

**REPORT
OF
THE CABA COMMITTEE
ON
GNANAM COMMITTEE REPORT**

April 1992

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NOT FOR CIRCULATION

Dr. Karshandas Soneri

Minister of Education
Government of Gujarat
Sachivalaya,
GANDHINAGAR.

April 24, 1992

Dear Shri Arjun Singhji,


It gives me great pleasure to present the Report of the Committee appointed by you, in your capacity as Chairman of CAGE, to examine the report of the UGC Committee on 'Alternate Models of Management' under the Chairmanship of Prof. A. Gnanam. The Committee had detailed and wide ranging discussions on each recommendation of the Gnanam Committee report, and although at times the discussions were heated and strong positions were taken, ultimately we could arrive at a consensus on all major issues. The Committee has consistently taken the view that while the universities must have complete autonomy in all academic matters and in their day-to-day governance, both UGC and Government have a definitive role to play in ensuring even spread of higher education in all parts of the country and in maintaining the highest academic standards. Universities are almost entirely financed from public funds and they have to observe norms of public expenditure. We have also emphasised the urgent need for decentralisation of management -

academic, financial and administrative - within the universities and for greater accountability of teachers and university officials towards students, parents and the society. The Committee was firmly of the view that politicisation of our campuses should be discouraged.

The Committee was asked to suggest modalities for implementation of the recommendations of the Gnanam Committee Report and also to recommend policy guidelines for starting new Central Universities. We were of the view that there should be a systematic plan for implementation and monitoring of the recommendations of the Gnanam Committee at various levels in Government, Universities and Colleges. As regards starting of new Central Universities or converting existing State Universities to Central Universities, the Committee is of the view that university education has been made available in almost all parts of the country and our efforts should be to improve the quality of existing institutions. New Central Universities could be justified only to provide educational facilities in remote or backward areas where benefits of higher education have so far not been extended.

Although I have been associated with higher education for many years, I have personally learnt a lot about the system of higher education during the discussions of the Committee. The learned Members of the Committee, with their rich and varied experience, provided different perspectives on various issues which enabled the Committee to make recommendations which should be acceptable not only to the academic community but also to Government and educational administrators. I am grateful to all Members for their help and co-operation.

Yours sincerely,


(Karshandas Soneri)

Shri Arjun Singh,
Minister of Human
Resource Development,
Government of India,
Shastri Bhavan,
NEW DELHI-110001.

**REPORT OF THE CUBE COMMITTEE
ON GNANAM COMMITTEE REPORT**

The Central Advisory Board of Education (CUBE) in its 46th Meeting held on March 8-9, 1991 considered the report of the UGC Committee on 'Alternate Models of Management' under the Chairmanship of Prof. A. Gnanam. The CUBE decided that the Chairman, CUBE set up a CUBE Committee to consider the recommendations of the Gnanam Committee keeping in view the comments of the State Governments, and have the report of the Committee placed before the CUBE at the next meeting.

2. Minister (Human Resource Development), in his capacity as Chairman of CUBE, constituted a Committee under the Chairmanship of Dr. Karshandas Soneri, Minister of Education, Gujarat, by Department of Education Order No.F.3-9/91-PN.I dated December 9, 1991 with the following terms of reference:-

- (i) To consider the recommendations of the Gnanam Committee taking into account the views of the State Governments, the University Grants Commission and in the light of the National Policy on Education, 1986 and other developments since the formulation of the Policy.

- (ii) To suggest for consideration of CABE the modalities for implementation of the recommendations.
- (iii) To recommend policy guidelines for starting new Central Universities and for conversion of existing State Universities into Central Universities.

A copy of Department of Education Order No.F.3-9/91-PN.I dated December 9, 1991 is at Annex. I. Two more members were added to the Committee by Department of Education Order of even number dated February 18, 1992 Annex. II.

3. The Committee held its first meeting on January 20-21, 1992 at New Delhi. Subsequent meetings were held on February 22 and March 21, 1992 also at New Delhi.

4. The Committee has gone through carefully each recommendation of the Gnanam Committee, and considered the views of University Grants Commission and seven State Governments/Union Territory Administrations who had sent their written comments on the report of the Gnanam Committee to Department of Education. The recommendations were examined in the light of the National Policy on Education, 1986 and developments in the field of

higher education since the formulation of the Policy. The Committee took cognizance of the recommendations of the Review Committee on National Policy on Education (Acharya Ramamurthy Committee) and was apprised of the discussions in the CABE Committee appointed under the Chairmanship of Chief Minister of Andhra Pradesh to consider the report of the Ramamurthy Committee.

5. After detailed discussions, the Committee have formulated their views on the recommendations of the Report of the Gnanam Committee. The views of the Committee are given in a tabular statement at Annex. III. The Committee felt that in order to recognise the role of women in the management of higher education, wherever the word 'He' has been used in the Report of the Gnanam Committee, it should be taken to include 'She' also. Out of 144 recommendations made by Gnanam Committee, this Committee has accepted 67, not accepted 10, and accepted 67 recommendations with some modification.

6. The second term of reference required the Committee to suggest modalities for implementation of the recommendations. The Committee observed that the system has suffered because many good recommendations made earlier by various Commissions and Committees have remained

unimplemented. The Committee was of the view that if the Gnanam Committee Report has to result in appreciable improvement in the management patterns of our Universities, then there should be a systematic plan for the implementation of these recommendations at various levels. The Committee observed that the Report of the Gnanam Committee, along with the views of this Committee would be placed before the CAGE which consists of Education Ministers of all States and eminent educationists. If CAGE approves the Report, then the Centre and the State Governments would be morally committed to implement its recommendations.

7. Several agencies would be concerned with the implementation of the recommendations of the Gnanam Committee. These would include - Central Government, UGC, State Governments, Universities and Colleges. The Committee was of the view that UGC should prepare a statement indicating which recommendations are to be implemented by which agency and this statement should be circulated to all the concerned agencies after the Gnanam Committee Report has been considered by the CAGE.

8. The Committee recommends that the implementation of the recommendations of the Gnanam Committee should be monitored at all levels.

For this purpose, Committees should be set up at the levels of Central Government/UGC, State Governments/State Councils of Higher Education, Universities and Colleges. The Committees should consist of academics, and Government and University officers responsible for the implementation of Gnanam Committee recommendations, and should also have outside experts. The composition of the Committees could be suggested by UGC. The Committees should meet regularly and monitor implementation of recommendations against a pre-determined time and activities schedule.

9. The Committee recommends that CAGE should set up a Standing Committee to monitor progress of implementation of recommendations of Gnanam Committee at all levels. This Committee could consist of three Ministers, Chairman UGC, President AIU, Union Education Secretary, two Education Secretaries of States, two Vice-Chancellors and two eminent educationists from the field of higher education. The CAGE Committee should meet once in six months and present its report on the implementation of the Gnanam Committee recommendations to the CAGE Committee at its next meeting.

10. The third term of reference for this Committee is to recommend policy guidelines for starting new Central Universities and for conversion

of existing State Universities into Central Universities.

11. The Committee was informed that there are at present 146 Universities in the country, of which only 10 are Central Universities. The policy of the Central Government has been that State Governments should themselves set up universities keeping in view the requirements of higher education in their States. As a matter of policy, Central Government has not favoured opening of new Central Universities. Even the existing ten Central Universities were set up in response to certain historical, cultural or considerations of Centre-State relations. For example, Banaras Hindu University (1916), Aligarh Muslim University (1920) and Delhi University (1922) were included in the Union List in the Government of India Act, 1935 and have thus remained Central Universities. Visva-Bharati, founded by Rabindranath Tagore, was declared an Institution of National Importance and constituted as a Central University in 1951. North Eastern Hill University (NEHU) was established in 1973 keeping in view the educational requirements of North Eastern States, and University of Hyderabad was established in 1974 in the wake of an agitation in a State.

12. In 1976, with the 42nd Amendment, Education was transferred to the Concurrent List. With this Amendment, it became possible for the Central

Government to establish universities in any part of the country. However, Central Government has so far used these powers very sparingly. Pondicherry University and Indira Gandhi National Open University were established in 1985 and Jamia Millia Islamia, a deemed university, was given the status of Central University in 1989 in view of the unique genesis of the Jamia and its contribution to the freedom struggle. Legislation has been enacted to establish Central Universities in Assam and Nagaland in response to the persistent demands for institutions of higher education from the people of these States.

13.1 The Committee was also informed that demands have been made during the last several years by State Governments, Universities and others for either setting up of new Central Universities or for conferring Central University status on the existing State Universities. In recent years, requests for establishment of new Central Universities have been received from Governments of Orissa, Madhya Pradesh, Andhra Pradesh, Kerala, Tamil Nadu, etc. The demands for conversion of existing State Universities into Central Universities have also been received, in particular, in respect of Allahabad University, Dr. B.R. Ambedkar University at Lucknow, Utkal University, Patna University, Tripura University, Manipur University, University of Rajasthan, etc. The

Central Government has so far considered it inadvisable, due to a number of reasons, to establish new Central Universities or to convert State Universities into Central Universities and there has been no instance where the latter demand has been acceded to.

13.2 As pointed out by Central Universities Review Committee (1984), the Central Universities should seek to supplement, and not duplicate, the facilities and achievements of State Universities. The role of Central Universities is to function effectively on an all-India basis, as reflected in admissions, appointments and nature of teaching and research programmes, and to help in building a corporate intellectual life in the country and further national integration.

13.3 Central Government does not generally favour setting up of new Central Universities, as it expects the State Governments themselves to take steps for improvement of standards of their Universities. Conversion of one State University to a Central University would lead to demands for such conversions in several States, leading to imbalances in the system of higher education.

13.4 There has always been grave constraints on financial resources in the

Central budget and UGC has not been able to fully discharge its responsibilities due to this reason. Increase in the number of Central Universities would further reduce the resources available for existing Central Universities and affect their development.

13.5 The recruitment and promotion policies of many State Universities have been influenced by local and community consideration, and their functioning impaired by socio-political factionalism. Take over of such Universities by the Central Government may not necessarily improve the situation and it may become difficult for them to play the role which they are expected to do.

13.6 Over the years, the university system has had an unbridled expansion and standards have deteriorated. The NPE-1986 had expressed concern about this degradation and had called for measures to arrest it. The NPE Review Committee has also recommended that the Central Government should not establish more Central Universities without genuine justification for the same.

