Chancellor.

VC Green Project

Your Excellency, Chancellor of the University of Ghana, Chairman and Members of Council, Excellencies, Nananom, Niime, Naamei, colleagues, Ladies and Gentlemen, let me take this opportunity to announce to all of you, the VC's Green Project. Given the devastating reality of climate change, the University of Ghana must lead in climate adaptation and mitigation by building low-carbon and climate-sensitive infrastructure on its campuses. The "VC Green Project" seeks to increase the greening of the campus through the planting of grasses and trees, as well as implementing environmental sanitization such as cleanliness and good waste disposal practices led by students and their leaders. The University of Ghana's internal stakeholders especially the Students Representative Council (SRC), academic departments, the Institute of Environmental and Sanitation Studies (IESS) and the Plant and Environmental Studies, for example, could 'green' the University, and manage waste by separating garbage along recyclable systems.

My Pledge

Mr. Chancellor, Chairman of Council, Ladies and Gentlemen, as Vice-Chancellor, I commit myself to providing strategic leadership and guidance to the Management Team, staff and students to ensure that the University of Ghana maintains its academic excellence, improves its Africa and world rankings in all categories, and contributes immensely towards shaping the nation's development effort. I also commit myself to working with the Management Team of the University to achieve financial viability, stability and sustainability through effective financial management and resource mobilization for targeted improvements. I further commit myself to fairness, firmness and dedication to the promotion of high academic and moral standards through judicious application of the statutes and other relevant regulations and policies, while providing a conducive environment for world-class teaching, research, learning, and service delivery. I will also work assiduously to see to the rapid resolution of outstanding issues with the Government and related parties. These include an early resolution of matters relating to loans contracted from a consortium of banks and recent

developments regarding students' payment of utilities. I would want to use this occasion to humbly appeal to the Government of Ghana to, as a matter of urgency, engage relevant stakeholders and bring finality to such matters in order to preserve the academic environment and avoid disruptions to the University's academic calendar.

In summary, Mr. Chancellor, ladies and gentlemen, as Vice-Chancellor I solemnly commit myself to ensuring that my vision of transformational agenda align with the current University of Ghana strategic plan. The pillars of my transformational agenda will no doubt become game-changers on a grand scale and help to further move the University of Ghana forward in all assessment categories. They are anchored in what I have codenamed "RINER", an acronym for Relevance, Innovation, Excellence, and Resource mobilization. What we do as a university must have relevance to the development agenda of Ghana and the global community; it must show innovation, excellence, resource mobilization and its judicious deployment for effective development and growth.

Conclusion

In conclusion, Your Excellency, Chancellor of the University of Ghana, Chairman and Members of Council, Excellencies, Nananom, Niimeɪ, Naamei, Colleagues, Ladies and Gentlemen, building institutionally-shared cultural values and a motivation platform to ensure a sense of institutional ownership by all stakeholders of the University is imperative. This should be anchored in the core values of: a) respect for the University's governance system and for one another; b) predictability of the application of the University's overall governance architecture; and c) identification with the University's mission and vision which will guide our actions and inactions in making the University of Ghana a top-notch "Go to" University.

Mr. Chancellor, earlier I used the analogy of a relay race to describe institutional leadership. Every leader, like a runner in a relay race, has his style for achieving the common goal. In this regard, a new era is dawning on the University of Ghana. It is an era that includes and involves all stakeholders as players rather than spectators. It is an era that demands hard work, accountability, and a renewed repositioning of the University of Ghana on the African and world map of successful universities. This calls for a rethink, changed mind-sets and new ways of doing things in this University, as staff and students. My plea is

that, we renounce scepticism and embrace the conviction of positive change. I intend to create an atmosphere in which the true meaning of “Academic Freedom” will flourish; where staff and students will be encouraged to express their views freely and with mutual “RESPECT”.

Mr. Chancellor, Chairman and members of Council, Excellencies, Nananom, Niimeɪ, Naameɪ, Colleagues, Students, Ladies and Gentlemen, I would like to leave in our collective consciousness the fact that, as a university and under my leadership, we are going to be guided by two important values, the 2 Rs, that is RESPECT and my coined word, “RINER” - Relevance, Innovation, Excellence and Resource mobilisation.

On this note, I would like to thank you all, most sincerely for your presence and attention. God bless the University of Ghana and God bless our dear homeland Ghana!

Thank you!

