

**LOOKING BACK AT MY YEARS IN
THE UNIVERSITY OF KERALA**

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1 THE CONCEPT OF UNIVERSITY

- 1.1 As Vice Chancellor, I hold the view of the world renowned educationalist Prof. Harold Laski that '*University means University Teacher*'. It is the teacher who brings fame and recognition to the University as well as to the nation through his dedicated and socially committed research outcome. This does mean that 'University is its Teaching and Research Departments'. The affiliation system and self-financing centers, such as UITs/UIMs/KUCTEs, as prevalent in the University of Kerala, are secondary and should not be unduly encouraged to overshadow the development of the University Departments.
- 1.2 There is no general agreement on the above mentioned view among the members of the Syndicate in particular and other statutory bodies of the University in general. Unless such a consensus evolves, the University would remain a mere shell without solid core.
- 1.3 Equivocalness, on what the University is, reduces it to a bundle of routine matters carried over from previous years, making the system obsolete, outdated and irrelevant.
- 1.4 In the existing set up, the University administration spends most of its time on customary things that do not have any impact on quality and excellence. A mere look at the minutes of statutory bodies of the University would unfold data to substantiate this observation.
- 1.5 The University Act is mostly the same as the one conceived in mid-20th century. All later amendments to it have been made to snatch the control, for vested interests.
- 1.6 The greatest contradiction to the University system has always been the approval given to the self-financing colleges, without need for University approval for the appointment of teachers, including Principal. This paves the way for appointing teachers on meager salary by diluting the qualification, experience and other requirements insisted upon aided and government colleges.
- 1.7 Almost all Universities or Institutions of Higher Education in the world do not have numerous affiliated institutions under it, viz., Oxford University, Stanford University, JNU, and such others. As long as the affiliation system remains, it is imperative that there is a constant check imposed on the performance and development of the University.

2 QUALITY ASSURANCE

- 2.1 NAAC Reaccreditation had been pending for seven years, when I assumed charge as the Vice Chancellor.
- 2.2 The second cycle of accreditations was due in 2008 and the third cycle was due in 2013. Only feeble attempts were made to get the University re-accredited. Since 2008, AQARs were not prepared on an annual basis. Immediately on my assuming charge, urgent steps were taken to assign top priority on the matter and through formal and informal team work, we were able to achieve the target within a few months. The full credit for this goes to the teachers, staff and students and the role of the Vice Chancellor was to present the achievements before the peer team, as effectively as possible. It is strongly felt that the delay of 7 years could have been avoided, had there been keen interest on the part of the authorities concerned.
- 2.3 During the re-accreditation in 2015, there were even a few miscreants, who wished that the University does not get the best Grade. They arranged it by planting media reports to coincide with peer team visit and even visited the peer team members personally and handed over insinuating representations. Some teachers, who were entrusted with the work of IQAC also, directly and indirectly, provided support to them.
- 2.4 During 2015-2018, IQAC initiated many new activities with a view to enhancing quality of higher education. This includes drawing up of Master Action Plan for enhancing quality (with 350 points); conducting Annual Student Survey, Annual Research Scholar Survey, Library Audit, Green Audit, Academic Audit, PWD Audit, and Hostel Audit; drawing up of 15 policies and charters; establishing Teaching, Learning and Assessment Review Committee (T-LARC); drawing up Graduate Attributes and producing a video on it; launching of eBook series and Bench Mark series; publication of PG Brochure, PG Academic handbook and Research Handbook; conducting Multi-Disciplinary Annual Research Conference and Curriculum Fair; establishing University Archives; publishing Annual Newsletters; establishing Innovation Councils Publication of University Innovation Portfolio; and many other such initiatives.
- 2.5 We were awarded the grade point of **3.03 (out of 4)** in 2015 by the NAAC and I am confident that the achievements in the subsequent three years indicate that we would reach the level of 3.51 or above in 2020.
- 2.6 IQAC was reconstituted by the Vice Chancellor prior to the NAAC visit. Immediately after NAAC visit, the Council was reconstituted based on the criterion developed by identifying the individuals who showed enthusiasm and dedication to the cause of quality assurance. With the active involvement of IQAC, impressive achievements were able to be listed out and Vice Chancellor has never felt anything wrong with the decision to reconstitute it at the right time.

