



UNIVERSITY OF GHANA SPECIAL REPORTER

PUBLISHED BY AUTHORITY

NO. 788

FRIDAY, AUGUST 27, 2010

VOL. 48

NO. 10

PROCEEDINGS OF INDUCTION CEREMONY FOR PROFESSOR ERNEST ARYEETEY, VICE-CHANCELLOR

MONDAY, AUGUST 2, 2010

CONTENTS

	Page
Order of Proceedings	1
Chairman of Council's Opening Address	3
Out-Going Vice-Chancellor's Address	5
Vice-Chancellor's Address	11

ORDER OF PROCEEDINGS

- 4.00 – 4.30 p.m. – Guests Seated
- 4.45 p.m. – Procession
- 5.00 p.m. – Dawuro
 - Welcome Address: Justice Dr. S.K. Date-Bah, Chairman of Council
 - Remarks by Professor C.N.B. Tagoe, Immediate past Vice-Chancellor
 - Chairman of Council introduces Vice-Chancellor
 - Ceremonial Handing over of notes
 - Chancellor administers Oath of Office
 - Address by Professor Ernest Aryeetey, Vice-Chancellor
 - University Anthem
 - Recession
 - In attendance : Ghana Dance Ensemble
University of Ghana Jubilee Choir

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

The Chancellor,
Your Ladyship the Chief Justice,
Honourable Minister of Education,
Members of University Council,
Members of Convocation,
Honourable Members of Parliament,
Distinguished Ladies and Gentlemen,

We have gathered here this evening to formally induct the eleventh Vice-Chancellor of the University of Ghana into office. It is a very important occasion for all of us who are interested in the development and growth of this great institution.

Before I do the formal introduction of the new Vice-Chancellor, let me on behalf of the Chancellor, His Excellency Mr Kofi Annan, welcome all present to the University of Ghana and to this ceremony in particular, with a few observations.

There are two key players in today's function, namely; the new Vice-Chancellor and the just retired Vice-Chancellor and I would like to say a few words to each of them.

To Professor Nii Boi Tagoe, I will say that we all appreciate what you have done over the period that you have served as Vice-Chancellor. You came into office at a time when it was critical to take urgent action to reverse the apparent sinking image of the University in the eyes of its various publics.

In addressing the issues the way you did, you have indeed shown that the time was ripe to undertake an extensive review of the systems and structures of the University, to enable it stand up to the various challenges facing it. This is demonstrated by the work of the visitation panel, which has also influenced the content of the new Bill which was passed by parliament on Thursday 29th July 2010.

You have done well to lay the foundation for greater progress of the University of Ghana in many respects. I believe that all these are duly

documented elsewhere and therefore I will not spend time going over them.

At this point, I will on behalf of the Chancellor say 'Ayekoo', Well done. As the adage in akan goes, 'nipa beyee bi, wammeye ne nyinaa'. In other words there is always a limit to what we can achieve as human beings. The wise thing to do is to do our best and let others also come and continue from there. You have indicated that you are taking a sabbatical in preparation for returning to your home department in the College of Health Sciences. Whatever you do, remember the interest of the University of Ghana and do your best to advance it. We wish you a well deserved retirement.

Now to Professor Aryeetey, we can only say that it is not for nothing that you have come to this important position in the University of Ghana at this particular point in time. Expectations are understandably high and therefore you have a very challenging task in not only continuing the good work done by your predecessors but also in moving the University to higher levels than it has ever reached before. You have been carefully and deliberately chosen from a group of highly qualified persons to occupy this position because Council believes that you have the background, disposition, skills and expertise to provide the kind of leadership required at this time to help move the University forward. You can be assured that the Council which I lead will always be there to provide the necessary support and direction needed for you to succeed.

I know that all the efforts of our new Vice-Chancellor will not amount to much, without the cooperation and collaboration of the University community including alumni, major stakeholders like the Executive, Judiciary and Parliamentary arms of government, Public and Private sectors of the economy and indeed all of us well wishers both Ghanaian and non-Ghanaian. It is my desire and hope that this will be forthcoming and therefore we would, at the end of Professor Aryeetey's term of office, be proud of what would have become of the University of Ghana.

On this note I will end this brief address and say once again welcome to all gathered here. May we have a successful and memorable event this evening.

