

Centres of Excellence

(Concept Note, Recommendations,
Guidelines & Draft Memorandum of
Association)



The Kerala State Higher Education Council

Centres of Excellence

Concept Note, Recommendations,
Guidelines & Draft Memorandum of
Association



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Preface

Enough financial resources, appropriate infrastructure, a highly creative research team leader as the head, a brilliant team of experts, and a well-structured support staff are the key requirements of a Centre of Excellence (CoE).

It is an ambitious project of the Government of Kerala to establish thirty CoEs in the State. Each CoE needs a minimum of thirty crores of rupees to start with, and hence in all it is a thousand crore worth scheme, a rare initiative in the country.

A high profile researcher of international stature in the relevant knowledge domain as the leader is the most crucial requirement, because the Centre's initial recognition rests on the leader's extensive relations, wide contacts, and academic networks. It is important to search, identify and invite a very eminent academic famed for research contributions and institution building to be the head.

A Governance structure of optimised accountability and autonomy is a very critical requirement. Yet another crucial requirement is absolute precedence of academic power over anything else and prevalence of academic environment.

A CoE must be totally different from our universities and other autonomous institutions, for they are unsuitable models.

Thiruvananthapuram

Vice Chairman

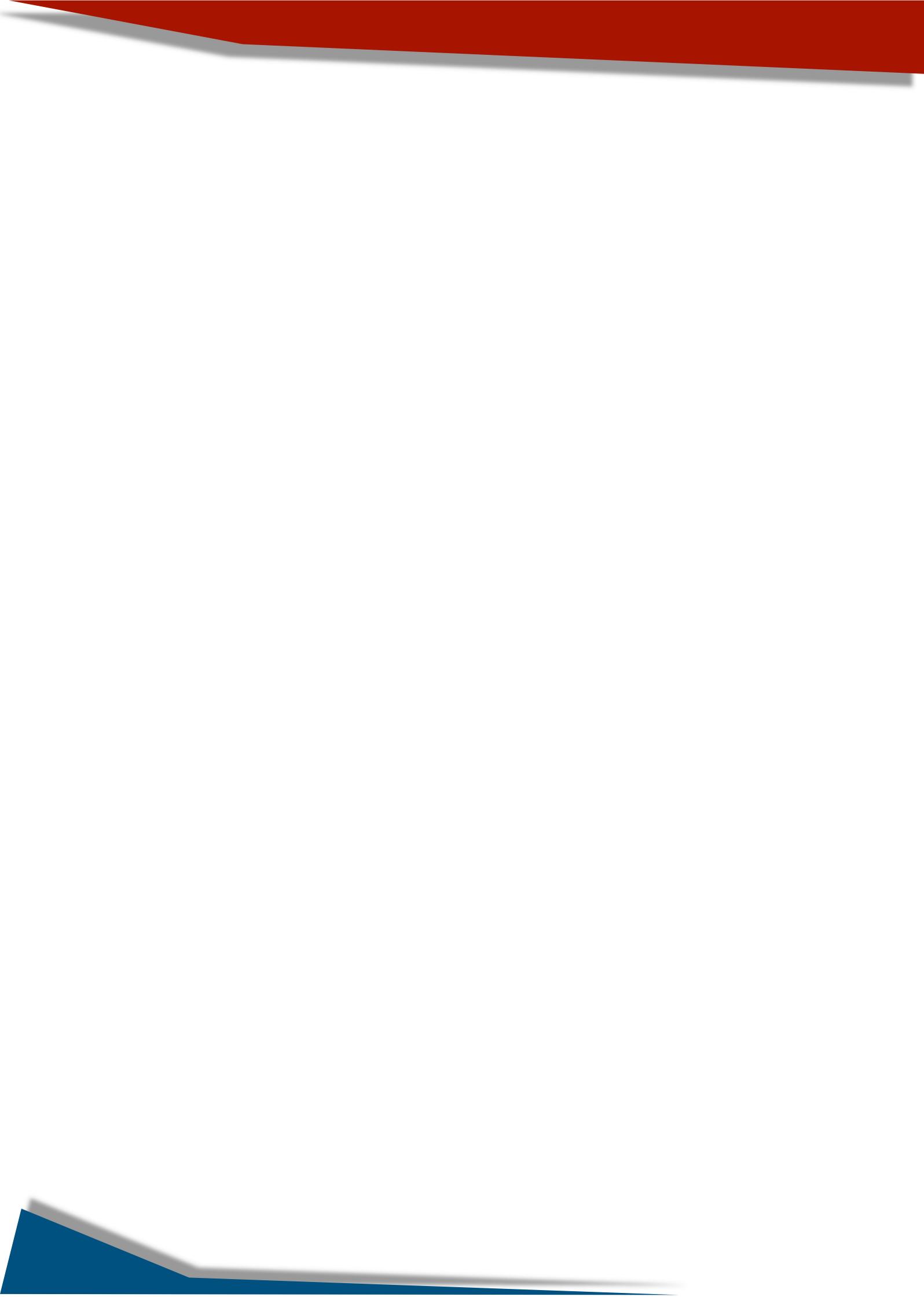


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Centres of Excellence

**Concept Note, Recommendations, Guidelines &
Draft Memorandum of Association**

Centres of Excellence

Concept Note, Recommendations, Guidelines & Draft Memorandum of Association

A Centre of Excellence (CoE) is an autonomous institution of advanced research in one of the leading-edge areas of specialisation, run by a team of highly-motivated experts engaged in the production, application and publication of new knowledge. It is a physical Centre of infrastructural capacity and resources to enable heavily collaborative research across disciplines and focused on latent issues of local relevance but internationally challenging.

Normally, a centre can be recognised as centre of excellence for the infrastructural capacity, research competency, and production of strikingly fresh knowledge accrued over a period of time. Nevertheless, the CoE conceived here is a centre of excellence built at once with the necessary infrastructure, economic resources, institutional network and academic capacity to leapfrog into research at the cutting edge.

An Organisational Strategy

CoE is an organisational strategy found successful in jump-starting productive research in fields of future demand. It is the strategic designing of an ideal institutional environment that guarantees maximum productivity and excellence in advanced fields of research. Pick the lead-innovators through higher-order recruitment criteria and fund them liberally to start CoEs is a call reverberating across the developing countries striving to cope with the fast growing knowledge economy. Establishing a most viable funding source, upgrading the research infrastructure and mobilising human resources in critical areas of cutting edge research are the three cornerstones of a CoE.