14.1 The Committee took note of the existing policy with regard to opening of new Central Universities and conversion of existing Universities into Central

Universities and generally endorsed the policy. The Committee was firmly of the view that new Central Universities should not be started under threats of agitation. The Committee made the following suggestions for opening of new Central Universities and conversion of State Universities into Central Universities:

14.2 A new University should be started only where there is a well established educational need for such a university. No new Central University should be started unless its need has been established on the basis of an educational survey and the proposal has been supported by UGC.

14.3 A Central University should not be started merely to satisfy the demand of each State that it should have a Central University.

14.4 It is the responsibility of the Centre to ensure that there is balanced growth of higher education in all parts of the country. A Central University should be opened only to correct regional imbalance or to cover large gaps in the educational map of the country. The Committee felt that the Centre would be justified in opening a Central University to provide for the educational needs of tribal population which at present may not be served by any university.

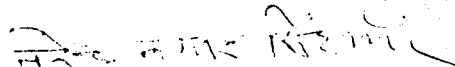
14.5 A Central University should have all-India character in terms of admission of students and composition of teaching faculty. Admission and recruitment should be on the basis of all-India tests. Central Universities should offer innovative programmes which promote national integration and are relevant to the development needs of the country, and Central Universities should set high academic standards and act as a model for other Universities.


14.6 The demand of State Governments for Central Universities is mainly because of shortage of funds with State Governments and comparatively better funding provided by UGC to Central Universities. Instead of opening new Central Universities or converting existing Universities to Central Universities, the Commission should provide special assistance to at least one good University in each State and try to develop it and bring it on par with a Central University in terms of academic and physical infrastructure and level of education. The Commission may formulate criteria for selecting such Universities and the conditions for intensive development funding, including changes in the management structure of the University in consultation the concerned State Government. Continuation of such additional funding should be linked with the performance of the University.

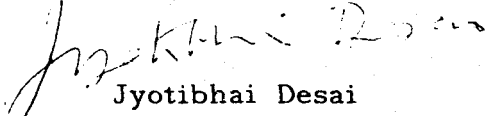
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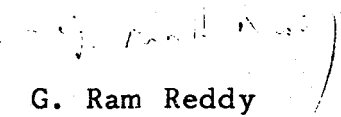
KARSHANDAS SONERI

Anant Rao Thopde

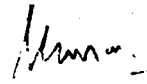

Narendra Kumar Singh Gaur

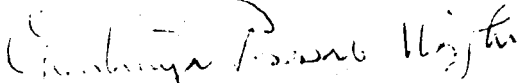

Armaity S. Desai


Jyotibhai Desai



G. Ram Reddy

Sudhir Ray


S.G. Mankad


Chaitanya Prasad Majhi

Malcolm S. Adiseshiah


Tahir Hussain

S. Anandalakshmi


D.N. Misra


Satya Bhushan

No.F.3-9/91-PN.I
Government of India
Ministry of Human Resource Development
Department of Education

New Delhi, the 9th December, 1991

O R D E R

Subject:- CABE Committee on Gnanam Committee.

The Central Advisory Board of Education (CABE) in its 46th Meeting held on 8-9 March, 1991 considered the report of the UGC Committee on 'Alternate Models of Management' under the Chairmanship of Prof. A. Gnanam. The CABE decided that the Chairman, CABE set up a CABE Committee to consider the recommendations of the Gnanam Committee keeping in view the comments of the State Governments, and have the report of the Committee placed before the CABE at the next meeting.

2. The Minister of Human Resource Development, in his capacity as Chairman of the CABE has, therefore, set up the following Committee:

- i) Dr. Karshandas Soheri
Minister of Education, Gujarat. CHAIRMAN
- ii) Shri Anant Rao Thopde
Minister of Education, Maharashtra.
- iii) Shri Chaitanya Prasad Majhi
Education Minister, Orissa.
- iv) Shri Narendra Kumar Singh Gaur
Minister for Higher Education, Labour & Employment,
Uttar Pradesh.
- v) Dr. M.S. Adiseshiah
Chairman,
Madras Institute of Development Studies
Madras.

...../-

- vi) President
Association of Indian Universities.
- vii) Prof. Izhar Hussain
Professor, Aligarh Muslim University
Aligarh.
- viii) Dr. Jhotibhai Desai
Gandhi Vidyapith, Vadachhi
Gujarat.
- ix) Dr. S. Anandalakshmi
Murugappa Chettiar Research Centre
Madras.
- x) Prof. G. Ram Reddy
Chairman, U.G.C.
- xi) Dr. D.N. Misra
Director General
Madhya Pradesh Council of Science and Technology
Bhopal.
- xii) Shri S.G. Mankad Member-Secretary
Joint Secretary
Department of Education
Ministry of Human Resource Development

3. Union Education Secretary, Secretary, U.G.C. and Director, NIEPA will be permanent invitees to the meetings of the Committee.

4. The terms of reference of the Committee will be as follows:

- i) To consider the recommendations of the Gnanam Committee taking into account the views of the State Governments, the University Grants Commission and in the light of the National Policy on Education, 1986 and other developments since the formulation of the Policy.

- ii) To suggest for consideration of CABE the modalities for implementation of the recommendations.
 - iii) To recommend policy guidelines for starting new Central Universities and for conversion of existing State Universities into Central Universities.
5. The CABE in its 46th Meeting had also decided that the Chairman may set up a Group to go into the whole matter of setting up of Central Universities. The above Committee will also look after the work of this Group.
 6. The Committee should submit its report within two months of its first meeting.
 7. The Committee will lay down its own procedures and methodology of work.
 8. The secretarial assistance and other services to the Committee will be provided by the University Grants Commission.

(Dr. R.V. Vaidyanatha Ayyar)
Joint Secretary (Admn.)

1. All Members of the Committee and Permanent Invitees.
2. All Members of CABE
3. Education Secretaries of all State Governments and U.T. Administrations.
4. Secretary, UGC, Bahadurshah Zafar Marg, New Delhi-110002.
5. PS to HRM/PS to E.S./PS to A.S.
6. Dir.(K)
7. U.S.(U.I)
8. All officers in the Department of Education.

No.F.3-9/91-PN.I
Government of India
Ministry of Human Resource Development
(Department of Education)

New Delhi, the 18th February, 1992

O R D E R

Subject:- CABE Committee on Gnanam Committee.

The Minister of Human Resource Development, in his capacity as Chairman of the Central Advisory Board of Education (CABE), has nominated Dr. Sudhir Ray, Member of Parliament (Lok Sabha) and Member, CABE, as a member of the CABE Committee on Gnanam Committee constituted vide this Ministry's Order of even number dated 9th December, 1991.

2. The Vice-Chairman, UGC will also be a permanent invitee to the meetings of the Committee.

(Dr. R.V. Vaidyanatha Ayyar)
Joint Secretary to the Government of India

Copy alongwith a copy each of Order No.F.3-9/91-PN.I dated 9th December, 1991 to:

1. Dr. Sudhir Ray, MP, Khalui Biler Math, 1st Lane, P.O. & Distt. Burdwan, West Bengal/127 North Avenue, New Delhi-1.
2. Vice-Chairman, UGC, Bahadurshah Zafar Marg, New Delhi-2.
3. Lok Sabha Secretariat, Parliament House Annexe, New Delhi-110001, w.r.t. O.M.No.7/22/C.I/91 dated 23rd December, 1991.

SUMMARY OF RECOMMENDATIONS OF CABE COMMITTEE ON RECOMMENDATIONS
OF GNANAM COMMITTEE REPORT

	SERIAL NOS. OF RECOMMENDATIONS	TOTAL
Accepted	1 to 4, 6, 10 to 13, 17, 18, 20, 23 to 26, 28, 31 to 33, 42, 45, 48, 51, 54, 61, 62, 63, 64, 69 to 74, 81, 83 to 86, 93, 97, 98, 100 to 103, 107 to 111, 114, 115, 117, 119, 120, 122, 123, 127, 128, 131, 134, 135, 139, 142, 143.	67
Not Accepted	27, 35, 49, 59, 66, 77, 95, 96, 141, 144	10
Accepted with Modifications	5, 7 to 9, 14 to 16, 19, 21, 22, 29, 30, 34, 36 to 41, 43, 46, 47, 50, 52, 53, 55 to 58, 60, 65, 67, 68, 75, 76, 78 to 80, 82, 87 to 92, 94, 99, 104 to 106, 112, 113, 116, 118, 121, 124 to 126, 129, 130, 132, 133, 136 to 138, 140	67
	Total	----- 144 -----

RECOMMENDATIONS OF
GNANAM COMMITTEE

RECOMMENDATIONS OF
CABE COMMITTEE

GENERAL

1. Universities are the centres of excellence as also of regional/national development. In the light of current changes and challenges as also the National Policy of Education, Universities must come centre stage. The objective of the Universities and their modes of funding should be reviewed and redefined accordingly.

Accepted

2. The students, teachers, administrators and the society's representatives must be involved in setting the new goals and objectives of the Universities.

Accepted

3. In deciding the Management pattern of Universities it should be recognised that the academic administration is very different from that in vogue in the governmental or in the corporate system and it should be based on the principle of participation, decentralization, autonomy and accountability.

Accepted

4. The managerial patterns of a University System must necessarily have an in-built flexibility to adapt itself quickly to the changing needs of the country and the region it serves and to carry out innovations and experiments. Any effort, therefore, to bring the structures of all universities within the framework of a single pattern of university Act will prove to be an impediment in this process. Legislations therefore, should, while laying down the broad pattern of university management, leave the details to be framed by each university through Statutes and Ordinances.

APPROACHES AND PRINCIPLES
[Chapter 6]

AUTONOMY

5. University Autonomy should be considered an essential pre-requisite for ensuring academic excellence and development. The Acts of the Universities should be so designed as to strengthen the autonomous character and prevent external interference.

University Autonomy should be considered an essential pre-requisite for ensuring academic excellence and development. The Acts of the Universities should be designed as to strengthen the autonomous character **particularly in academic and administrative matters** and prevent external interference.

Universities should have accountability in financial matters since they are not raising their own resources.

Accepted

6. Due to statutory and financial restrictions the present system of University administration, is non-conducive to achieve the goals of excellence. The university system therefore, calls for all-round restructuring to make the constituents of the system more autonomous.

PARTICIPATION

7. Elections to various university bodies should be kept at a bare minimum and the selection principle should be nomination based on seniority and rotation or on the basis of criteria laid down by the University concerned.