3 RANKINGS

3.1 NIRF RANKING:

National Institutional Ranking Frame work (NIRF) is an initiative launched by MHRD, Govt. of India. The University of Kerala could not take part in it during 2015. In 2016, University of Kerala was ranked at 29th position among Universities and 47th position among all Higher Education Institutions in the country by the NIRF. This was a proud achievement for teachers, research scholars and students of the University. The most important blessing of NIRF ranking was that it made us eligible to apply for Rs. 1000 crore funding under the UGC scheme of “Institution of Eminence”. Applications were submitted in time and now waiting for the results to come.

3.2 THES World University Ranking:

Entering international rankings had been a major milestone planned in the Master Action Plan (MAP) developed by the IQAC in 2015. For the first time, University of Kerala could find a place in Times Higher Education Supplement (THES) World University Rankings 2017, which has been considered as one of the most widely observed university measures together with Academic Ranking of World Universities and QS World University Rankings. Out of close to 20,000 Universities world-wide participated for Ranking, only 1000 Universities were ranked and University of Kerala appears in the 800-1000 band. Among the 42 institutions from India included in the ranking, University of Kerala gained 18th position. While the band in which the University was ranked is the last 20%, it may be noted that this was among 1100 chosen Universities. Ranking was based on Teaching (30%), Research (30%), Citations (30%), International Outlook (7.5%) and Industry Income (2.5%). In the THES Asian Universities Ranking 2017, University of Kerala came in 251-300 band.

3.3 Chancellor’s Award:

The Hon’ble Chancellor of the University of Kerala brought in tremendous dynamism in the Universities in the State by launching an award for the best University, each year. University of Kerala won the first award in 2015, along with prize money of Rs. 5 crore. (We did not win the award in the next two years. Out of these, in 2016, there were press reports that we were disadvantaged by some arbitrary rejection of the data that we submitted). A duly constituted committee drew up an excellent proposal to build a ‘Chancellor’s Multiplex’ in Karyavattom Campus. However the Syndicate saw to it that it did not take off. I hope they will at least let it happen after I leave the office on completion of my tenure.

3.4 India Today & Week Rankings:

University of Kerala consistently appeared top among the Universities in Kerala in unofficial rankings such as that of “India Today” and “The Week” University rankings.

4 LEGISLATIONS

4.1 **New or Revised Regulations:**

The following regulations were drawn up and legislated during my tenure. Some of these regulations were new (marked with *) and some were comprehensive revisions of regulations existing for decades without change. Those were insensitive to newer systems and practices that have evolved in the field of higher education.

*Regulations relating to Credit Transfer into & out of University Programmes (2014)**

*Regulations relating to Post-Doctoral Fellowships (2016)**

Regulations relating to Research leading to award of Ph.D (2016)

Regulations relating to Research leading to award of M.Phil (2016)

Regulations relating to PG Programmes of University Teaching Departments (2017)

*Regulations relating to UGC SWAYAM MOOC courses (2017)**

*Regulations relating to International Students (2017)**

4.2 **Outdated Regulations:**

The regulations related to recognition of degrees is badly in need of revision, as it is more than four decades old and is incapable of addressing modern schemes, systems and nomenclature in a multidisciplinary environment. Even though this was initiated, it could not be completed. For the sake of thousands of students, I wish that this regulation is reformed and streamlined to suit the requirements of today.

5 APPOINTMENT OF FACULTY

One of the major recommendations of NAAC Exit Report was to take steps to fill the exiting vacancies of both teaching and non-teaching posts. The Government took steps in getting PSC to recruit 800 administrative assistants. However 40% of the teaching positions have been pending unfilled for the past several years due to lack of concerted efforts. Recently, the need for consensus regarding implementing reservation rules also arose. As soon as the legality cleared on the confusions regarding reservation, I placed the matter before the Syndicate to prepare a reservation roster. The Syndicate as usual kept on “studying” the matter indefinitely. Sensing this, I drew up the reservation and notified 105 posts. Advertisements were placed nationally and application process was made on-line. As and when the process of appointment is completed, the University will get a great boost in terms of research output and opportunity for more research scholars (about 600 seats) to join M.Phil and PhD programme.

In respect of posts notified earlier, we could fill 22 posts and of this, one appointment was chosen by some vested interests for a controversy. I am in no hurry to respond to the allegations in detail, but I have no hesitation in rejecting the allegations. The matter has been pending before the Honourable High Court and I am confident that the legal proceedings will culminate in bringing out the truth. I have great satisfaction that the appointments were instrumental to bring some talented teachers of excellent quality to the University.