Indeed the opening of CoEs is a fruitful strategy for Kerala in setting globally benchmarked standards of research and advancing through innovations in sustainable technologies and achieving equitable social development.

Modus Operandi

At the outset a few International Online Conferences of high profile academic planners and institution builders have to be organised for identifying leading-edge domains of CoEs. A minimum of four such conferences shall be held for identifying the domains in Science, Technology, Social Sciences, and Humanities cum Liberal Arts respectively. Each Centre shall be created after a careful study of the international and interdisciplinary scope of impactful research in the knowledge domain concerned.

After the identification of knowledge domains for CoE, a few domain specific international Online Conferences shall be held for determining the potential focus areas and faculty composition. Opening up of a CoE as conceived, is a venture of transplanting everything except the physical infrastructure. Its modus operandi involves the following:

1. Constitution of Search Committees for the identification of avid research team leader cum institution builder in the knowledge domain concerned.
2. Identify an avid research team leader cum institution builder in the knowledge domain concerned, invite her/him and provide for economic resources and freedom to open a Centre of Excellence.

Constitution of the Search Committee

The Search Committee shall be constituted by the Ministry of Higher Education. An expert of international/national stature in the knowledge domain concerned, who is a head or retired head of a leading research institution in the domain or a related domain shall be the chairperson of the Search Committee. Two other

experts of similar academic status and eminence in the domain or a related domain shall be members. The Principal Secretary of the Ministry of Higher Education shall be the Convener of the Committee.

It shall be the responsibility of the State Higher Education Council to provide necessary advisory support for identifying the experts for the Search Committee and extend the facilities of the meetings thereof.

Selection of CoEs from Departments of Excellence and Inter-University Centres

CoE Scheme of the Government envisages establishing centres fresh and independent of the University and the existing institutions. Conversion of the existing centres is not the priority. Nevertheless, centres of exceptional potential deserve consideration for being upgraded. Hence, it is necessary to simultaneously ascertain the possibilities of upgrading some of the existing Departments of Excellence and Inter-University centres as part of the university or in the university campus. This requires conduct of their performance appraisals and potential assessment in the following ways:

1. Constitution of Expert Committees for the performance appraisal of the relatively well functioning and productive Departments of Excellence in the University.
2. Constitution of Expert Committees for the performance appraisal of the relatively well functioning and productive Inter-University Centres in the University Campus.
3. Constitution of a high profile Expert Committee for identifying the most potential from among the existing Departments of Excellence and Inter-University Centres for turning them into Centres of Excellence by providing for enough economic resources and academic experts including all missing components of excellence.