Representation of teachers on various university authorities/bodies should normally be based on seniority and rotation or on the basis of criteria laid down by the university concerned. Where existing statutes provide some element of election, the existing provisions may continue.

8. The nomination of student representatives to University should be based on their excellence in curricular, co-curricular and extra-curricular activities and there should be no election for this purpose

The nomination of student representatives on the Senate should be based on their academic excellence. For Hostel/Sports and other co-curricular/cultural committees some element of election may be provided. Committees with student representation may

also be set up at Department level to provide feed-back to the Academic Council.

9. More women should be inducted in the planning and management bodies of the departments/faculties/university. Towards this goal conventions and traditions should be established.

10. Ministers or Members of Legislatures or Office bearers of political parties should not hold any office in the University System

11. Members of the staff [teaching as well as non-teaching] of the University or a College should not be permitted to contest election to the Parliament. State Legislature of any local body, unless they go on extraordinary leave with effect from the date of filing of nomination.

12. The political parties should work out for themselves and adhere to a Code of Conduct ensuring that the student community is left completely free to engage

More women should be **involved** in the planning and management bodies of the departments/ Faculties/ University by **having substantial representation.** Towards this goal conventions and traditions should be established.

Accepted

Education Minister of U.P. was of the view that there should be no bar on Ministers/ Members of Legislatures or office bearers in holding office in the university system. Members of staff could also hold office in any political party or organization.

Accepted

itself in study and research.

DECENTRALISATION (Chapter 6 & 14)

13. Decentralisation of the system is a must for the smooth and effective administration of university affairs. More powers should be delegated to the Deans/Heads so as to make the Faculties/Departments powerful instruments for the advancement of knowledge. Various Committees should be formed at the level of Faculties/Departments with adequate powers of decision-making to deal with matters of admission, research, budget etc. so that fewer items need go to the Academic/Executive Council.

14. The University departments may be grouped into a number of fully autonomous Institutes through suitable groupings of the existing faculties, with the Central Registry performing essentially a coordinating and unifying role. An Institute must have full administrative, academic and financial autonomy. Each Institute should have a Board of Management and its own Academic Council.

Accepted

Adequate administrative and technical support should be provided to ensure that the concept of decentralization can be made operational.

The universities may be structured into units called Schools which would represent a variety of disciplines organically linked with each other in terms of subject matter, methodology etc. The School would consist of a number of Centres, and the constituent Centres would operate within the broad culture or discipline of the School. The Schools may be given adequate administrative, academic and financial

autonomy as well as appropriate decentralization. Adequate safeguards may also be provided for making them accountable to the university bodies such as Board of Management and Academic Council

15. The Faculties/Departments should be empowered to resolve grievances of non-teaching staff, including matters relating to their leave, service conditions, job specifications etc., though the general policies should be centrally formulated by the University.

The major responsibilities of the statutory bodies of the Universities should be to lay down, the broad policies and general guidance of Faculties, departments, Committees etc. Only such cases where there are deviations from the policies should be referred to the authorities/bodies of the Universities. Non-teaching staff of specialized nature for technical jobs should be recruited by concerned Dept. and only other categories of staff be appointed centrally. In regard to matters relating to service conditions, promotion etc. the policies should be centrally formulated by the University.

16. Universities should be gradually divested of the responsibility of regulating courses, conducting examinations, and awarding degrees for students enrolled through the system of affiliating

Universities should be gradually divested of the responsibility of regulating courses, conducting examinations, and awarding degrees for students enrolled through the system of

colleges, and left to concentrate on postgraduate education and research programmes.

affiliating colleges, and left to concentrate on postgraduate programmes. The present system of affiliating universities should not be allowed to continue and all new universities should only have teaching, research and extension departments. In the existing system also the following alternatives should be promoted.

- i) autonomous colleges
- ii) deemed to be universities
- iii) examining universities.

17. The move initiated towards granting academic autonomy to colleges should be further accelerated and the objective of making all colleges autonomous should be realised within a specific time-frame.

Accepted

18. Every university having colleges affiliated to it should have a Collegiate Council presided over by the Vice-Chancellor of the University and it should be the final authority on all matters connected with the collegiate wing of the University.

Accepted

19. Universities with a larger number of affiliated Institutions should establish regional centres or sub-campuses for colleges. Each sub-campus should be autonomous within the broad guidelines laid down by the University and should be responsible for formulating courses, conducting examinations, exercising supervision and control over colleges.

Universities with a larger number of affiliated Institutions should establish regional centres or sub-campuses for colleges. Each sub-campus should be autonomous within the broad guidelines laid down by the University and should be responsible for formulating courses, conducting examinations, exercising supervision and control over colleges.

Alternatively there should be one examining university in a state with regional centres or sub-campuses for colleges.

ACCOUNTABILITY

20. Accountability should be maintained at all levels. Accountability of the teachers through the Heads of Departments / Dean / Directors should be to the Vice-Chancellor and the various university bodies. The University through the Vice-Chancellor should be accountable to the society. Everyone in the university community should realise that autonomy and academic freedom do not free them from being accountable.

Accepted

21. Performance appraisal should be made at the levels of the individual Faculty member, College/Department and at the larger level of the university system itself on the basis of sound quantifiable norms. The details of these should be worked out carefully by the teachers themselves through academic bodies. The appraisal which is essentially geared to the professional development of the teachers, should be linked up with a suitable scheme of incentives and disincentives, without which the appraisal would become a mere academic exercise.

Performance appraisal should be made at the levels of the individual Faculty member, College/Department and at the larger level of the university system itself on the basis of sound quantifiable norms. The details of these should be worked out carefully by the teachers themselves through academic bodies. The appraisal which is essentially geared to the professional development of the teachers, should be linked up with a suitable scheme of incentives and disincentives, without which the appraisal would become a mere academic exercise. The CABE committee felt that performance appraisal should be introduced in the Universities/Colleges and should provide for:-

i) Self appraisal for each academic session indicating no. of lectures delivered, research papers published and extension activity undertaken.

ii) Peer group appraisal

22. Performance of an academic institution, (say a department/faculty/College/university) should be evaluated atleast after every three years, by Autonomous bodies comprising of experts.

Performance of an academic institution, (say a Department/ Faculty/ College/ university) should be evaluated atleast after every five years, by Autonomous bodies comprising of experts. Guidelines for evaluation may be evolved by UGC.

23. 'Performance audit', must be instituted within institutions to apprise them of short-comings and possibilities for improvement.

Accepted

PLANNING, MONITORING AND CO-ORDINATION

24. There is a considerable lack of consciousness in the universities about the need for importance of Planning. It is essential that universities should establish a planning process emphasizing its relationship with the development plans at the State and National levels as also the goals and objectives of the University.

Accepted

25. There should be a statutory provision for:-

Accepted

[a] Long range perspective planning as also short range planning.

[b] Continuous monitoring and evaluation in the University System through a Planning and Monitoring Board, to be established as a statutory body in every university. It may consist of members drawn from the faculty, the State Government, the State Council for Higher Education, Colleges etc.

26. State Councils for Higher Education should be constituted by the Acts of the State Legislatures in every State to plan, monitor and coordinate the higher education within the state. However, the role and functioning of such a body should not infringe upon the autonomy of the universities. The composition of the Council should be pre-dominantly academic with a provision for a nominee of the University Grants Commission on it. The Council should have a full-time Chairman. The Chairman must be an eminent educationist with considerable working experience in higher education and research and preferably with the experience of having served as Vice-Chancellor. His terms of office should be three years extendable by another term

Accepted

upto the age of 65 years. The terms of reference, functions, composition etc., of the Council should follow an all-India pattern. The Council must be a body to assist and facilitate the universities and affiliated colleges in their functioning and should not degenerate into an additional hurdle to be overcome or a mere grant transmitting agency. It should promote an effective co-ordination with the UGC. The Committee of the Vice-Chancellors of the Universities in the State should perform this role as far as possible till such time the council is set up.

27. The Government of India may circulate a Model Bill on State Council of Higher Education to all State Governments indicating the composition, functions, powers and other issues connected with the State Councils for the purpose of uniformity.

Not Accepted
(To be read with
Recommendation 144)

28. The Acts of the Central Universities should provide for a Council of Central Universities for coordination of academic programmes, and other matters between the Central Universities. The

Accepted.

Council may, inter-alia, include the Chairman, UGC, Vice-Chairman, UGC, all the Vice-Chancellors of Central Universities, some Professors, etc. and the decisions of the Council should be final and be implemented by the concerned Universities.

FUNDS

29. The existing practice of provision of a block grant/Annual maintenance grant by the State/Central Government (UGC) should continue for meeting recurring items of expenditure including salary, maintenance and contingent expenditure. This every three years. In addition, there should be a regular annual increase of 10% of the non-salary component. Increases in salary and allowances and other components should be automatically borne by the State Government/UGC. The State Government should also make a matching contribution to the developmental expenditure provided by the UGC. An experiment should be made to replace block grants/annual maintenance grants by Endowment Funds, the interest/ income from which

Block grants cannot be replaced by Endowment Funds. It will also not be possible for State Govts. to find adequate resources, to create Endowment Funds for each University. Universities however should make efforts to raise own resources but it must be ensured that there are no conditions attached like preference in admissions etc. Raising of resources should not affect academic standards and universities should lay down guidelines for the same.

To encourage Universities to raise resources, they should be allowed to retain the funds raised by them and these should not be deducted from Block Grants.

Universities should also consider introduction of higher fees from foreign

should gradually replace the existing "Block Grant". The level of the Endowment grant should be reviewed every five years. The institutions should manage their finances from the earning out of the endowment funds.

30. By and large, the universities are dependent mostly on governmental funding for promoting research. Attempts should be made to mobilise resources from industry and trade and developmental agencies for undertaking research which would be useful for the funding organisations.

31. The Corporate Sector (both Private and Public) should be encouraged to come forward to support higher education. Establishment of irrevocable endowments for special chairs, research activities etc., could form part of such support. The tax exemption policy of the Government should be liberalised to make donations for higher education institutions at par with donations for scientific research and made 100% tax exempt.

students.

By and large, the universities are dependent mostly on Governmental funding for promoting research. Attempts should be made to mobilise resources from industry and trade and developmental agencies for undertaking relevant research.

Accepted

32. The Block Grants for the State Universities should be fixed by the State Councils of Higher Education. In determining the Block Grant the funds raised by the Universities through their own efforts, should not be deducted.