Earnest efforts were made to commence the processing and scrutiny of applications received under the new notification. But a few senior teachers holding responsible positions eluded from the duties assigned to them in screening cum evaluation of applications, without realizing the fact that they worked against the interests of the University.

6 INTERNATIONALIZATION

The Centre for Global Academics (CGA) was established in the University years back. Some preparatory work was done by it to expand international programmes. We had the opportunity to lead the Semester-in-India programme in which fourteen US students studied in the University of Kerala in 2014 and transferred their credits to the respective US Universities. This would serve as a model for University to expand the programme with the participation of more Universities. A special regulation for foreign students was enacted. Another major initiative was the launch of UK-India Next Gen programme with 54 UK students doing a short term programme in the University, under the support of British Council. Bringing in foreign students into the University adds more academic value through inter-cultural dialogue, enhanced student diversity in campus and exposure to contrasting academic perceptions, in addition to permitting the inflow of considerable revenue. The scheme is of vital importance, as it enriches tourism industry.

7 REFORMS IN CREDIT AND SEMESTER SYSTEM

7.1 I have taken keen interest in the operation of the credit and semester system in the University Teaching Departments. In the first meeting of the teachers itself, I proposed reforms including switching to evaluation of all exams by teachers who teach the course. To my surprise, only one teacher supported the idea, that has been in existence world over.

7.2 To enhance student diversity and to attract best students, admission was nationally announced through advertisements (earlier it was limited to press releases). One exam centre outside Trivandrum (in Kochi) was also permitted. Exam dates were announced well in advance, so as to enable applicants from other states to plan their travel sufficiently earlier.

- 7.3 An academic calendar in a user-friendly and compact form was designed and issued from 2016 onwards.
- 7.4 The regulations for Masters Programmes under CSS in the University Departments was enacted in 1995. Considering the need to revise it comprehensively, the same was done through many detailed sitting of the designated CSS subcommittee in my presence. The regulation has been drafted in a comprehensive manner (26 pages). Its unique features include provision for “Committee on Student Grievance Redressal”; definition of Subject Streams; making Entrance Exams mandatory; limiting Admission Privilege to a single admission (it was noted that some candidates utilize privileges including hostel and stay in campus for years together. They get admitted to one programme, then transform themselves as drop outs and rejoin another programme next year and so on and getting involved in non-academic activities); provision of Supernumerary seats for Outside State Students for ensuring diversity; promotion of Inter-disciplinary Studies by making it mandatory for all students to earn 2 credits from outside the Department and 2 credits from outside the respective School; detailing Curriculum Design and Delivery; provision for Automatic Cancellation of Abnormal Results (when class average is less than 40%); provision for Horizontal Mobility into and out of the programmes; provision for credit transfer from other courses and also MOOC; and abolishing ranking and modernizing the Grade Sheet.

8 **TEACHING & LEARNING**

- 8.1 **Induction Programme:** As an academician, it is felt that introduction of 3-tier Induction Programme has been a very vital reform. All newly admitted PG students were brought to the Senate Hall and the Vice Chancellor addressed them for an hour. This was followed by three motivating talks delivered by renowned intellectuals in the academic world. The students were insisted to take graduate pledge, besides screening the graduate attribute video. The University handbook was distributed to each one of them. The solemn function was marred by the pressure tactics adopted by a few student leaders and we were constrained to discontinue this practice after 2015. Alternatively, the School level and Department level induction programmes were successfully conducted in 2015, ‘16 and ‘17.
- 8.2 **Teaching Learning and Assessment Review Committee(T-LARC):** A Central Body, as envisaged by the NAAC/UGC, to review the teaching, learning and assessment process in the University was constituted in 2015 under chairmanship of the Pro Vice-chancellor. The Teaching, Learning and Assessment Review Committee discuss student feedback, assess samples, and also review the Academic Audit Report of Departments from the perspective of Teaching, Learning and Assessment and make recommendations for improvement.