Selection of CoEs from Proposals

There are a few proposals for Centres of Excellence submitted by the Universities in the State. Examination of their academic relevance and viability shall be entrusted with the Expert Committees assessing the Departments of Excellence and Inter-University Centres.

If the Expert Committees recommends any of the proposals submitted by the Universities, or any of the Departments of Excellence, or any of the Inter-University Centres academically relevant and viable, they shall be declared as Centres of Excellence if the Government so desires. Such Centres shall continue where they are but as autonomous and independent of the University concerned, and shall be brought under the Governance structure and functions prescribed for a CoE.

University CoE Link

Although the mode of operation the CoEs shall be independent of universities, it hardly precludes the inevitable two way links between them. CoEs shall have an umbilical linkage with any Universities in the State, the country and abroad, sustaining a strong relationship of academic exchange, research collaboration, expertise sharing, and reciprocal recognition for mutual benefits. This shall be facilitating circulation brains and horizontal mobility of talent/laboratory skills between Universities and CoEs.

As per the proposed scheme, the director and other faculty of the centre need not be a part of any University and can be independently recruited. Though heads and the fellow faculty members of CoEs shall be recruited afresh, there shall be room for the secondment of University faculty members with specialised talent in the specific focus areas. Obviously this reciprocity shall be much more between the universities and the CoEs established based on their proposals or out of their Departments of Excellence/inter-University Centres.

Coping with Knowledge Economy

Literally, the knowledge economy is production, consumption and exchange of knowledge. It is a system based on intellectual capital or intellectual property and patents through scientific discoveries and innovations. It is the globally dominant economy today. In the academic sense knowledge is its explicit and implicit forms codified at the expense of the tacit. A corollary of it is information or data economy engaged in generating, storing, processing, communicating, exchanging and consuming information or data by depending on digital technologies. What it demands the most is the tacit form of knowledge (skill), essential to operate digital technologies.

Knowledge economy distinguishes knowledge from information. It uses knowledge as patentable intellectual property of enormous exchange value and hence a commodity by itself. As a potential basis for the production of other commodities it is capital too. In short, the knowledge economy is capital and technology-intensive industrial mass production of marketable knowledge. It makes industry a knowledge intensive establishment combining scientists, engineers and information workers, presupposing precedence of innovation over discovery. Knowledge economy is another name for Corporate Capitalism that is heavily dependent on science and technology for the production of marketable knowledge, intellectual property and patents for accumulation of capital through exchange. Hence, it is known as Techno-capitalism as well.

Emerging Domains of Knowledge

Techno-capitalist Corporations have globally built up many giant experimentalist establishments that are rigorously engaged in science-tech research and employ thousands of young innovative experts for the production of intellectual property and patents known today as intangible assets. Trained in high instrumentation culture they are working in Techno-capitalist research establishments at various locations around the world. These establishments engaged in various

capital-intensive research projects have given rise to multiple science-tech hybrid fields of knowledge with enormous potential for discoveries and innovations.

Some such fields are Functional and Structural Genomics, Medical Biotechnology, Agro-biotechnology, Bio-molecular Engineering, DNA barcoding of species, Bioinformatics, Robotics, Graphene Engineering, Nano-technology, Layer by Layer Assembly of Nano Films, Hybrid Technology Systems etc. Brain-computer interface studies is another major domain of latest research. Astrophysics and aeronautical engineering are equally important fields of cutting edge research. All these domains of knowledge deserve to be chosen for CoEs.

A Neurobiology Centre of Excellence to study the cellular, functional, behavioural, evolutionary, computational, molecular, and clinical aspects of the nervous system has great importance today. Likewise, a Cognitive Computing Centre of Excellence has immense scope as every aspect of contemporary life is being transformed by digital technologies and hence deserves dedicated investments to build a world class institutional environment of cutting edge research focusing on machine learning, deep learning, natural language processing, sensors and augmented reality.