Accepted

UNIVERSITIES AND OTHER SYSTEMS

(Chapter 7)

UNIVERSITY--GOVERNMENT RELATIONSHIP

33. The Governments should normally perform the role of a partner in the promotion of higher education and not that of exercising control.

Accepted

34. The universities should have complete autonomy in administrative and academic matters. They should also have financial autonomy as per guidelines formulated by the UGC/State Councils of Higher Education and agreed upon by the Universities and the Governments.

The universities should have complete autonomy in administrative and academic matters. They should also have financial autonomy within the approved budget/posts of the university. For any expenditure which is outside the approved budget the prior approval of State/Central Govt. would be required as per guidelines formulated by the UGC/State Councils of Higher Education and agreed upon by the Universities and the Governments.

35. The Statute making powers should rest with the universities. However, the Statutes would need the assent of the Visitor on the advice of the UGC/State Council of Higher Education, if any of their provisions are at variance with the Act and Statutes or if they involve sizeable recurring additional financial commitments not acceptable to the funding agency.

36. The Powers of affiliation/dis-affiliation of Colleges should rest with the University. The Government's approval for grant purposes should follow affiliation given by the University and not vice-versa. The University should however, seek the opinion of Government before granting affiliation.

37. The provisions of University legislations, which inhibit the universities in the exercise of their academic judgement on matters like affiliation, appointment of key functionaries like Registrar, Finance Officer etc., should be withdrawn.

Not Accepted

The Powers of affiliation/ dis-affiliation of Colleges should rest with the University with the concurrence of State Govt. in regard to provision of grants.

37 & 38 The present system of appointment of Registrars, Finance Officer etc. may continue with a fixed term/tenure of 4-5 years. However, it is desirable to create a cadre of senior level University administrators to be recruited by an independent agency. Their services would be transferable from one

university to another after a fixed term/tenure

38. The Appointment of all executive officers like Registrar, Finance Officer etc. should vest with the University and not with the Chancellor/State Governments.

ROLE OF CENTRAL GOVERNMENT

39. The Central Government should come forward with a Core Central legislation with a few broad provisions ensuring that the State Governments conform to the requirements relating to co-ordination and determination of standards in Institutions of Higher Education, viz.,

[a] The Central Government should make a statutory stipulation requiring the incorporation of the provision in the Acts of all Universities that it should be obligatory for them to follow and adhere to the regulations issued by the University Grants Commission from time to time.

[b] No new university be established without the prior concurrence of the University Grants Commission. They should

Healthy traditions/conventions should be developed so that consultation with UGC becomes a norm. The Central Government should consider amending the UGC Act so as to empower it to deal with in a befitting manner with such higher educational institutions which do not comply with the significant recommendations made by the Commission in consultation with the State/ Central Govt. particularly with regard to the following:

[a] No new university be established without the prior concurrence of the University Grants Commission. They should be established only on the basis of general norms evolved with reference to the special needs, size of population, size of an existing University etc.

be established only on the basis of general norms evolved with reference to the special needs, size of population, size of an existing University etc.

[c] New legislations [including amendments to existing ones] in respect of State Universities should be referred to the University Grants Commission prior to their enactment.

[b] New legislations including amendments to existing ones] in respect of State Universities should be referred to the University Grants Commission prior to their enactment.

UGC should convey their recommendations within three months of receipt of proposals from universities.

UNIVERSITY GRANTS COMMISSION

40. UGC should have greater involvement in the development of higher education in the country. However, its role should be more of an advisory and persuasive nature and it should not interfere in the autonomy of the universities.

UGC should have greater involvement in the development of higher education in the country. However, its role should be more of an advisory and persuasive nature. In certain matters relating to coordination and regulation of minimum standards recruitment/ qualifications of teachers, no. of working days etc. UGC should have power of enforcement.

41. The UGC should be the advisory agency for the Visitor in the matters of university education particularly regarding aspects relating to coordination and

The UGC / SCHE should be the advisory agency for the Visitor/ Chancellor in the matters of university education particularly regarding aspects relating to co-

standards.

ordination and standards.

42. In view of the increased responsibilities envisaged in our recommendations for the UGC and also because Higher Education is now in the concurrent list, the UGC Act needs to be reviewed. It should be provided that consultation between the UGC and State level machinery is obligatory and that there should be very effective co-ordination and collaboration between the UGC and the State Councils of Higher Education.

Accepted

43. At least 4-5 Regional Offices of the UGC be established for ensuring decentralised functioning of the UGC with a view to promoting effective implementation and monitoring of the UGC's Programmes throughout the University System in the Country. It should also be considered whether some of the schemes it is now operating could be transferred to Collegiate Councils.

At least 4-5 Regional Offices of the UGC be established for ensuring decentralised functioning of the UGC with a view to promoting effective implementation and monitoring of the UGC's Programmes throughout the University System in the Country. It should also be considered whether some of the schemes it is now operating could be transferred to universities.

responsibilities of the University system.

49. The statute-making powers should largely rest with the university and the Statutes, to become valid and operational, need not have the prior approval of the Chancellor/Visitor, except in some cases (para 39).

50. The following matters should particularly be included in the powers:-

[a] To provide for inter-disciplinary courses for study and research and allow for adequate flexibility in the curricular-mix as opted by the students and the user-agencies.

[b] To organise and undertake extra-mural studies, training and extension services including adult and continuing educations, NCC, NSS, etc.

[c] To make provision for research and advisory services and for that purpose to enter into appropriate arrangements with other institutions or bodies or industry, as the university may deem necessary.

Not Accepted

The following matters should particularly be included in the powers:-

[a] To provide for inter-disciplinary courses for study and research and allow for adequate flexibility in the curricular-mix as opted by the students and the user-agencies.

[b] To organise and undertake extra-mural studies, training and extension services including adult and continuing educations, NCC, NSS etc.

[c] To make provision for research and advisory services and for that purpose to enter into appropriate arrangements with other institutions or bodies or industry, as the university may deem necessary.

[d] To provide for and maintain common resource-centres to be jointly utilised by a group of colleges in the region, in terms of library, laboratories, computer-services etc.

[e] To designate a college or institution or Department or campus as autonomous and encourage innovations in curricular designing, methods of teaching and evaluation, subject, however, to the over-all umbrella of the University system.

[f] To provide for instruction through "Distance Learning" and "Open Approach", and for mobility of students from the formal to non-formal [open learning] streams and vice-versa.

[g] To evolve an operational scheme of enforcing the accountability of teachers and non-teachers

[d] To provide for and maintain common resource-centres to be jointly utilised by a group of colleges in the region, in terms of library, laboratories, computer-services etc.

[e] To designate a college or institution or Department or campus as autonomous and encourage innovations in curricular designing, methods of teaching and evaluation, subject, however to the overall umbrella of the university system.

[f] To provide for instruction through "Distance and Open Learning" and for mobility of students from

i) One university to another

ii) Distance to formal stream and vice versa.

iii) Combination of formal/non formal

[g] To evolve an operational scheme of enforcing the accountability of teachers and non-teachers

[o] To regulate and enforce discipline among the employees and students and to take such disciplinary measures in this regard as may be deemed by the University to be necessary.

VISITOR, CHANCELLOR, VICE-CHANCELLOR ETC.

[Chapter 9]

VISITOR

51. The President of India in the case of central Universities and the Governor in the case of State Universities be the Visitor of the Universities with the same powers as those of the Visitor of the Central Universities. He shall not be an officer of the University.

52. Provision should be made in the Acts of Universities that the powers vested in the Visitor shall be exercised on the advice of the Government concerned and that the advice of the SCHE / CCU should also be sought. It should be obligatory on the part of the Visitor to consult the Chairman, UGC while taking decisions where deviations

[o] To regulate and enforce discipline among the employees and students and to take such disciplinary measures in this regard as may be deemed by the University to be necessary.

Accepted

Provision should be made in the Acts of Universities that the powers vested in the Visitor shall be exercised on the advice of the Government concerned and that the advice of the SCHE / CCU should also be sought. It may be **appropriate** on the part of the Visitor to consult the Chairman, UGC while taking decisions where deviations

from normal practices are contemplated

from normal practices are contemplated

CHANCELLOR

53. The Chancellorship should be an office of honour to which persons of eminence in public life or those who have distinguished themselves in Science, Literature, Social Sciences, or Arts may be nominated by the Visitor on the recommendations of the Executive Council, for a period of three years with renewable terms. The Chancellor should have the right to preside over the convocations, Court / Senate and other ceremonial functions. He shall be an officer of the University.

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VICE-CHANCELLOR

54. The Vice-Chancellor should be the Chief Executive and academic head of the University and his powers and duties should be commensurate with such a role.

Accepted

55. Appointment of Vice-Chancellor should be through proper identification of a

Appointment of Vice-Chancellor should be through proper identification of a

panel of names of eminent academicians by a Search Committee comprising of a representative of the Executive Council, a nominee of the UGC/SCHE and a nominee of the Visitor who may be the Convenor of the Committee

56. Under no circumstances, the Vice-Chancellor's tenure should be at the pleasure of the Visitor or the State Government. It should be obligatory for the Visitor to consult the Chairman, UGC in situations if any, where wholesale transfers, removals/dismissals etc. are thought of. A provision in this regard should be made in the Acts of the Universities.

57. The Vice-Chancellor should be a senior and distinguished academic. It should be ensured that only people of the highest level of competence, integrity, morals and self-respect are appointed

panel of names of eminent academicians by a Search Committee, comprising of a representative of the Executive Council, a nominee of the UGC/SCHE and a nominee of the Visitor who may be the Convenor of the Committee. The CAGE Committee accepted the alternative patterns recommended by Gnanam Committee and felt that there should be flexibility in the composition of search committees and recommended that High Court Judges should also be appointed on such Committees.

Under no circumstances, the Vice-Chancellor's tenure should be at the pleasure of the Visitor or the State Government. It should be obligatory for the Visitor to consult the Chairman, UGC in situations if any, where transfers, removals/dismissals etc. are thought of. A provision in this regard should be made in the Acts of the Universities.

The Vice-Chancellor should be a senior and distinguished academic and should not hold any political office or be a member of Parliament/Legislature). It should be ensured that only

as Vice-Chancellors and that conditions are created so that once appointed, they receive cooperation of all including the Governor and the Government in discharging their duties satisfactorily until the end of their full tenure.

58. Adequate powers should be vested in the Vice-Chancellors so as to enable them to function effectively and honourably. They should be accorded a status not lower than that of the Judge of the High Court.