- 8.3 **Innovations in Teaching:** IQAC has been compiling and publishing Innovations in Teaching practiced by the teachers. It also drew up and published suggestions for innovative teaching, classroom management and assessment. Suggestions were proposed in areas such as: Preparing a Learning Environment, Curriculum Design and Evaluation, Curriculum Delivery, Technology in Teaching and Learning, Assessment and Evaluation as well a Student Progress and Support.
- 8.4 **PG Handbook/Brochure:** Although the University had published its International Brochure in 2013, it did not have an annual brochure for students for the past few decades. This lacuna was rectified when a brochure was printed and distributed to all newly admitted PG students on 7 Sept 2015, along with the three-tier induction programme. Although, the publication of the annual brochure was discontinued under the severe protests of a section of students it was made possible to resume the publication of academic handbook in 2017.
- 8.5 **Graduate Attributes & Graduate Attribute Video:** The IQAC has drawn up attributes of graduates of the University. A pledge by the students was taken during the induction programme in 2015, 16 and 17, based on the graduate attributes. A creative video to communicate the same was produced and it acclaimed wide recognition of the stakeholders.

9 **Ph D PROGRAMME**

- 9.1 It was shocking to watch that over 1500 research scholars were granted registration for doing doctoral research at the Kerala University Library as Research Centre. The University Library is headed by a non-teacher and the space available there can accommodate a maximum of 800 library users belonging to all walks of life. The research supervisors of those 1500 unfortunate research students were mostly teachers retired from service or teachers working in colleges located faraway. There was no academic environment for those research scholars like those enjoyed by scholars of University Departments. The so called research hall was used to hold political meetings and flags and hoardings were stocked in the hall. Those who acted or rather did not act to prevent such a pitiable situation cannot ever escape the responsibility for the grave situation existed there.

9.2 **UGC Regulations:**

A communication from the UGC was received in the University, insisting the implementation of UGC Regulations on PhD and MPhil (2009) without any further delay, failing which the University had to face severe consequences. The Vice Chancellor was vehemently criticized by a section of teachers and students and they were unduly backed by the members of Syndicate. It was alleged that the Vice Chancellor implemented the UGC Regulations 2009 in an unholy haste. It was difficult to understand the logic behind the allegation that the execution of Regulations, which came into effect in 2009 all over the nation, was implemented in the University only in 2016, that too after the final warning of severe consequences. The politicking masters of the University could have

seriously examined the regulations sufficiently earlier and planned its implementation after a detailed study. They slept over it years together, by misleading the students. Although I was personally portrayed as anti-student, my conscience was crystal clear. I was adamant that a student who did PhD under a retired teacher violating the UGC regulations should not be in a crisis in a later stage in the employment market. It was made obligatory by the Hon'ble Supreme Court that it is mandatory on the part of all Universities in the country to follow the UGC regulations. It is also pertinent to point out a case of similar nature. The UGC norms for interview marks in the selection of teachers in the Department of Malayalam were ignored by the University in 2011, but the aggrieved party moved the Hon'ble High Court. Six years after the appointment, the Hon'ble High Court ordered for the reworking of marks (the matter is now pending before the Supreme Court for a decision on appeal petition filed by the candidate). The particular teacher selected and appointed would not have been under stress now, had the law been strictly adhered to then and there by the University authorities.

- 9.3 Deadlines were fixed for existing research scholars to complete research and submit their thesis as per the guidelines issued to sort out pending issues. This was the motivating force for 200 candidates to submit the theses for PhD Degree in November 2017. A firm stand was taken by the Vice Chancellor on not permitting students who have crossed 8 years, as insisted by the UGC, to get extension for registration.
- 9.4 Well designed guidelines were prepared and executed by the Vice Chancellor for streamlining the open defence in respect of theses submitted for Ph.D. Degree and for their pre-submission seminars.
- 9.5 A policy on plagiarism was drawn up after a detailed scientific study of the contents of the research reports submitted to the University up to 2015 and placed before the Statutory Bodies for discussion and approval.

10 TAPPING UGC/CENTRAL SCHEMES

- 10.1 **GIAN:** The GAIN scheme of UGC, which involves running courses led by the international experts, was tapped effectively. Two courses were run in 2016-17 and another three courses were sanctioned for 2017-18.
- 10.2 **SWAYAM:** The Vice Chancellor took active initiative in implementing SWAYAM regulations of the UGC in our University, as required in the national legislations. Its approval by the Senate has been held back by those who are ignorant of changing times. SWAYAM involves recognition of MOOC courses offered in accordance with the stipulated norms and transferring credits into and out of the University programmes. The fear such as reduction of work load of teachers, ignoring the diversity of courses that become available to our students, has no validity. Also they do not think of the opportunity to increase workload by offering quality courses to the students all over the world by the teachers of University of Kerala.