REMARKS BY PROFESSOR C. N. B. TAGOE, OUT-GOING VICE-CHANCELLOR

The Chancellor
Chairman and Members of Council
Her Ladyship, the Chief Justice of the Republic
Hon. Ministers of State
Hon. Members of Parliament
Members of the Diplomatic Corps
Vice-Chancellors of Sister Universities
Pro-Vice-Chancellors
Registrar of this and of Sister Universities
Provosts, Dean, Directors
Members of Convocation
Staff
Esteemed Traditional Rulers
Invited Guests
Distinguished Ladies and Gentlemen

I join the Chairman in welcoming you all to this brief but very important ceremony. I am pleased for the opportunity to make a few remarks. The occasion takes me down memory lane back on October 2, 2006 to my own induction ceremony in this same Hall. I remember particularly the vision I articulated then for the further growth and development of the University and the programmes I outlined for realizing that vision. Today as I stand here, just about to hand over formally to my successor, there is the temptation to, perhaps, render some sort of account. However, I am sure you will agree with me that today is Professor Aryeetey's and I'll let it remain that way.

So all I will say, looking back, is that sometimes we make promises believing sincerely that we can keep them only for the prevailing circumstances and their underlying assumptions to change, throwing things out of gear, and derailing our plans. This is all very natural and happens at all levels. Human beings pursuing goals, either as individuals or in groups, learn sooner or later, that, more often than not, what you hope for is not what you get. The experience is chastening, but this is as it

should be, because in the nature of things, the future contains only probabilities, and not certainties.

Chancellor, so, there was some unaccomplished, or rather unfinished, business at the close of day on July 31, 2010 when my term of office as Vice-Chancellor came to an end. All I will say for now is that while undergoing change as a result of the 2007 Visitation, the University of Ghana continued to play its traditional role of producing high level human resource for the nation. In addition to its well known programmes in the Arts, Social Sciences, Law, Science and the Health Sciences it now offers further programmes in Pharmacy and Veterinary Medicine. At the postgraduate level, it will offer courses designed to meet the challenges of the emerging oil industry. The School of Research and Graduate Studies has been restructured to better position research at the forefront of our academic agenda. I can only hope that posterity would, when the time comes to assess my stewardship someday, be charitable in its judgment.

Definitely, there were some successes, and anyone taking a serious look at things would concede that considerable progress was made under my administration. I mention this fact without elaborating further not with the intention to angle for praises, but only so that I can use this opportunity to express appreciation to all those whose active encouragement, support and co-operation made all that accomplishment possible.

In other words, I wish to use this opportunity to pay debts of gratitude where debts were incurred and are owed; and here I would like to mention the following in particular:

- Naturally, I will begin with my wife and children who over the period, and even before, bore the brunt of the long working hours, frequent absences as a result of travel and the occasional frustration arising from the pressures of work;
- Chancellor, although you joined us not too long ago, you have been a source of much inspiration to all of us. Your name alone has

opened doors for us. Already, we have received US\$4 million from the Carnegie to support a review of our semester/course credit system, the Balme Library as well as postgraduate training;

- The Chairmen of the three University Councils I worked with, namely, the Councils of Dr. Ishmael Yamson, Mr. Tony Oteng-Gyasi, and most recently His Lordship Justice Date-Baah. I benefited greatly from the advice and co-operation of all three, and would like to thank them most sincerely for everything;
- Next, I would like to express my profound gratitude to two (2) colleagues who were closest and nearest to me, and who, together with me weathered many a crisis. At times we have constituted ourselves into a 'War Cabinet'. I am talking of Alfred Teddy Konu and Kwesi Yankah. Teddy Konu, I knew long before I became Vice-Chancellor, with the relationship dating back to 1971 when I transferred from the KNUST, as an engineering student, to the University of Ghana and Commonwealth Hall, as a medical student. He had then only a year or so before joined the University administration as a Junior Assistant Registrar in training and would stay the course until he rose to the very top, to retire only last year, after serving the University for 39 years.
- Kwesi Yankah, also, I knew and had worked with, before I became Ag. Vice-Chancellor and later Vice-Chancellor. We had both served on the University Council during the Vice-Chancellorship of Professors George Benneh and Ivan Addae-Mensah, and had together had some memorable and exciting experiences on that body. As Pro-Vice-Chancellor, Kwesi stood by me through thick and thin, and would sometimes take some unpleasant knocks, which in all fairness, should have been directed at me, or elsewhere. In the recent Commonwealth Hall crisis, for example, Kwesi was singled out and almost crucified on the decisions collectively taken by the relevant University bodies.
- Alfred Teddy Konu left last year and I formally follow suit after this function, but Kwesi stays as Pro-Vice-Chancellor till next year. How