One Health Concept has acquired a lot of research importance in recent times all over the world is in the context of how human health is basically linked to the nonhuman life forms in the environment. There is good scope for a One Health CoE in Kerala with the Western Ghats landscape ecosystems consisting of a number of ecological hotspots. Similarly CoEs in geoscience, climate change, resilience, disaster etc., are becoming unprecedentedly relevant. A CoE of Climate and Resilience or High Range Disaster Resilience or Coastal Disaster Resilience has great relevance to the geomorphological landscape of Kerala, sensitive to the impact of meteorological change.

Imaging Science and Technology (IST) is a domain of great pedagogic importance, industrial scope, social relevance, and defence deserving to be chosen for a CoE. Having a direct application to most aspects of human life, its contribution to employment generation is remarkable. There is immense use of IST

in teaching and research in 21st century sciences, technologies, humanities, social sciences and fine arts. IST is a fast emerging field of science - technology - aesthetics combining addressing the imaging chain concerned with generation, collection, duplication, analysis, modification, and visualisation of images that increasingly include imaging objects not visible to the human eye. It includes several subfields like colour science, image processing, computer vision, 3D computer graphics, animations, atmospheric optics, astronomical imaging, digital imaging, digital photography, holography, magnetic resonance imaging, medical imaging, micro-densitometry, optics, non-digital photography, remote sensing, radar imaging, radiometry, silver halide, ultrasound imaging, photoacoustic imaging, thermal imaging, visual perception, and various printing technologies etc. Numerous observables of fields like Microbiology, Biochemistry, Biophysics, Medicine, Neurobiology and Radiology require IST. Artificial intelligence enabled wearable and other interface devices of IST offer experience of proximity and tactility of many out of reach objects in such fields of knowledge by means of augmented, virtual and mixed realities.

Key Requirements

Sufficient financial resources, appropriate infrastructure, a highly creative team leader, a brilliant team of experts and a well-structured support staff are the key requirements of a CoE. A Governance structure of optimised accountability and autonomy operating on democratic centralisation guaranteeing adherence to the primary goals is another critical requirement. Yet another crucial requirement is absolute precedence of academic power over anything else and prevalence of academic environment, which restricts hierarchy solely to functions/responsibilities and uses bureaucracy as a digitally empowered persuasive force, keeping decision making rule-bound, quick, efficient and transparent. It makes administration a concerned preparatory effort for action rather than unconcerned file processing for inaction.

Governance Structure and Functions

CoE, conceived as a research institute of autonomy, requires to be provided with a transformative structure in institutional governance imbued with principles of democracy but assured of academic precedence over everything. It presupposes a systemic shift from how we currently transact academic matters in the university set up. There is a need for creating differently defined roles and functions of academics ensuring cross-disciplinary collaborative research, which the existing system of disciplinary segregation cannot support. In fact, an institutional system supporting collaborative infrastructure appealing to high profile academics of substantive expertise to theoretically driven multimodal research, is indispensable. Such flexible structural attributes assuring academic outputs are capable of attracting sponsorship as well as funding.

It is most inevitable to have a governance structure appropriate for the community of cutting-edge researchers, their support staff and other stakeholders committed to accomplishing the avowed goals of the Centre. A basic structure that can be adopted or adapted by the personnel of the Centre concerned is proposed below:

- On the top of the structure of a CoE is its Director with the Director's office and the supporting staff. She or he is assisted by the Dean/senior most among the Professors/Fellows/Scientists.
- There shall be Associate Professors/Fellows/Scientists and Assistant Professors/Fellows/Scientists under the Director.
- Taking care of the general administration there shall be a Registrar as the sole officer to sue and to be sued on behalf of the Centre. She or he shall be chosen from among the Professors/Fellows/Scientists committed to the objectives of the Centre.
- There shall be a Finance Officer, technically competent and statutorily ordained to advise the Director in all the financial matters of the Centre, but without compromising the Centre's avowed academic goals.

- There shall be a Public Relations Officer (PRO) as the nodal agent of the Centre's internal and external communications including dissemination of research findings through popular periodicals as well as research journals and books. The PRO should be competent in writing about all initiatives at the centre and in exploring new research opportunities for the Centre.

All the officers, the entire academic community and the support staff are so regulated in the Governance structure as to be collectively assuring the attainment of the expected goals of the Centre.