- 10.3 **Institution of Eminence:** The NIRF top ranking and also entry into the World University Ranking, the University of Kerala has become eligible to apply for financial support of Rs. 1000 crore under the UGC scheme of “Institution of Eminence”. A Committee consisting of Dr. Achuthsankar S Nair, Dr. Binoj R.B (Convener), Dr. Jayasree E.G, Dr. L. Darwin. Dr. Sameer Babu, and Dr. Rajalekshmi.R. did the work assigned to them in an effective and efficient manner. The document can well be relied on for our planning in the years to come.
- 10.4 **University for Potential of Excellence:** Although committees were formed to apply for this scheme, the University did not take serious and systematic efforts for follow up of the applications.

11 **SOPHISTICATED INSTRUMENTATION AND COMPUTATION CENTRE**

As a science teacher and researcher, who has long experience of research gained from this very University, my dream project during the Vice-Chancellorship was to establish a Sophisticated Instrumentation and Computation Centre (SICC) in line with such facilities available in the national research institutions. I am happy that the facility has come into existence in full flow. Cutting edge instruments were installed in a new building and scientific and technical staff to operate and maintain it has been appointed. Not only researchers of our University, but those of neighboring institutions like VSSC, RGCB, NIIST, and IISER have been using the facilities for research. Considerable level of Consultancy income has been generated by this project. It is earnestly hoped that the facility would further enhance the quality and output of scientific research in our University.

12 **CONSULTANCY**

Though consultancy guidelines were framed in 2001, consultancy remained a low-key activity. The consultancy brochure was drawn up and sent out to potential clients in 2015-16. The guidelines were revised comprehensively with a view to clarifying the queries raised from various corners and to reflecting timely changes. The consultancy statement was designed and brought out annually. Remarkable jump in the consultancy revenue has been registered since 2015. There is scope of ten-fold increase in a short span of three years, provided the researchers are well motivated. It is also emphasized that only dynamic leadership can enhance this and make it a major source of revenue, besides providing project/research experience to the students/research scholars/staff who associate themselves with it.

13 ETHICAL COMMITTEE

Managing ethical issues in research has picked up gravity during the past couple of decades. Two Committees, Institution Animal Ethics Committee (IAEC) and Ethical Committee for Research on Human Subjects (ECRHS), exist and are administered by two different sections in the University. Despite my direct intervention quite frequently, the dream for streamlining the functioning of these committees to the benefit of the University is yet to be materialized to my satisfaction.

14 PATENTS

IQAC was entrusted with the task of processing and promoting patent applications since 2015. With their planned efforts, a clear surge in number of patent applications can be observed. Applications were cleared as expeditiously as possible. A patent awareness meet was held on 09.05.2017. The Vice-Chancellor and Pro-Vice-Chancellor addressed the faculty members of Science and Technology Departments. All the teachers who had filed patents or processed patents applications shared their experiences. Certificates of appreciation were issued to all of them. Such activities need to continue. It is also time to provide a reasonable sum in the budget towards incurring patent filing charges.

<i>Sl No.</i>	<i>Patenting Activity</i>	<i>Filing No.</i>
1	2015 <ul style="list-style-type: none"> • Dr. S.M.A Shibli, et.al “<i>System and Method to Facilitate the Retrieval of Separated Endodontic Files from Human Root Canals:</i>” • Dr. Achuthsankar S. Nair et.al “<i>Ayurvedic Wound Healing Formulation for Diabetic Non Healing Ulcer and a Process for Preparation of the Same</i>”. 	3567/CHE/2015A 570/CHE/2015A
2	2016 <ul style="list-style-type: none"> • Dr Sankar Raman, et.al “<i>A novel method of synthesizing stabilized silver nano particles</i>” • Dr Sankar Raman, et.al “<i>Synthesis of Metal Nano Particles using Continuous Wave Low Power Laser in Liquid Medium</i>”. • Dr. Salom Gnana Thanga “<i>Biodegradation of Chlorpyrifos an organophosphorus pesticide by Ochrobactrum thiophenivorans isolated from tropical agricultural soil of South Kerala, India</i>”. 	Under Filing Under Filing Under Filing