many more knocks and below-the-belt blows are in store for him, nobody quite knows. What we know is that Kwesi is a man of courage and strength, and will survive. For now, to Teddy Konu and Kwesi Yankah, too, I pay my debt and I say thank you for everything. Someday, when it is all over here for the three of us, we might meet under a shade tree somewhere in Ga Mashie, or Tefle, or Agona Duakwa, and talk over our favourite beers, of the old days and the old familiar faces. But before I am done with Teddy and Kwesi, I must also mention Joseph Maafo Budu, who succeeded Teddy as Registrar. Mr. Budu knows his job and is a perfect gentleman. I enjoyed working with him and would like to thank him for the support he gave me in my last year in office as Vice-Chancellor.

- To the Visitation report Implementation Committee, Provosts, Deans, Directors, Heads of Department and of other units, academic and administrative, to leaders of staff groups, including TEWU, FUSSAG, GAUA and UTAG, and of student groups including the SRC and the GRASAG, I thank all of you, too, for the support I received from you. There might have been a few misunderstandings from time to time, but these, too, are of the nature of the job, and should create no hard feelings.
- Outside the University in the larger environment, there are also debts of gratitude to be paid for the co-operation received. The ministers and senior government officials in the relevant ministries and related agencies or institutions, the six banks that are funding our Hostels Project, the various embassies and foundations without whose understanding and support I would have had to travel a rougher road as Vice-Chancellor.
- Last Thursday, Parliament passed a new University of Ghana Act. I promised this at my induction in an attempt to bring the act in line with current practice. I wish to thank Prof. C.E.K. Kumado and his team for the three years of work on the draft act and draft statutes. My gratitude here also goes to the current Education Minister, the Hon. Alex Tettey-Enyo who promised to see it through before the end of my tenure.

- Two other individuals I would like to thank are Messrs Frank Adu, Managing Director of Cal Bank and Sam Aboah Managing Director of Sambus Limited. Mr. Adu championed the syndication of loans for the University's Fifty Million Ghana Cedis Hostel Project, which in less than three years has added about 2,500 beds to the existing stock with another 5,000 more by the end of the year. Mr. Sam Aboah, though not an alumnus of this University has adopted as his alma mater since he joined the Council as a government nominee in 2001. He contributed the greater part of funds to give her the beautiful recreation quadrangle located immediately north of the Balme Library, given us the Teak Plantation and is still serving as Chairman of the Hostel project Management Team.

Chancellor, I cannot end without a word or two about funding of higher education in Ghana. Recent pronouncements in government circles indicate attempts to de-emphasize higher education in accessing the GETFund, and this is a source of great concern to many of us.

Without doubt the GETFund is best thing to have happened to education in this country for a half a century. It is also true that since its inception, educational institutions, especially universities, have seen significant development in physical infrastructure as well as provision of equipment, funds for research, vehicles and scholarships. The universities are doing their best to raise funds from other sources to support their activities, and will continue to do so. Let no one be deceived that we are out of the woods yet.

Yes, we must pay serious attention to the other levels of education but where would these be without inputs from higher education? The fruits of higher education benefit the other levels – training of the teachers, development of curricula, writing of textbooks, indeed the development of the human resources needed to service the lower levels of education.

It is important, therefore, that, in reviewing the GETFund law, care must be taken not to short-change higher education in order not to

reverse the gains made over the past ten years; lest we re-enact the difficulties of the 1980s and 1990s where higher education suffered traumatic reverses.

Chancellor, distinguished ladies and gentlemen, I would like to end by wishing the in-coming Vice-Chancellor, Professor Ernest Aryeetey the best of luck and of everything else. It is often said that to see far into the future one stands on the shoulders of one's predecessors. I am not sure my shoulders are broad enough for you but with your height you should not have any difficulty in seeing well into the future. Where I failed to make the mark, may you succeed, Ernest, and where I made it, may you go much farther than I did.