59. The Vice-Chancellor should be allowed adequate freedom and autonomy in managing the university and also in appointing people in various administrative positions so that it would be possible for him to create a team which is cohesive, dependable and helpful. The Vice-Chancellor should have enough say in the nominations of members to the Executive Council and other bodies of the University by the Visitor.

people of the highest level of competence, integrity, morals and self-respect are appointed as Vice-Chancellors and that conditions are created so that once appointed, they receive cooperation of all including the Governor and the Government in discharging their duties satisfactorily until the end of their full tenure.

Adequate powers should be vested in the Vice-Chancellors so as to enable them to function effectively and honourably

Not accepted

60. The appointment of Vice-Chancellors should be for a 5 year term to be prescribed in the Statutes. He may be reappointed for another term in the same or another University upto the age of 65 years. He could be removed only after a show cause notice and on ground of misconduct proved by an enquiry held by a Committee consisting of sitting/retired judges of the Supreme Court/High Court.

The appointment of Vice-Chancellors should be for a term of 4-5 years to be prescribed in the Statutes. He may be reappointed for another term in the same or another University upto the age of 65 years. He could be removed only after a show cause notice and on ground of misconduct or violation of Act/Statutes proved by an enquiry held by a Committee consisting of one or two sitting/retired judges of the Supreme Court/High Court.

PRO-VICE-CHANCELLOR

61. The National Educational Policy of 1986 has high expectations from the University System. Many new activities of a continuing nature have been stated in the Programme of Action. While some of the existing offices in the universities will have to be reoriented, a few new offices will also have to be created for ensuring effective implementation of activities such as research, extension, curriculum development, HRD, examination reforms etc.

Accepted

62. A number of senior academic positions, such as

Accepted

Pro - Vice - Chancellors, functional Deans/Directors in various facets of University administration, with separate areas of responsibility and powers, reporting directly to the Vice-Chancellor and Syndicate, are highly desirable, to streamline the functioning of universities.

63. Every university should have one or more posts at the level of Pro-Vice-Chancellors. Large Universities and those unitary in character should have two/three such posts. In an affiliating university, in addition there should be a full-time post of Pro-Vice-Chancellor / Dean for colleges.

Accepted

64. Appointment of the Pro-Vice-Chancellor should be made by the Executive Council on the recommendation of the Vice-Chancellor. The post of Pro-Vice-Chancellor should normally be full-time and co-terminus with the term of the Vice-Chancellor or till a successor is appointed after a new Vice-Chancellor takes over.

Accepted

OTHER OFFICERS

Other Offices

65. There should be more than one Registrar to take care of General Administration, Finance, Evaluation etc. appointed by the Executive Council for a period of 5 years, normally from among the Academic Staff of the University such as Professors / Senior Readers/ Administrators.

There should be only one Registrar in any University. Registrars/Finance Officer and Controller of Examination should be appointed on a tenure basis through open selection failing which on deputation. The tenure should be five years and need not be co-terminus with that of Vice-Chancellor.

66. For redressal of individual grievances every university should have a senior official equivalent in status to the Pro-Vice-Chancellor.

Not Accepted

67. The tenure for the posts of Deans of Faculties, functional Deans, Directors of Institutes, Registrar(s) and Finance Officer etc., may be the same as that of Vice-Chancellor and that these posts should be coterminus appointed by a new Vice-Chancellor but to continue till their successors are appointed by a new Vice-Chancellor.

The tenure for the posts of Deans of Faculties, functional Deans, Directors of Institutes etc. should be 3-5 years. There should be no bar on reappointment and these appointments should not be coterminus with the Vice - Chancellor.

68. The provision of headship by rotation has not been successful. Automatic or mandatory rotation of Heads of Departments should be abolished. The Head of the Department should be appointed by the Vice-Chancellor in consultation with the concerned Dean and Professors of the Department. He should be appointed for a period of 5 years. There should be no bar on the same person being the Head of the Department for another term in succession. The Department should however, be run with the help of a number of Committees.

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AUTHORITIES, BODIES AND COMMITTEES

[Chapter 10]

SENATE

69. It may be worthwhile to retain the Senate/Court but in a different form and content. It may be redesignated as Societal Advisory Council or Consultative Committee of Society. The University Senate or Court should be a deliberative and consultative body and not a decision making

Accepted

authority and it should have representation from various sections of society particularly those related to education and employers/users of university product. It should consist only of nominated/ex-officio members and its size should be a maximum of 100 members in affiliating Universities and smaller in Unitary Universities.

70. The Senate may review, from time to time, the broad policies and programmes of the University and may make suggestions for the improvement and development of the University. It should also receive the annual reports, accounts and audit reports of the University. It should not be the supreme governing authority and should have no powers to make the Statutes or approve the Budget.

Accepted

SYNDICATE/ EXECUTIVE COUNCIL

71. The Syndicate/ Executive Council should be the principal executive body of the university to coordinate and monitor the functioning of the various sub-systems in the University structure. It should be the executive,

Accepted

administrative and financial authority, with Statute / Ordinance making powers about University authorities/ bodies/ committees/ officers, as also administrative and financial matters.

72. It should not have the power to approve the academic Ordinances/ Regulations passed by the Academic Council except where they have major administrative/ financial implications. It should delegate the routine administrative decisions to the statutory officers especially the Vice-Chancellor, Pro-Vice-Chancellors, Registrars and Deans/ Directors and Heads of Departments.

Accepted

73. The title of the Syndicate in the University organisational structure needs to be reviewed. It may be restyled as the Board of Management.

Accepted

74. The Board of Management should be accountable for what happens in the University and it should not be possible to side-track it in moments of crisis.

Accepted

75. The membership of the

The membership of the

Syndicate should not exceed 15. The Government representatives/nominees on the Board of Management be limited to not more than one third of its total size. Half of the remaining membership should be from academics viz. College Principals/ Teachers / University Teachers and the remaining from other interests, such as industry, agriculture and trade, academics from other Universities or National Laboratories etc. Not more than 1/3 of the Board members should be represented in the Senate/ Court.

Syndicate should not exceed 18. The composition should be as follows:

i) Govt. representatives/nominees Ex-Officio viz., VC, Pro-VC, Deans, State Education Secretary /State Finance Secretary or their nominees not below the rank of Addl/ Jt. Secretary. (one third)

ii) University teachers, college Principals/teachers by rotation on basis of seniority. However where the statutes of Universities provide for election 50% may be by rotation and 50% by election. Elected teachers should not hold more than two terms. (one third)

iii) Representatives of industry, agriculture, trade, other universities, National Laboratories etc. by nomination by the Visitor (one third) . No person holding any political office or a member of Legislatures/Parliament should be nominated All members of Syndicate should be members of Senate/Court.

ACADEMIC COUNCIL

76. The Academic Council should be the principal authority to coordinate and exercise general supervision over the academic affairs of the University with full authority. It should also be responsible for the maintenance of standards of teaching, examination, research and extension.

The Academic Council should be the principal authority to coordinate and exercise general supervision over the academic affairs of the University with full authority. It should also be responsible for the maintenance of standards of teaching, examination, research and extension. Affiliating Universities should have the following Committees:

i) Committee to recommend regulations for affiliated colleges.

ii) Committee for University Teaching & Research to evolve academic norms and regulations for research in University Depts. Flexibility should be in-built for allowing inter-disciplinary courses and new emerging disciplines in frontier areas.

77. The Academic Council should be vested with ultimate authority of making academic Statutes / Ordinances / Regulations which are not at variance with the Act/ Statutes and which do not involve sizeable recurring financial commitments.

Not Accepted

78. The Academic Council should not have more than 50-75 members including all Deans and representatives of Professors, Heads of Departments and other teachers. The non-academics on the Syndicate / Senate or representatives of Government should not be members of the Academic Council. Representatives of the Departments/ Centres etc. who are not members of the Academic Council should be invited to its meeting when important issues related to their subjects are to be discussed.

79. In many Universities, the authorities like Senate, Academic council and Syndicate, are dominated by non-academic members who have a tendency to politicise the atmosphere. Great care must be taken to see that political parties and politicians do not interfere in the governance of University administration.

The Academic Council should not have more than 50-75 members including all Deans and representatives of Professors, Heads of Departments and other teachers. **The representation should be by rotation according to seniority.** The non-academics on the Board of Management/ or representatives of Government should not be members of the Academic Council. Representatives of the Departments/ Centres etc. who are not members of the Academic Council should be invited to its meeting when important issues related to their subjects are to be discussed.

Appropriate representation of academics on university bodies like Senate, Board of Management and Academic Council should be provided. Care should be taken to ensure that the atmosphere of the Universities is not politicized. Vice-Chancellors must make all efforts to resist political interference in the governance of universities.

80. Election to University Authorities/ Bodies (Senate, Syndicate, Academic Council) be completely dispensed with on the basis of merit/ seniority/ any other objective consideration should be the process of constituting the authorities.

Election to University Authorities / Bodies (Senate, Board of Management, Academic Council and others should preferably be kept at the barest minimum and the representation should be on the basis of merit / seniority. However, in some bodies like Senate some element of election can be provided.

FACULTY COUNCILS

81. Each faculty should have a Faculty Council headed by a Dean responsible for the entire gamut of teaching, research and extension programmes of the departments within the faculty. Its emphasis should be on translating basic policies formulated by the university authorities into workable guidelines for the departments to follow. Adequate powers and authority will need to be given to the Dean to enable him to coordinate and monitor the academic functioning of the departments.

Accepted

BOARDS OF STUDIES

82. Each academic discipline should have a Board of Studies. These Boards of

Each academic discipline should have a Board of Studies. These Boards of

Studies should include 20% of the members from external experts, 20% from the user-agencies, and the remaining 60% from faculty members teaching in the concerned discipline.

Studies should include 20% of the members from external experts, 20% from the user-agencies, and the remaining 60% from faculty members teaching in the concerned discipline. Affiliating universities should have two boards:

i) Board of Undergraduate Studies.

ii) Board of PG studies & Research.

In undergraduate board there should be 20% representation from colleges. In PG board there should be also some representation of college teachers.

83. There shall also be inter-disciplinary Boards of Studies and research, wherever such Programmes are offered.

Accepted

OTHER BODIES/COMMITTEES

84. The Finance Committee, Planning & Monitoring Board (PMB), Board of Research, Board of Extension, Board of Evaluation, Admission and Academic Calendar Committee, Grievance Redressal Committee, Collegiate Council and Staff/Student Welfare Committee etc.