3	<p>2017</p> <ul style="list-style-type: none"> • Dr. V.P Mahadevan Pillai <i>“Method and Apparatus for Authenticating Security Holograms”</i> • Dr. V.P. Mahadevan Pillai: <i>“Methods for performance enhancement in Excitonic Solar Cells by Plasmonic Blocking Layer”</i>. • Dr.S.M.A Shibili and Ms Archana S.R <i>“Composite inco-operated Highly efficient and Boi Foulaing resistive Sacrificial Anode”</i> • Siji K. Mary and Rekha Rose Koshy: <i>“Novel Method of Preparation of Nano Chitin whisker and the Fabrication of Polysacchaired/Protein bionanocomposites”</i> (Affiliated College) • Mrs. Juna Beegom G.R <i>Anti-HCV Activity of Boerhavia diffusa L.</i> 	<p>201741009227</p> <p>201741032795</p> <p>201741037131</p> <p>Under Filing</p> <p>201741043507</p>
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15 START-UPS

The Industry Incubation Centre started in 2005 was dormant after its initial success. It was renamed and restarted as Kerala University Technology & Business Start-up Centre. It has been active during the past two years and the outgoing Vice Chancellor is happy over the functioning of two companies (MAD Analytics and Biovent Solutions), started by the students, operating from Karyiavattom University Campus

16 INNOVATION

16.1 **Innovation Council:** An Innovation Council was established in 2017 so as to promote innovative research and development in the University. It held its first meeting on 9.5.2017 and put forward several useful recommendations for detailed study and execution.

16.2 **Innovation Contest:** An innovation contest was held during April-May 2017 with a view to promoting innovation among the University community.

16.3 **Innovation Portfolio:** An innovation portfolio, highlighting the prominent research achievements in the University, has been designed and published in bound volume.

16.4 **Kerala University Grand Challenge:** “Kerala University Grand Challenge” has been conceived and designed. This, it is hoped, would help the policy makers to develop policies and programmes for the University in the coming days.

16.5 **What should be the University Research?** The Vice Chancellor contacted 125 industries/organizations seeking their views and suggestions to resolve research problems and the responses thereof have been systematically compiled, scientifically edited and attractively brought out as a published document. Press-release on this was issued and the suggestions of the public were also sought. This has been a major activity that has meaningfully addressed the often heard complaint that research activities carried out in the University have been ignoring the real needs of industry and society.

17 **Outreach**

Departments of the University have been active in Extension/Outreach activities in their own ways with one-off programmes catering to the school students as well as the general public. In order to take the extension activities to the next level, the University Level Committee for Extension Activities (ULCEA) was established in 2017. The committee has evolved proposals for accelerating the outreach activities. An outreach activity booklet has been published, together with a draft policy of Extension and Outreach.

18 **MASSIVE OPEN ONLINE COURSES (MOOC)**

University of Kerala has run a MOOC certificate course on "How to make a Powerful Multi-media Presentation" involving six 6-minute lectures and 4 quizzes and 2 assignments. Out of the 568 registered students who took the course in the first instance, 8 were from UAE, 3 each from Kuwait and Malaysia, 2 from USA and 1 from Madagascar, Canada, Sweden, and Australia. Among the registrants from India, about 90% were from Kerala. The rest hailed from Tamil Nadu, Andhra Pradesh, Orissa, Delhi, Maharashtra, Gujarat, Uttar Pradesh, Lakshadweep and Pondicherry. The first course was conducted for the period from May 2nd to June 12th. Nearly 82 students bagged course completion certificate. Dr. Achuthsankar S. Nair was the course instructor. The University gained valuable expertise on the new form of teaching. There will soon be demand on the University to use MOOC in a big way.

19 **ALUMNI**

An extensive (but not comprehensive) compilation of alumni of the University Departments was done and the same has been published. Engagement with alumni has been quite insignificant in the University. It is expected that this would be the starting point and would be instrumental in enhancing alumni engagement to the benefit of the University. World-Class Universities have offices with high dynamism to engage the alumni and to seek their support for development. Our University has a long way to go on this matter. Alumni of the Departments and Colleges together will not be practical as they will have to cover millions of persons. A federation of alumni association of the Departments and Colleges would be feasible and effective.