Chancellor, ladies and gentlemen, I thank you for listening, and may

ADDRESS DELIVERED BY PROFESSOR ERNEST ARYEETEY, VICE-CHANCELLOR

Introduction

Mr. Chancellor,
Your Lordship the Chairman of Council,
Your Excellency the President,
Your Ladyship the Chief Justice,
Honourable Ministers and Members of Parliament,
Niiamei, Nananom,
Distinguished Colleagues and,
Distinguished Ladies and Gentlemen

There is no doubt that I am a very excited man. I am excited about the fact that I have the opportunity to manage what is probably the greatest public institution in this country. I have been selected by the Council of this University to take the lead in the management of the university's affairs, and that is something I am extremely proud of.

I would like to thank the Council of the University of Ghana for the confidence it has shown in me and the honour done me. I would also like to thank the Search Committee that recommended me for the position. I would like to assure you that you did not make any mistake in your choice, and that I will work to prove it in the coming months and years.

I would also like to thank the many people who sent me congratulatory messages. I have enjoyed tremendously the goodwill shown me by so many. I have taken to heart the several pieces of advice and expressions of confidence in my ability to manage this University effectively. I trust that, with your continuing assistance and prayers, we will succeed together.

When I met the Search Committee, I sold to the members my idea of turning the University of Ghana into a World Class University. I would like to use this first address to engage with Ghanaians and the wider



Professor Ernest Aryeetey, Vice-Chancellor



Principal officers processing to the Great Hall



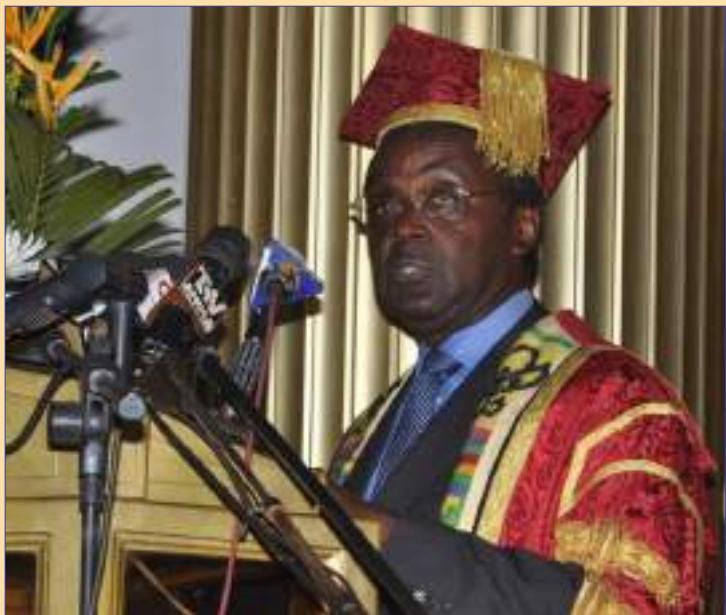
A group photograph with the Vice-Chancellor after the ceremony



Academic Procession



Heralding the Procession: Ghana Dance Ensemble



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



Immediate Past Vice-Chancellor, Professor C. N. B. Tagoe, delivering his address



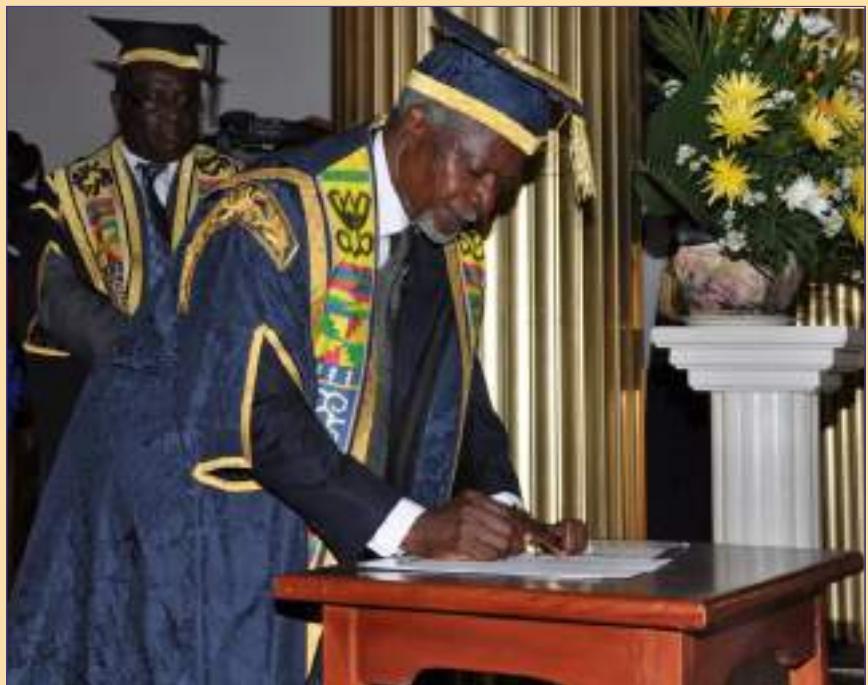
Chancellor His Excellency Mr. Kofi Annan administering the Oath of Office