The Centre's

Draft Memorandum of Association

Definition

1. Name of the Centre: The name of the Centre shall be ---- (wherein after referred to as ----).
2. Registered Office: The Registered Office of the Centre shall be in -----
3. Jurisdiction: The Centre of Excellence shall function within the territory of India.
4. Aims & Objectives: The aims and objectives of the Centre shall be the following:

Objectives

- i. To act as a centre of excellence for production of knowledge, intellectual property and patents in the area of -----.
- ii. To promote and develop state of the art research in interdisciplinary area of ---, in theoretical and practical solutions.
- iii. To stimulate and promote new way of thinking about understanding of the theoretical and practical aspects of -----.
- iv. To interact with world class experts as well as institutions in the country and abroad, researching in the core and related areas of the Centre's concern.
- v. To explore, excavate, document and popularise the various documents through visual arts, Museum and collections, literacy studies, publications, linguistics.
- vi. To strengthen and support the researches and studies in ---- and related areas.

- vii. To examine, contribute and theorise the processes of —.
- viii. To conceive, implement, promote, and empower the young researchers in Kerala, India and abroad, showing genuine aptitude to the knowledge domain.
- ix. To conduct research and interactive programmes in the interdisciplinary knowledge domain independently and through inter-institutional or inter-governmental collaboration for purposes of expanding knowledge as well as promoting knowledge-based enterprises including publications.
- x. To award Fellowships to bonafide researchers in areas concerned.
- xi. To conduct, seminars, workshops, conferences, debates on the topics related to the Centre's theoretical and practical concern.
- xii. To nurture research competency in the feeder departments in colleges and universities.
- xiii. To extend facilities of laboratory and guidance of experimentation for young researchers in analysis, interpretation and publication of the results in knowledge domain of the Centre's concern.
- xiv. To provide advisory support for and cooperate with the local self-government institutions and the State Government in the social application of the knowledge generated by the Centre.
- xv. To offer short-term research training/internship in super-speciality areas related in the knowledge domain of the Centre.
- xvi. To attract consultancy for the industries in experimentation and analysis.

Governing Body

There shall be a Governing Body of the Centre of Excellence consisting of the following:

1. Director of the Centre (Chairman)
2. Senior most Professor/Scientist (Vice-Chairman)

3. Two academics of international stature in the knowledge domain of the Centre
4. One Vice Chancellor (nominated by the Executive Body)
5. One Member of Parliament (nominated by the Government on the recommendation of the Executive Body)
6. One Member of the Legislative Assembly (nominated by the Government on the recommendation of the Executive Body)
7. Secretary to the Government of Kerala, Department of Higher Education
8. Secretary to the Government of Kerala, Department of Finance.
9. Registrar of the Centre, a senior academic appointed by the Governing Body (Convenor).

Rules and Regulations:

A copy of the Rules and regulations of the Centre certified, by four members of the Governing Body, to be the true copies filed with the District Register, Thiruvananthapuram along with the Memorandum of Association.

Declaration:

We, the several persons whose names and addresses are given below, having associated ourselves for the purpose described in this Memorandum of Association, do hereby subscribe our names to this Memorandum of Association and set our hands hereunto and form ourselves into a Society under the Travancore-Cochin Literary, Scientific and Charitable Societies Registration Act, 1995. (Act XII of 1955) on this the thirteenth day of December, Two thousand Seventeen at Thiruvananthapuram.

Sl No.	Name and Designation Signature
1. Director	
2. The Dean	
3. The Registrar	
4. Sri.	
5. Sri.	
6. Smt.	
7. Smt.	

RULES AND REGULATIONS OF
Centre of Excellence in _____

Chapter I

Short title and Commencement

These Rules may be called "the Rules and Regulations of the Centre of Excellence in the _____" and they shall come into force with effect from the date of registration of the Centre.

Chapter II

Definitions & Office Bearers

1. In these rules, unless the context otherwise requires:

- a) 'Act' means the Travancore-Cochin, Literacy, Scientific & Charitable Societies Registration Act, 1955.
- b) 'Government' means Government of Kerala
- c) 'Director' means the Director of the Centre of Excellence.
- d) 'Memorandum of Association' means the Memorandum of Association of the Centre of Excellence.
- e) 'Centre' means Centre of Excellence in _____
- f) 'Governing Body' means the Governing Body of Centre of Excellence in _____
- g) 'Executive Body' means the Executive Body of Centre of Excellence in – _____
- h) 'Academic Body' means the Academic Body of the Centre of Excellence in _____
- i) 'Rules and Regulations' means the Rules and Regulations of Centre of Excellence in _____
- j) 'Centre' means the Centre for Studies in the _____ registered under the Act.