Accepted

have been recommended to be established in every university system as statutory bodies / committees. They should however, be subject to the overall control of the relevant university authorities [Syndicate and Academic Council]. More than one Committee could be put under one Pro-Vice-Chancellor / Dean/ Director to avoid proliferation of officers.

85. The Committees should also consist of only nominated members selected on the basis of seniority or rotation or any other academic criteria with a tenure of term shorter than that of authorities.

Accepted

86. The concerned executive officer in the university, incharge of the relevant work, should be the member-secretary of the Committee and should be responsible for convening meetings of the Committee and the follow-up action and should act as the link between these Committees and authorities and statutory officers.

Accepted

87. The inter-relationship between the Committees and Authorities must be well defined so that the Committees

87,88 & 89
The following bodies/
committees should be
made statutory and with well

and their recommendations could not be slighted away easily.

88. The terms of reference of Committees/ Bodies should be determined by grouping-together of all related matters and bringing them under an umbrella of one committee; this will not only avoid multiplicity and duplication of Committees but also enable quick decision making.

89. A Board of Evaluation should be vested with the responsibilities to conduct, review and reform the examination/ evaluation system in the University.

defined roles so that they can function as decision making units:

1. Planning & Monitoring Board
2. Finance Committee
3. Board of Evaluation
4. Admission and Academic Calender Committee
5. Selection Committee for Teachers/Principals

To the extent possible these should be small and compact bodies. The above bodies/committees as well as any other committees which are set up by the university must have definite functions/ responsibilities and their inter - relationship with university authorities must also be well defined so that their recommendations are implemented by the authorities and there is no duplication.

The Finance Committee should be responsible for all expenditure to be incurred within the approved budget. The Chief Executive namely Vice-Chancellor should, however, be accountable for expenditure incurred which is outside the approved budget.

The composition of the Selection Committee for appointment to post of Professor should be as follows:

1. Vice-Chancellor (Chairman)
2. Nominee of Visitor
3. Dean of the Faculty / HOD
4. Three experts who are not members of any authority of University, by Vice-Chancellor from a panel of names to be supplied by UGC/SCHE. Five persons will form the quorum including at least two experts.

The selection committees for Readers and Lecturers should be on the same lines as that of Professor except that either the Vice-Chancellor or Pro-Vice-Chancellor may be the Chairman, and that there may be only two experts. The quorum shall be four persons including two experts.

Note:

Faculty positions should be filled up within six months of the vacancies being caused. The Committee felt that it would be advisable for outgoing Vice-Chancellors not to make new appointments during the last three months of their tenure.

The Selection Committee for Principal of a College should have three members of whom one shall be the nominee of the College Management Committee, one shall be the nominee of the University to which the College is affiliated to or associated with and one shall be the nominee of the State Government/Central Government as the case may be. There has to be some flexibility since in some states appointments are done through Higher Education Commissions and for Govt. colleges procedure is also different.

RESEARCH AND EXTENSION

[CHAPTER 11]

90. There should be a Board of Research and a Board for Extension Work, Survival and growth of the institutions of higher learning depends to a large extent upon the constant generation and spread of new knowledge through researches. Lack of research input will turn an institution into a "Teaching Mill", whose output will be eventually sterile and

There should be a Board of Research and a Board for Extension Work. Vice-Chancellor or his nominee should be the Chairman of these Boards. Board for Research should have representation from Research labs, Industry & other user Survival and growth of the institutions of higher learning depends to a large

incapable of guiding the society.

extent upon the constant generation and spread of new knowledge through researches.

91. Provision should be made for Extension in clear terms in the Acts of all Universities.

Provision should be made for Extension in clear terms in the Acts of all Universities. Linkage of extension work to the award of degree may also be done by framing appropriate Statutes.

MANAGEMENT OF GENERAL ADMINISTRATION, FINANCES AND EXAMINATIONS

[Chapter 12]

92. Registrar (General Administration) should be the Secretary of all authorities of the University, viz. Executive Council/Syndicate, and Academic Council as also of the Court / Senate.

Registrar should be the Secretary of all authorities of the University, viz. Board of Management. Academic Council as also of the Court / Senate.

93. The Pro-Vice-Chancellor (Finance) should have well defined powers of sanction, authorisation and re-appropriation. Appropriate guide-lines be worked out by each University for decentralised financial management spelling out the extents and limits of powers of sanction and re-appropriation within

Accepted

sanctioned budgets, for the officers like Vice-Chancellor, Pro-Vice-Chancellors, Deans and Heads etc.

94. Universities should appoint their own Finance Officers-may be on tenure basis.[He should be designated as Registrar Finance]. Such persons should basically be academics conversant with financial management.

95. We are of the view that:
[a] Maintenance grants to Delhi Colleges be paid by the Delhi Administrations like other State-Governments; state-Governemnts;

[b] Maintenance grants to Central Universities be paid by the Government of India;

[c] A start may be made to create endowment funds in the Universities so that ultimately they became self-sufficient and do not remain dependent on Government Grants for day to day operations.

96. The Controller of Examinations should be re-designated as Registrar (Examinations).

Appointment of Finance Officer should be by open advertisement or deputation. Persons in Government autonomous/Public institutions with appropriate experience of financial management would also be eligible for the post

The Committee felt that the recommendation is not relevant to the management of universities and that UGC should take an appropriate view in the matter.

Not Accepted

Not Accepted

97. Computers have been used in the Universities since long for examination processing. However, they can also be effectively used in other administrative sectors of activities like finances, budget, staff rosters, pay-rolls, library services and Estate Management.

Accepted

98. Electronic Data Processing facility should be provided to Vice-Chancellor, Pro - Vice - Chancellors, Registrars, etc., with terminals linking with the Deans, Heads of Departments etc.

Accepted

99. While NIEPA at Delhi has made efforts towards training, they are not adequate to cover all functionaries in all the Universities. what the country needs is either State Level Institutes like NIEPA or Academic Staff Colleges type of institutions for continuous training and retraining of educational administrators from Universities and Colleges.

While NIEPA at Delhi has made efforts towards training, they are not adequate to cover all functioneries in all the Universities. What the country needs is either State Level Institutes like NIEPA or Academic Staff Colleges type of institutions for continuous training and retraining of educational administrators from Universities and Colleges. Central Govt. has already appointed a Committee to examine the question of setting up of an Institute for Training of University

Administrators.

GRIEVANCES REDRESSAL

100. Grievances must be settled early and that every university should clearly define the time limits within which responses to the grievances should be given to the concerned person[s] groups.

Accepted

101. Any dispute arising out of a contract between the University and any of the employees may, at the request of the employee, be referred to a Tribunal of Arbitration. The decision of such a Tribunal should be final and no suit should lie in any civil court in respect of the matters decided by the Tribunal.

Accepted

102. In addition, there could be a Standing Tribunal for Universities of the State, preferably a statutory body headed by a retired/sitting judge of the High Court who is assisted by academics/ educationists such as Professors, Principals etc. A convention should be established that the verdict of the State Tribunal is accepted by all concerned and that the concerned parties

Accepted

will not further move the law courts.

COLLEGES AND THEIR MANAGEMENT

[Chapter 13]

103. Every college should formulate its mission and goals in terms of academic, social and other objectives and channel its personnel and other resources accordingly towards optimum realisation of the objectives.

104. Each college should aim at having management structures as envisaged for the autonomous colleges in the Guidelines of the UGC. These could be, where necessary, modified by the Universities in consultation with the State Government in case of Government Colleges and SCHE in other cases.

105. The principal is the key person in the College being its academic and administrative head. His appointment should be based on a rigorous search and selection process.

Accepted

Each college should aim at having a rational management framework. There should be clear cut delegation of authority by the Governing Board and Principal. Committees for student/academic affairs like admissions, scholarships etc. may be constituted. Each college may modify the pattern recommended by Gnamam Committee depending on its particular type, programmes and resources.

The principal is the key person in the College being its academic and administrative head. His appointment should be based on a rigorous search and selection process. Appointment

may be for 5 years with provision for reappointment/transfer.'

106. It will be most desirable for a college to categories and manage its campus activities into [a] academic affairs, [b] student affairs, and [c] business affairs, and assign each to a competent member of the faculty who could be designated as Dean [or Vice-Principal or Director or Co-ordinator] holding office for a term of say, three years.

It will be most desirable for a college to categories and manage its campus activities into [a] academic affairs, [b] student affairs, and [c] business affairs, and assign each to a competent member of the faculty who could be designated as Co-ordinator] holding office for a term of say, three years.

107. The Officer in-charge of each major area of management should be assisted by a small committee consisting of 2 or 3 teachers/hostel wardens etc. as the case may be. Students should be associated with the Coimmitte for Student Affairs.

Accepted

108. Each College should have a Planning and Monitoring Cell to facilitate academic planning and monitoring.

Accepted

109. Administrative machinery should be available in all colleges for redressal of grievances and resolving of internal disputes.

Accepted

110. Every affiliating

Accepted

University should establish an office of Dean of Colleges with the back-up of a Collegiate Council [in place of the existing College Development Council]. The Council should also be responsible for the maintenance of standards of teaching in the Colleges.

111. The UGC/SCHE should have a Standing Advisory Committee for continuous monitoring of the functioning of the autonomous Colleges with a view to ensure maintenance of standard.

112. New Colleges should be set up only after a joint survey by the affiliating university, the UGC/SCHE. It would be desirable to have separate colleges for science/Professional subjects by bifurcating large multi-faculty colleges.

113. Affiliation of Colleges should vest only with a University and should be given on academic grounds alone and no extraneous considerations should be allowed to come into play. The UGC guidelines in this respect be taken into account in determining terms and conditions of affiliation.

Accepted

New Colleges should be set up only after a joint survey by the affiliating university, the UGC/SCHE.

Affiliation of Colleges vest only with a University with the concurrence of State Govt. in regard to provision of grants. The UGC guidelines in this respect be taken into account in determining terms and conditions of affiliation.

114. A reasonably uniform and sound system of grant-in-aid for affiliated colleges all over the country should be evolved from time to time by the UGC for the guidelines of the State Governments.

Accepted

DECENTRALISATION IN PRACTICE

[Chapter 14]

115. The Department of a University being its basic operational units, should be enabled to function with freedom and wider academic, administrative and financial powers.

Accepted

116. The concerned authorities of the University, i.e. Executive Council/Syndicate and Academic Council should supervise the work of the Departments through an appropriate reporting system to ensure that they do not misuse their freedom and are accountable for their powers and responsibilities.