Professor C. N. B. Tagoe hands over documents to
Professor Ernest Aryeetey



Vice-Chancellor, Professor Ernest Aryeetey signs the Oath of Office



Chancellor witnesses the Oath of Office



The Registrar, Mr. J. M. Budu witnesses the Oath of Office



Vice-Chancellor, delivering his Induction Address



Congratulations Daddy! Naa Dedei seems to be saying



A captivated audience including Dr. Ellen Bortei-Doku Aryeetey,
wife of the Vice-Chancellor and daughter, Naa Dedei applauding
During the ceremony



A large crowd witnessed the ceremony





It was a day of excitement for all who attended



Vice-Chancellor with some chiefs and family members after the ceremony.

public on what it will mean for higher education in Ghana to pursue this vision.

In seeking to lead the process of making the University of Ghana a world class university I do not pretend that the process is only now beginning. I would like to acknowledge the significant contributions that my predecessors have put into that process over the last sixty-two years. In my several conversations with Professor Alex Kwapon over the years, I have come to appreciate a lot the unwritten history of this great institution. It is he who has on a number of occasions told me interesting stories about how Conor Cruise O'Brien managed this university in the early post-independence years, trying to bring it to levels comparable to those of some of the best British universities. Through these stories I have learned how a good leader must remain steadfast to the principles of the institution, even under trying circumstances.

Prof. Kwapon's own exploits, first as a Pro-Vice-Chancellor and then as Vice-Chancellor remain legendary. I have learned from him how a Vice-Chancellor can make difficult students come to appreciate authority without being an autocrat. He has taught me how to manage academic staff with some of the biggest egos. Looking back, I now believe that many of those conversations over a beer or two, were part of his efforts to prepare me for this job, and I thank him for that.

Prof. Adzei Bekoe became Vice-Chancellor just when the political landscape was becoming a lot more difficult in the absence of democracy. His experiences teach any new VC how to manage a university with rapidly declining resources.

Prof. Akilagpa Sawyerr was Vice-Chancellor in a period with still dwindling resources and a strong pressure from outside to reform the university system in Ghana. Managing strong external pressures and an academic community with entrenched positions on education policy was never going to be easy and offers useful lessons for current times.

Prof. George Benneh has been the ultimate diplomat in this rich history, struggling to stretch limited resources as far as possible, particularly in a

new struggling democracy. Prof. Ivan Addae-Mensah became Vice-Chancellor not too long after Ghana reverted to constitutional rule and felt the tensions associated with the constitution and its treatment of public universities. He responded to this as appropriate. Prof. Kwadwo Asenso-Okyere as Vice-Chancellor focused on infrastructure development, a very important element in the history of this university.

I would like to single out my immediate predecessor, Professor Clifford Nii Boi Tagoe for special mention. He became Vice-Chancellor under the most difficult of circumstances. The University had been shaken by examination malpractices made possible by a breakdown in our examination management system. This had occurred over several years. The crisis affected the governance structure of the University as the University community became split on how to handle it. Cliff Tagoe emerged as the leader of the team that had responsibility for managing the crisis and finding a way forward. Through him, the University invited a Visitation Panel to assist in the process of re-defining our mission and developing new procedures for doing business that reflected the changing times. There is no doubt that he has excelled in this mission and helped to stabilize this university in a significant way. For this, I personally owe him a debt of gratitude. He dealt with many problems that I no longer have to worry about, even if he is also leaving me with another huge albatross around my neck. I would like to thank Professor Tagoe for a great performance as Vice-Chancellor. On a lighter side, I understand he will be remembered for his street lights!