20 **HOSTEL REFORMS**

As Vice Chancellor, I am extremely happy that I could play a key role in securing UGC funds for the construction of a new Hostel for Women.

I had clear understanding of the breakdown of administration in the hostels with a small team pretending themselves as student leaders and making innocent inmates hostile towards the authorities so as to use them for their own selfish motives. The admissions to the hostels were practically decided by those students. By making admissions on-line, this has been controlled to a large extent.

Hostels must be a peaceful and harmonious place where those who choose learning process seriously is facilitated with an environment conducive to reading and writing. This was the sole motto behind the strict measures taken by the administration with the full support of the Vice Chancellor.

21 **DEMOCRACY**

21.1 To me, democracy is a debate aiming at acceptance of ethically correct decision by the majority. If the majority stands by a decision that would go unethical and detrimental to the interest of the University, I have tried my level best to non-cooperate with it. The Vice Chancellor is not at all repenting on the false allegations and personal attacks came from the part of so called politicians and student leaders on account of his firm belief that he stood for the well being of the stakeholders of the University.

21.2 As per the provision of UGC Regulations 2010 the Pro-Vice Chancellor is to be appointed by the Syndicate based on the recommendation of the Vice Chancellor. I exercised my prerogative, without heeding any external influences, by recommending a name that I could justify before the academic community and the general public. The syndicate rejected my recommendation and wanted me to recommend the name of their choice, and I also rejected their suggestion. My conscience is very clear and I did the right thing.

22 **STUDENTS & STUDENT POLITICS**

It was observed that 99.9% of the students have been coming to the campus with the commitment and dedication towards higher education. They are serious in acquiring knowledge, proficiency and skill in their subject of study. However, a microscopic minority, snatch the leadership leaving scars in the mind of students.

Many programmes that would have benefited the students in general are unsuccessful, as they are exploited by the student leaders as a platform to create annoyance and establish their 'importance'. The performance analysis of both 3-tier Induction programme and MARC Conference have explicitly revealed this fact. It may be recalled that the prestigious convocation ceremony was abandoned in 70s for the same reason.

23 **MEDIA**

The role of mass media in transmitting correct and reliable information has been recognized all over the world. It should be one of the links between University and society. I have felt that some of electronic media and print media, having glorious tradition of being led by veteran freedom fighters and renowned personalities, have been adopting a hostile attitude towards the University authorities by publishing false and misleading news items. For instance, the unethical and highly objectionable method of passing on untrue and delusive information by mobile phone, while the Syndicate is in session, are encouraged and published in some electronic media as 'Breaking News' and print media as 'sensational news'. This is done without counter-verifying the correctness of the news items. This has been instrumental in creating a bad image for the University authorities among the general public.

24 **FUTURE**

I sincerely believe that it is my duty to document my outlook regarding the future of our University.

- 24.1 The UGC Model Act should be implemented in the University of Kerala. The existing Act has been amended quite frequently to suit the non academic demands of political leaders for strengthening their supremacy.
- 24.2 There is utmost need for insisting that the Syndicate members have to act by a code of conduct formulated by the Government. They lack collective responsibility and academic commitment. In fact, they have powers only when the Syndicate is in session.
- 24.3 The Standing Committee of the Academic Council should be empowered to take up all academic matters. My dependence on them in formulating Regulations has brought about favourable results and impact on academic matters. There are instances wherein such regulations adopted by the University were accorded legal validity by the highest legal forum of the State with due appreciation.
- 24.4 Departments must be brought under school system effectively by providing them legal and academic backing.
- 24.5 New courses are to be offered only in emerging areas, that too by carrying out systematic appraisal.

- 24.6 UITs, UIMs and KUCTEs are pastoral ground for vested interests. These institutions were started with no regard for the societal needs or sustainability, but for claiming credits of bringing a University institution in their respective local area. UITs and UIMs should be converted into SDE Centres and should be used to strengthen the distance education system.
- 24.7 University Engineering Wing need to be gradually abolished by substituting highly competent consultants and executing works as depositary ones through the agencies such as Central PWD.
- 24.8 University Engineering College should be transformed into a School of Technology offering post-graduate and research programmes only as in other University Schools. It should focus on cutting edge areas of Technology rather than traditional.
- 24.9 In respect of self-financing colleges, approval for appointment of teachers should be made mandatory. This is highly essential to ensure that fully qualified teachers are appointed there.