2. The Office Bearers of the Centre shall be the following:

1. Director : Centre of Excellence in _____
2. Dean/Senior Professor/Senior Scientist/Senior Technologist/Senior Social Scientist:
3. Registrar: Appointed as such by the Government of Kerala nominated by the Governing Body from among the Professors/Fellows/Scientists

3. Rights, duties and power of the Office bearers shall be the following:

Director: To preside over the meetings of Governing Body and to exercise such powers as envisaged in the rules and regulations.

Dean/Senior Professor: To preside over the meetings of Governing Body in the absence of the Director, to preside over the meeting of the Executive Body and to exercise such powers as envisaged in the rules and regulations.

Registrar: To act as Chief Executive of the Centre and the Member Secretary to the Governing Body, chair the meetings of the Executive Body and Academic Body, and exercise such powers as envisaged in the Rules and Regulations.

Chapter III

Definitions & Office Bearers

- a) The Governing Body, consisting of the following, shall be constituted by the Government:
 - 1) Director
 - 2) One Member of Parliament
 - 3) One Member of the Legislative Assembly
 - 4) Secretary to the Government of Kerala, Department of Higher Education
 - 5) Secretary to the Government of Kerala, Department of Finance
 - 6) Two academics in the Centre's knowledge domain and with international stature.
 - 7) Registrar of the Centre (Member-Secretary).
- b) The Centre shall maintain a register of members of Governing Body indicating their names, occupation and address and every member shall sign the register.
- c) The tenure of the members of the Governing Body shall be three years. The Government shall reconstitute the Governing Body one month before the expiry of the tenure.
- d) Notwithstanding anything contained in the above mentioned clause, the Governing Body shall remain in office even after the expiry of three years, until it is reconstituted by the Government.
- e) When a person who is a member of the Governing Body by advantage of his office of appointment ceases to hold his/her office, S/he shall cease to be a member of the Governing Body and the resultant vacancy in the Governing Body shall be deemed to be filled in by his/her successor in office.
- f) Notwithstanding anything contained in the above mentioned clause, membership of a person shall cease in the event of his death or resignation or becoming of unsound mind or becoming insolvent or conviction by a court

of law in a criminal offence involving moral turpitude or failing to attend three meetings of the Governing Body consecutively without obtaining leave of absence.

- g) A member of the Governing Body, other than those appointed by virtue of their office, may resign his/her membership by tendering letter of resignation in writing to the Director. Such resignation shall take effect on the date of its acceptance by the Director.
- h) Any vacancy that arises consequent on resignation, death or otherwise shall be filled in by the Government and such member shall hold office during the remaining period of the Governing Body.

Chapter IV

Powers, Duties and Function of the Governing Body

- a) All properties, movable, immovable or any other kind belonging to the Centre shall vest in the Governing Body.
- b) The Business and affairs of the Centre shall be carried out and managed by the Governing Body
- c) The Governing Body shall have all such powers and shall perform all such functions as are necessary or proper for achievement or furtherance of the objectives of the Centre.
- d) The decision of the Governing Body shall be binding on the Centre.
- e) Any decisions of the Governing Body is said to have been passed by it only if more than 50% of the members present approve such decision.
- f) The Governing Body shall be collectively responsible for managing the affairs of the Centre.
- g) Without prejudice to the generality of the foregoing provisions, the Governing Body shall have the following specific powers and rights:
 - 1. To lay down the overall policy and guidelines for implementing its objectives and functions.
 - 2. To approve the programmes to be carried out during each financial year and lay down general guidelines for the proper functioning of the Centre.
 - 3. To consider and approve the annual budget of the Centre.
 - 4. To appoint sub Body and assign functions as it deems necessary.
 - 5. To consider and approve the annual report and annual accounts of the Centre with or without modification.
 - 6. To appoint auditors for audit of accounts of Centre and to fix the amount of remuneration to the auditors.

7. To assign such functions or delegate such powers to the Executive Committee or Subcommittee or Chief Executive as it deems fit.
8. To raise funds for achieving the objectives of the Centre.
9. To manage, sell, transfer or otherwise dispose of any movable or immovable property of the Centre.
10. To sue and defend all legal proceedings on behalf of the Centre.
11. To enter into agreement or MOUs for and on behalf of the Centre.
12. To make Rules and Regulations in respect of any of the affairs of the Centre for its smooth functioning, repeal, amend or alter Rules or Regulations in consistency with the memorandum of Association.
13. To do all such other acts and deeds that may be necessary, beneficial or otherwise desirable to achieve the objectives of the Centre.