Let me now turn to the subject of my address for today.

What is a World Class University?

I have not come across any serious definition of what a world class university is. It is, however, becoming an increasingly standard practice to refer to Webometrics and look at the different league tables of the world's universities to see how they are regarded by their peers and by a wider society. Will being among the top-ranked 500 universities make a university world-class? This will be a highly debatable proposition, particularly since there are many aspects of university development

that are not captured in these rankings. One must inevitably come to the conclusion that, in addition to the various league tables of universities, a world class university is best defined by the aspirations of the academics and their societies.

When the University of Ghana began, the aspiration was generally to produce graduates who could achieve the same degree of learning and knowledge acquisition as they would have, had they gone to university in places like Edinburgh, Newcastle, Birmingham, Manchester, Reading, etc. In exceptional cases they could do as well as the students of Oxford and Cambridge Universities. That was the world class aspiration at the time. Is it still relevant? Indeed, has anything changed to make it less relevant? Is it still important to be able to compare with students from Manchester? In the U.K. as in many other European societies, the system of ranking universities has become very complex and demanding. What is clear is that ranks do matter and there is considerable variation from discipline to discipline. There is a lot of competition among universities and the departments of universities; and the competition is tied to the flow of resources to universities and their departments. Higher ranked universities and departments attract more resources, both public and private. They also attract better students as well as better teachers.

As a result of these situations, world class universities are likely to have structures and characteristics that differentiate them from other universities.

- World class universities have a strong culture for learning as opposed to simply being institutions for providing degrees.
- They generally appeal to students from different parts of the world. Their degrees are respected in the whole world.
- They are more likely to develop courses and programmes that are dynamic and respond to changing times and societal circumstances.

- World class universities are more likely to protect their rich histories by preserving structures and building on these over time.
- They pay a lot of attention to ethics in education.
- They tend to have higher standards set for students and faculty, and these are known and accepted by all.
- World class universities do far more research than others.
- They attach considerable importance to graduate training.
- They have governance structures that have evolved slowly and survived the test of time.
- Their faculty members publish in the best international journals in all disciplines.
- The faculty members of world class universities are often able to work across disciplines.
- Students of world class universities have a culture of learning and social interaction that sets them apart from others.

I have slowly come to the view that being world class is more a matter of the goals and ambitions of a university community and its willingness to work at all times towards higher standards. The standards may move higher and higher with time, but the stakeholders are not tempted to bring them down for the sake of convenience.

Is the University of Ghana well placed to be a World Class University?

The University of Ghana already has a rich history, starting with its position as the oldest university in Ghana and as one of the best known in Africa. It has indeed produced some world class professionals over the years, and can be proud of that.

It is generally acknowledged, however, that its prestige and image in the world and in Africa are lower than they used to be thirty years ago. Lesser known universities have either caught up with it or it has failed to move as fast as some of its peers. While we may quibble about the appropriateness of world and regional rankings, the report of the Visitation Panel leaves us in no doubt that there is some way to go before we can be satisfied with ourselves. The report demonstrates to us clearly how limited our aspirations and ambitions have been in the last two decades. We lowered standards considerably in the 1980s with the exit of lecturers to Nigeria and other places, when this was convenient for us, and forgot to raise them again when times changed.

Despite these difficult situations, I would like to argue that the University of Ghana is well placed to make a come-back and become eventually a world class university. The report of the Visitation Panel provides us with a huge new opportunity for setting higher standards. It provides suggestions for improving governance systems in line with known practices in world class universities and indicates some of the practical steps we must take in order to get onto the path necessary to become a world class university. I appreciate enormously the excellent work of the panel. I am also very happy about the work done by the Visitation Report Implementation Committee (VRIC) under the leadership of the Pro-Vice Chancellor, Prof. Kwesi Yankah, in guiding us on the way forward.