The concerned authorities of the University, i.e. Board of Management and Academic Council should supervise the work of the Departments through an appropriate reporting system to ensure that they are accountable for their powers and responsibilities.

117. The Faculty Council should be a middle level decision making body in which the Dean plays a vital role and is responsible to promote inter-departmental cooperation

Accepted

and coordination between the Departments and the higher authorities and executives.

118. It would be desirable to structure the university with its largest units called Institutes devoted to a number of allied subjects or disciplines devoted to a number of allied subjects or disciplines in one or more faculties. An Institute must have full administrative, academic and financial autonomy, with decentralisation down to each of its constituent units to the extent possible.

119. University Post Graduate Centres, set up at places other than the head quarters of the University, should also be allowed academic, financial and administrative autonomy within the framework of the guidelines formulated by the University.

NATIONAL/COOPERATIVE FACILITIES

[Chapter 15]

120. The primary objective of National facility/ Inter-

It would be desirable to structure the university with its largest units called **Schools** devoted to a number of allied subjects or disciplines. A **School** must have **adequate** administrative, academic and financial autonomy, with decentralisation down to each of its constituent units to the extent possible. **Adequate administrative and technical support** should also be provided.

Accepted

Accepted

University centre in any discipline is to provide within the University System a first class facility for research which cannot be obtained or managed within the framework of an individual university. This facility should be made available to the staff and students of all other universities and research institutes in the country.

121. Such National Centres may be established on a University campus as a Registered Society, to function as an autonomous institution with full academic administrative, financial and budgetary autonomy. The funding agency and the host University should both be associated with its management.

122. It would also be desirable to encourage industries and other organizations to establish autonomous research institutions/ service facilities on the campuses of the universities as Registered Societies with management structures similar to national facilities.

Such National Centres may be established on a University campus as a Registered Society, to function as an autonomous institution with full academic administrative, financial and budgetary autonomy. The funding agency **representative of user institutions** and the host University should be associated with its management.

Accepted

123. Acts of Universities should have enabling provisions for the creation of facilities mentioned above.

UNIVERSITY AND ITS
ACCOUNTABILITY

[Chapter 16]

ACCOUNTABILITY

124. The academic community individually and collectively should be made accountable to society in concrete visible terms.

125. [A] The Universities should draw up an academic calender every year listing the dates of admissions, schedule of academic terms, vacations, holding of examinations, declaration of results etc. Such a calender should be implemented by each University ultimately leading to a common calender for all the Universities in a State.

[B] The Vice-Chancellor should report to the National/State level bodies responsible for or entrusted with the functioning and growth of the educational

The academic community individually and collectively should be made accountable to society in concrete terms.

[A] The Universities should draw up an academic calender every year listing the dates of admissions, schedule of academic terms, vacations, holding of examinations, declaration of results etc. Such a calender should be implemented by each University leading to a common calender for all the Universities in a State.

[B] The Vice-Chancellor should report to the National/State level bodies responsible for or entrusted with the functioning and growth of the educational

system through an educational report outlining the performance of the University in meeting its obligations to the society and in improving its standards of teaching and research. The report should also be placed before and debated by the highest academic and administrative bodies of the University.

[C] Accountability reports should also be prepared by other academic functionaries like Deans and Directors, Heads of Departments, etc., for consideration by the appropriate academic bodies and authorities. Colleges should also present such reports to their governing bodies and to the University.

[D] "Academic Audit" may be carried out for the Institute/Faculties/ Schools etc. and for the teaching departments as also individual teachers through self-appraisal and through peer groups consisting of the faculty members of the University and invited members from other Universities and professional bodies like the AICTE, ICMR, ICAR, ICSSR, CSIR, DAE, DRDO, research

system through an educational report outlining the performance of the University in improving its standards of teaching and research. The report should be placed before and debated by the academic and administrative bodies of the University. **The report should also be placed before the Parliament/ Legislature.**

[C] **Progress** reports also be prepared by other academic functionaries like Deans and Directors, Heads of Departments, etc., for consideration by the appropriate academic bodies and authorities. Colleges should also present such reports to their governing bodies and to the University.

[D] "**Academic Appraisal**" may be carried out for the Institute/Faculties/ Schools etc. and for the teaching departments as also individual teachers through self-appraisal and through peer groups consisting of the faculty members of the University and invited members from other Universities and professional bodies like the AICTE, ICMR, ICAR, ICSSR, CSIR, DAE, DRDO, research

institutions etc. The Audit Committee should go into all aspects of the academic programmes viz., teaching, research, extension, curriculum development, examination system etc.

[E] Administrative Audits should be carried out for the units of general administration and other supporting units through peer groups.

[F] The objective of these audits should be to assess the level of efficiency of the units in their assigned roles and to suggest steps for improvement. These reports should also be placed before and debated by the appropriate bodies of the University.

CRITERIA FOR ASSESSMENT OF PERFORMANCE OF UNIVERSITIES

126. Criteria need to be developed for the assessment of Universities' performance. They may essentially include:

[1] Alumni performance, faculty members' achievements and student achievements.

institutions etc. The Appraisal Committee should go into all aspects of the academic programmes viz., teaching, research, extension, curriculum development, examination system etc.

[E] Administrative Appraisal should be carried out for the units of general administration and other supporting units through peer groups.

[F] The objective of these appraisals should be to assess the level of efficiency of the units in their assigned roles and to suggest steps for improvement. These reports should also be placed before and debated by the appropriate bodies of the University.

Accreditation Council should evolve criteria for the assessment of Universities' performance. They may essentially include.

[1] Alumni performance, faculty members' achievements and student achievements.

[2] The internal working, indicating the number of actual teaching days, workload of teachers, observance of academic calendar, proper and timely conduct of

examinations and declaration of examination results and state of discipline etc.

[3] Contribution of the University to scholarship, new knowledge, fund-raising, public relations, social work and economic development etc.

[4] The performance should finally be rated by unbiased knowledgeable individuals and on the basis of points scored the different universities may be classified into identifiable categories.

[2] The internal working, indicating the number of actual teaching days, workload of teachers, observance of academic calendar, proper and timely conduct of

examinations and declaration of examination results and state of discipline etc.

[3] Contribution of the University to scholarship, new knowledge, fund-raising, public relations, social work and economic development etc.

[4] The performance should finally be rated by unbiased knowledgeable individuals and on the basis of points scored the different universities may be classified into identifiable categories. **Level of financial assistance by UGC should be linked to such categorization.**

TEACHERS, STUDENTS, NON-TEACHERS AND OTHER ISSUES

[Chapter 17]

127. Teachers' participation in decision making and implementation at various stages of university organisation need not only be provided for but also fostered

Accepted

by a conducive structure and environment.

128. There should be consultative Committees for non-teaching staff with their full participation. While there could be some representation of the non-teaching and technical staff on the Senate/Court which are deliberative bodies, there is no need for any representation of such staff on other authorities or bodies of the University.

129. Student participation in University management should be on the following lines:

[a] Students should be given opportunity for participating in the Senate/Court, but not in the other bodies like Syndicate, Academic, Council and Boards of Studies etc.

[b] The representation of students should be by nomination, by the Vice-Chancellor or Pro-Vice-Chancellor or Dean of Student Welfare, chosen on the basis of merit in

Accepted

Student participation in University management should be on the following lines:

[a] Students should be given opportunity for participating in the Senate/Court, but not in the other bodies like Syndicate, Academic, Council and Boards of Studies etc. **The President and Secretary of students union should be ex-officio members of the Senate.**

[b] The representation of students should be by nomination, by the Vice-Chancellor or Pro-Vice-Chancellor or Dean of Student Welfare, chosen on the basis of merit **in the Senate and**

curricular, co-curricular and extra-curricular activities

[c] Student participation should be necessary in the following forums:

[1] Committees concerned with the corporate life of students and extra curricular and co-curricular activities.

[2] Advisory Committees for halls of residence/Hostels etc.

[3] Committees for games, social service and cultural activities.

130. The Constitution of a State level committee, as in Madhya Pradesh, would certainly help in promoting and strengthening welfare programmes for the students. In addition, every University should have a Students' Council as in the Universities in Maharashtra.

131. State Councils for Higher Education or the Committee of Vice-Chancellors in the state

other academic committees at Departmental level.

[c] Student participation, by nomination or by election should be necessary in the following forums:

[1] Committees concerned with the corporate life of students and extra curricular and co-curricular activities.

[2] Advisory Committees for halls of residence/Hostels etc.

[3] Committees for games, social service and cultural activities.

The Constitution of a State level committee, as in Madhya Pradesh, would certainly help in promoting and strengthening welfare programmes for the students. In addition, every University should have a Students' Council as in the Universities in Maharashtra. **Acts/Statutes of Universities should provide for creation of students organisation including students unions, membership of which should be voluntary.**

Accepted

should give due attention to students' welfare and student services in the Universities.

132. The Universities and the colleges should have Students' Employment Committees. These committees should have close liaison with different kinds of employers and employment agencies with a view to finding their requirements of trained personnel and giving advice to respective Boards of Studies to frame courses to meet such requirements. Emphasis should be given by the Students Employment Committee to explore opportunities for employment/practical training of the students during long vacations and if possible, relate them to the curricular programmes being pursued by the students, as is being done for students of Technology and Management Courses.

133. An integrated counselling service on different matters of students' concern such as academic, marriage, sex, sports, hobbies, etc. is necessary in the Universities.

134. Strikes should be regulated by Law. Any recourse to strikes without first

The Universities and the colleges should have Students' Placement Committees. These committees should have close liaison with different kinds of employers and employment agencies with a view to finding their requirements of trained personnel and giving advice to respective Boards of Studies to frame courses to meet such requirements. Emphasis should be given by the Students Placement to explore opportunities for employment/practical training of the students during long vacations and if possible, relate them to the curricular programmes being pursued by the students, as is being done for students of Technology and Management .

An integrated counselling service on family life, personal counselling, drugs, aids etc. is necessary in the Universities.

Accepted

resorting to Statutory grievances redressal remedy and without giving adequate notice, [say, of at least four or six weeks] should be made illegal.

135. Certain forms of agitation, such as Gherao, camping inside the boundaries of or in the vicinity of the residence of teaches or officers, use of derogatory slogans, abuses and propaganda to incite hatred and violence, preparation for resorting to violence or destruction of property, should be completely banned.