My Vision for a World Class University at Legon

Mr. Chancellor, there are seven things I would like to pursue:

1. Promoting academic excellence through enhanced teaching and learning and leadership training
2. Promoting academic excellence through significantly expanded and relevant research and extension
3. Overhaul of governance arrangements in administration, teaching and research

4. Better management of university assets and facilities
5. Scale-up efforts towards equal opportunity in gender and diversity
6. Enhanced fund-raising activities at unit and central administration levels
7. Mainstream and enforce Structures and processes for Monitoring and Evaluation

I believe strongly in the need to set high standards for both faculty and students. That is why I endorse fully all the steps taken by the university administration to restructure the course-credit system in line with the recommendations of Professor French. I appreciate the effort made to tighten the system of examinations and will look at ways in which this can be tightened even further. But I must add that these efforts will come to nought if the university's stakeholders do not share similar values in terms of what higher education and its examination systems are intended to achieve. If students do not believe that cheating in examination is a horrible thing morally and legally, then all our efforts will be in vain. That is why it becomes the responsibility of parents and guardians to teach their children and wards that cheating in examinations is unacceptable behaviour. It is not any less dishonourable than breaking into another person's home at night. This University will devote time and resources to inculcating in its students a new culture which says that acquiring degrees is not the same as being learned. It is only ideal when the two go together.

Mr. Chancellor, I am very committed to making this university a research university to support the process of structural transformation in Ghana and Africa. What this means is to increase significantly the amount and the quality of research being done by the faculty and students of the university. It also means increasing the proportion of the student population that is doing graduate work. Mr. Chancellor, we should step up graduate admissions significantly, especially for new PhD programmes with a restructuring of current MPhil programmes in line with global trends. This will be accompanied by a continuing

rationalization of undergraduate programmes and student numbers to make the most efficient of use of space and human resources.

Again, in line with the process of enhancing research output, the demands on our staff and graduate students will rise significantly. It is my intention to work with all faculties and colleges to set specific targets in terms of graduate training and research output for specified periods. There is no reason why the number of graduate students completing their programmes should not rise from 1,267 as at the end of 2009 to more than 5000 within the next five years. This should include about 500 students pursuing PhD programmes in the social sciences. I will be seeking to achieve a system in which the allocation of university resources is driven largely by the productivity of staff. In principle, the departments that do the most research and publish the most will have the most resources. The hiring of staff will be motivated largely by the nature of both the teaching and research programmes of the departments and other institutions of the university. I shall be demanding from each department/centre/institute a programme of research for specified periods. This is what will inform departmental budgets and hence resource allocation.

I know that it is not easy to pursue a serious research programme in our departments so long as the numbers of students they have to deal with remain large. As we rationalize undergraduate programmes, this should make it easier for us.

Mr. Chancellor, I have noted that world class universities attract students and faculty from all over the world. I will believe that we have become a world class university when students completing degree programmes at good universities in Uganda, Kenya, Sierra Leone, Nigeria, U.S.A., U.K. and many other places decide to come to the University of Ghana for their masters or PhD programmes, first for the reason that they are interested in Africa, and second for the fact that the degree from Legon will once again be highly regarded internationally.

I have already begun discussions with a number of other world class universities that will assist the University of Ghana in this quest. They will support us with human resources for graduate work supervision and

teaching. We are also looking for the additional financial resources that will facilitate such a transformation.

Mr. Chancellor, I also believe in interdisciplinary approaches to research. In our part of the world, research must be designed to solve different types of development problems. That is why I intend to pursue the dream of setting up a functioning Institute of Applied Scientific Research that will have about 200 research scientists from different disciplines and from different parts of Africa working to solve the transformational challenges of African industry. This will be an institute that can support many PhD students in a few years.

As part of the interdisciplinary approaches to university education, it is appropriate that all disciplines learn from one another. It is for this reason that we find it appropriate that the University of Ghana Medical School, the Dental School and all the other component units of the College of Health Sciences be relocated at the main campus of the University. This is an old dream of the university that I wish to revisit. It is what will provide greater opportunity for our future doctors to interact with other scientists, including those from the social sciences. I will pursue vigorously the development of a viable teaching hospital in Legon for this purpose as well as the development of other infrastructure for this major undertaking.

The culture of learning must be returned to the university if it is to become a world class university. It is important to have a large number of young enquiring minds as the main constituents of this university. It will be great once again to listen to students debate logically the pros and cons of particular ideas, be they in the areas of politics, economics, social development, religion, science, law, education, etc. I will support students' improved access to information through enhanced ICT facilities and use this as the foundation for developing their knowledge. I will encourage debate among students and will support measures to strengthen student publications, including the re-introduction of hall journals. As we do this, I would like to see students make more significant contributions towards a modernization of the University and its programmes for learning. That means, for example they will have to re-appraise how "Hall Week" celebrations are organised. Is there a place

in a modern world-class university for week-long noise-making and general lawlessness in pursuit of so-called traditions? It is my view that many such traditions in this University no longer fit into any serious academic environment and only hold students back from better performance.