135. Certain forms of agitation, such as Gherao, camping inside the boundaries of or in the vicinity of the residence of teaches or officers, use of derogatory slogans, abuses and propaganda to incite hatred and violence, preparation for resorting to violence or destruction of property, should be completely banned.

Campus facilities are being misused for anti-social activities as police, as a convention, do not enter campuses without specific requests from university authorities. In case of any breach of any law it should be possible for the police to enter a university campus without waiting for specific request from the university for the purpose of investigation.

136. A code of Ethics for teachers, a Code of Conduct for the non-teaching employees

A code of Ethics for teachers, including Vice-Chancellors and Principals, a

and a Code of Discipline for the students must be set out. Procedures should also be set up to ensure that each section of the University community, teachers, non-teaching staff and students have full knowledge of these codes.

Code of Conduct for the non-teaching employees and a Code of Discipline for the students must be set out. Procedures should also be set up to ensure that each section of the University community, teachers, non-teaching staff and students have full knowledge of these codes.

ALTERNATIVE MODELS OF UNIVERSITY MANAGEMENT

[Chapter 16]

137. The suggested models are essentially exploratory in nature but with a definite volition to make them viable, manageable and efficient. The focus has been:

CABE Committee recommends that Central/State Govts. could adopt any of the models, even by making appropriate combinations as and when required depending on the nature of the university except model five and seven which have not been found suitable.

[a] To overhaul the existing management system under the given overall structure/ type of university.

[b] To evolve such "modified" versions of the existing models, which may ultimately lead to a perceptible change in the very character and quality of management.

[d] To explore the possibilities of completely "different" model [s] with a definite deviation or discontinuity from the present ones.

The alternative models suggested have to be viewed from the above perspective. The following alternative models have been recommended.

[1] A modified 3-tier system model which will have all the three traditional Authorities of the University system retained but with substantial changes in their character, composition, inter-relationship and hierarchy.

- Senate/ Court-an advisory/recommendatory body;

- Executive Council / Syndicate - the Chief administrative and Financial Authority;

- Academic Council - the ultimate authority in all academic matters.

[2] A model, designated as "Bifurcated System" would relieve the University Departments of Teaching and Research from the tie-up of

its curricular schemes with those of the affiliated colleges. There will be a Collegiate Council which will decide on the academic matters pertaining to Colleges and an Inter Departmental Council (IDC) which shall decide on academic issues of the Departments. There will be separate Boards of Studies for Colleges and for the University Departments. There shall be separate Boards of Evaluation for the College stream and for University Departments stream. There will be no Senate.

[3] A two-tier model is specially suggested for adoption in the Unitary Universities, Deemed Universities and medium type affiliating Universities. There would be no Senate in this model. Except for the removal of the Senate, this model is almost similar to that of the modified 3-tier system model in all other respects.

[4] Decentralised Model for large affiliating Universities envisages setting up of Regional Evaluation and Resource Centres (RERC) as

Phase I and Autonomous Regional Campuses as Phase II. This is suitable for Universities with a geographical jurisdiction of more than two or three Districts or more than 50-60 Colleges. Such a University should establish District level or Zonal level Centres with adequate Core Faculty, resource/facility base in terms of library, central instrumentation and Computer facilities etc. Such regional centres will help compensate the infrastructural deficiency of the backward Colleges in rural and semi-urban areas. The Model also envisages regional decentralisation of the conduct of examinations. The Regional Evaluation and Resource Centres should be given full academic, financial and administrative autonomy and be organised as Autonomous Regional Campuses of the University.

[5] Another model envisages a presidential role for the Office of Vice-Chancellor with adequate decision making administrative autonomy. The Vice-Chancellor, is looked upon as the leader who shall be competent to provide a clear-cut direction and thrust

to the progress of the University System. The Vice-Chancellor being the centre of authority, shall have the power to constitute all the expert / advisory/ bodies/ committees and seek their counselling and advice. He would be fully accountable for the working of the University.

[6] A model of a new affiliating University envisaging the development of colleges only as its function, with a view to promoting excellence in standards of education in the colleges. [T]Such a University shall not have its own departments or schools of studies. The University will serve as a Resource Centre for its Colleges.

[7] Faculty/School as administrative nucleus has been suggested in the model which envisages abolishing the statutory Departments and Heads and making Faculty/Institute/School as the basic administrative unit in-charge of a Dean/Director. The individual subject disciplines, would be designated as Areas with a Chairman heading the Area Committee to take care of such

academic aspects as course designing, syllabi prescribing, teaching work assignemnt, research co-ordination etc. without administrative responsibilities.

INSTITUTIONS DEEMED TO BE UNIVERSITIES

[Chapter 19]

138. There are variations in management structures of Institutions "Deemed to be Universities". Structure of the bodies of Deemed University may be similar to that of Universities but not necessarily identical or uniform. This will enable them to remain innovative and experimental in terms of their own original objectives, indigenous structure and character.

Central Government should have right to cause Inspection but it should be provided under the UGC Act or under a separate agreement.

There are variations in management structures of Institutions "Deemed to be Universities". Structure of the bodies of Deemed University may be similar to that of Universities but not necessarily identical or uniform. This will enable them to remain innovative and experimental in terms of their own regional objectives, indigenous structure and character.

UGC should prepare revised guidelines for grant of deemed university status to higher education institutions. The guidelines should have well defined criteria including the funding arrangement. Since such institutions are funded by diverse agencies, to ensure uniformity in academic standards, service matters

be binding on them.

GUIDELINES FOR MODEL ACT

[Chapter 20]

139. The over-riding principles which may govern the formulation of a Model Act for Universities should essentially be as follows:

Accepted

- Autonomy coupled with accountability;

- Well-defined division and separation of powers among the University authorities/bodies;

- Role perspective with effective linkages with other social sub-systems;

- Depoliticisation;

- Decentralisation of decision making; and

- Debureaucratisation of the administrative machinery.

With these in view possible content of a Model Act/Statutes/Ordinances has been suggested.

140. The Act should provide for:

The Act should provide for:

[1] Objective and Powers
of the University

[2] Visitor

[3] Officers

- Chancellor
- Vice-Chancellor
- Pro-Vice-Chancellor [s]
- Directors /
Deans/ Heads
- Registrar [s]
- General
Administration
- Evaluation
- Finance

Other Officers

- Dean College
Development
- Dean Curriculum
- Dean Research
- Dean Extension

[1] Objective and Powers
of the University

[2] Visitor

[3] Officers

- Chancellor
- Vice-Chancellor
- Pro-Vice-Chancellor [s]
- Directors /Deans/ Heads
- Registrar
- Finance

Other Officers

- Dean College
Development
- Dean Curriculum
- Dean Research
- Dean Extension
- Dean Planning
& Monitoring
- Dean Student Welfare

- Dean Planning & Monitoring
- Dean Student Welfare
- Dean Human Resource Development

- Dean Human Resource Development

[4] Authorities/
Bodies/
Committees

[4] Authorities/
Bodies/
Committees

[A] Authorities

[A] Authorities

- Executive Council

- Executive Council

- Academic Council

- Academic Council

[B] Bodies

[B] Bodies

- Senate

- Senate

- Institute/
Faculty
Council

- Institute/Faculty Council

- Finance
Committee

- Planning & Monitoring Board

- Tribunal of Arbitration

- Planning &
Monitoring
Board

- Boards of Studies

- Research Board

- Board of Extension

- Board of Human Resources Development
- Tribunal of Arbitration
- Research Board
- Board of Extension
- Board of Human Resources Development
- Collegiate Council
- [C] Committees:
 - Admission and Academic Calendar Committee
 - Curriculum Development Cell
 - Grievance Redressal Committee
 - Student Welfare Committee
 - Cultural Committees/Clubs
 - Departmental Committees
- [5] Statutes/Ordinances/ Regulations
- [6] Residuary Matters
- [C] Committees:
 - Boards of Studies
 - Admission and Academic Calendar Committee
 - Curriculum Development Cell
 - Grievance Redressal Committee

- Student Welfare
Committee

[5] Statutes/
Ordinances/
Regulations

[6] Residuary
Matters

141. Statutes on all administrative and financial matters should be formulated by the Syndicate while all the Academic Statutes should be decided upon by the Academic Council. Where a particular matter happens to be dual, i.e. partly academic and partly administrative, the Syndicate should have the powers to formulate Statutes, after obtaining the recommendations of the Academic Council. The Statutes need not be remitted to the Visitor for consent or otherwise but only for information. However, if the Visitor is of the opinion that any Statute [or part thereof] is at variance with the provision of the Act or imposes sizeable recurring financial burden, not acceptable to the funding agency, he shall have the right to annul it.

Not Accepted

142. The residuary matters and matters of detail such as syllabi and curricular structure, conduct of examinations, classification of results, use of unfair means at examinations, qualifications for appointment to non-teaching posts, composition of minor Committees etc. should be covered by Ordinances. The Ordinances [and all amendments thereof] should be duly communicated to the Visitor, concerned authorities and bodies and officers of the University.

Accepted

143. All the detailed regulations governing the various working phases of University System should be made by the respective authorities/bodies/committees. They should be communicated to the Visitor, other Authorities/ Officers of the University for information.

Accepted

CENTRAL LEGISLATION ON UNIVERSITIES GOVERNANCES

144. The Central Government should enact a law setting out the basic structure of University Governance and providing that all

Not Accepted
UGC should circulate appropriate guidelines for a Model Act for universities. The model could be suitably modified depending upon

legislations by State Government should be around these core provisions. The core of such legislation should consist of:

the alternative model which has been accepted.

[a] Designation of the Governor, by virtue of his office, as the Visitor of State Universities;

[b] Exclusion of the Visitor[Governor] from being a member or officer of a State University;

[c] Exercise of the power by the Visitor on the aid and advice of the Government and in consultation with the UGC/SCHE;

[d] Clear definition of the powers of the Visitor on the basis of those made in the Acts of Central Universities; and exerciseable in consultation with Chairman, UGC where deviation from normal practice are involved.

[e] Provision for appointment of a Chancellor as Head of the Universities with powers to preside over Convocations and meeting of

the Senate. He should not have any executive powers;

[f] Provisions for the mode of appointment, terms of office and removal from office, powers and functions of the Vice-Chancellor.

As and when such a Central Law is enacted, the provisions of all State University Act should be made to conform to those in the Central Law. If the legislations proposed by the State Government involve any provision different from, or repugnant to, those in the Central Act, then reservation of such legislations for President's assent would become necessary. In such situations the Union Ministry of Education would seek the advice of the UGC.