Mr. Chancellor, in a world class university, men and women should have equal opportunities to pursue their dreams and ambitions, and learn from each other. That is why this university should have all of its residential facilities as co-ed structures eventually. The university has made considerable progress in the pursuit of gender parity in student numbers. We will continue that policy and further remove any remaining obstacles in the way of women seeking higher education.

As is the case with all public universities, this University is almost entirely dependent on government grants through regular subventions for meeting its recurrent budgetary needs. Other internally-generated funds now also provide additional resources to the University. Capital expenditures have been financed to a very large extent with support from the GETFund in the last few years. But the capital requirements of the University are definitely more than can currently be supported through the GETFund. While seeking additional public financial resources for the University's capital projects, as well as better remuneration for staff, it will become essential for the University to raise additional resources. The University will work closely with the private sector to generate additional resources. For our new research programmes, the generation of high-quality proposals for purposes of fund-raising will be supported significantly. In this pursuit it is intended to attach to each faculty and college a well-trained Development Officer whose main responsibility will be to assist with the development of project proposals and the search for financial assistance from potential donors. There will also be a well-equipped and well-managed Central Development Office at the central administration to coordinate the processes of fund-raising.

What will it take to make all of this happen?

Mr. Chancellor, Distinguished Ladies and Gentlemen, an essential

requirement in developing a world class university is academic freedom. In many parts of the world this freedom encompasses the rights of students and faculty in universities to express themselves freely. It also embraces the rights of such institutions to determine how and what to teach. The issue of institutional independence for universities under academic freedom is one that is well understood and generally accepted in most countries today. This principle is widely upheld by the courts. It is for that reason that students do not rush to court when universities declare that they have failed examinations. The university's right to make that determination is protected and understood. That right is not provided in a vacuum by society, but is generally regarded as essential in generating knowledge for development. I have been very worried about the growing resort to the court system to address various institutional issues arising in Ghanaian universities, particularly as the universities attempt to reform and restructure their operations. I have watched members of university committees and boards act unduly restrained in what they say at meetings for fear that what they say might be the issue of a legal tussle later. This cannot be good for making this university a world class one.

Mr. Chancellor, many have suggested that the university's statutes and procedures have not provided adequately for persons with grievances to seek redress, hence the rush to court. The university, as part of its institutional reform processes, has rewritten its statutes and has most recently secured a new Act from the nation's lawmakers that address any such inadequacies. A good example of reforms is the institution of an Appeals Board that will have the capacity of a higher court to provide additional comfort for persons with any grievance. It is therefore my hope that our lawmakers will do everything possible to preserve academic freedom as is generally known in most countries.

I would like to appeal to the staff of the University to show greater tolerance for the views and positions of others as we discuss our remunerations and other entitlements. I would like to see our students show greater forbearance in making demands.

Mr. Chancellor, I would like to bring my address to a close by talking about Commonwealth Hall. Mindful of the interlocutory injunction placed on the University by a court of law in this case, I need to be

careful in what I say about this matter. The Executive Committee has already taken a decision to comply with the court order granting a relief sought by the complainants. But the bigger picture of this university's future and how Commonwealth Hall fits in remains to be addressed. I would like to see Commonwealth Hall play a lead role in the process of transforming this University into a world class university. I also accept the right of Commonwealth Hall students to contribute to discussions of what form this would take. That is why I would like to bring to an end as quickly as possible the current difficult situation. There is nothing to be gained from a protracted legal battle on who is right and who is wrong. The university management will be willing to sit down with all the relevant parties to discuss issues related to the case and the future of Commonwealth Hall within the context of the University's broad vision.

Conclusion

Mr. Chancellor, Your Lordship the Chairman of Council, Your Excellency the President, Honourable Ministers and Members of Parliament, Niimei and Nananom, Distinguished Ladies and Gentlemen, as I end my address, I would like to express, once again, my appreciation to the Council of the University of Ghana for the honour done me in appointing me to this high office. I pledge to do my very best in order to make this University one of the very best in Africa in the next few years. I promise to be fair to all in my dealings with them while remaining firm in pursuit of the ideals that I have outlined above. Thank you.