Chapter V

Governing Body meeting, Quorum and Voting

1. The Governing Body shall meet at least twice during a year at such time and place as decided by the Director.
2. The Director may convene special meetings of the Governing Body with the approval of the Director, if not less than 4 (four) members require in writing to do so.
3. The Centre shall preside over annual or ordinary or special meeting of the Governing Body. In his absence, the Dean/Senior Professor shall preside.
4. Four members present shall form the quorum for the annual or ordinary or special meeting of the Governing Body. If there is no quorum at a meeting, the meeting shall be adjourned for a further date. If there is no quorum on the adjourned day also, the meeting shall be adjourned for half an hour and it shall be held even if no quorum is present.
5. Every notice for convening a meeting of the Governing Body shall state the date, time and place at which such meetings be held. The notice shall be delivered by hand/registered post/speed post to every member not less than 10 days before the appointed date for the meeting of the Governing Body.
6. From the date of issue of notice, any member shall be entitled to inspect the accounts, and registers of Centre at its Registered Office.
7. In situation of urgency, Governing Body may transact any business by circulation of a resolution in writing among all the members and such resolution approved by a majority of them shall be binding as a resolution passed at a meeting of the Governing Body.
8. The Chief Executive in the capacity of the Member Secretary and under directions from the Director shall keep the minutes of the meetings of the Governing Body.

9. In the event of difference of opinion among the members attending the meeting, on any matter, the opinion of the majority shall prevail. In case of a tie, the Director presiding over the meeting shall have a casting vote.
10. The Director shall have powers to invite professional experts or eminent persons or officers to attend a particular meeting of the Governing Body as special invitees in the interest of the Centre. Such invitees shall not have power to vote.

Chapter VI

Executive Committee

a) There shall be an Executive Committee consisting of the following:

1. Director of the Centre (Chairman)
2. Dean/Senior Professor of the Centre
3. Two academics in the Centre's knowledge domain and with international stature, who are members of the Governing Body.
4. Two Directors of similar Centres of Excellence or Vice Chancellors of Universities
5. Registrar of the Centre

Registrar shall keep the minutes of the proceedings of the Executive Committee. That person will not, however, have the privileges of a member.

- a) The Executive Committee shall meet at least four times a financial year.
- b) In situations of urgency, Executive Committee may transact any business by circulation of a resolution in writing among all the members and such resolution approved by a majority of them shall be binding as a resolution passed at a meeting of the Executive Committee.
- c) Notice for the meeting of the Executive Committee shall be delivered to each member by Email in not less than 5 days before the date appointed for the meeting.
- d) Director shall convene a special meeting on an early date at his/her will or on requisition in writing signed by not less than 3 (five) members.
- e) Three members shall form quorum for the meeting Executive Committee. If there is no quorum at a meeting, the meeting shall be adjourned for a further date. If there is no quorum on the adjourned day also, the meeting shall be adjourned for half an hour and it will then be held even if there is no quorum.

Chapter VII

Powers, Duties and functions of the Executive Committee

Subject to the Rules and Regulations, and overall guidance of the Governing Body, the control and management of the Centre shall vest in the Executive Committee and shall exercise the following powers, duties and functions:

1. To direct, supervise and control the affairs or business of the Centre and of its incomes, expenditure and property as per the principles, policies, programmes and guidelines approved by the Governing Body.
2. Propose Rules and Regulations and or Bye-laws for the management of the affairs of the Centre and propose amendments to the Memorandum of Association, Bye-laws, and Rules and Regulations to the Governing Body.
3. To acquire or create or receive donations from the country as well as abroad and maintain capital assets necessary for the Centre.
4. To purchase all articles, materials, equipment or other tangible assets for the Centre.
5. To engage consultant and or professionals for any particular item of service.
6. To appoint committees for special assignment in connection with the affairs of the Centre.
7. To arrange for the audit of accounts of the Centre in accordance with the decisions of the Governing Body.
8. To present the annual budget, annual report and audited accounts in the Governing Body.
9. To authorize opening and operation of Bank accounts/Treasury account and FCRA for the transaction of the various funds of the Centre.

10. To delegate any of its powers, duties and functions to the Director of the Centre.
11. To do all such other acts as may be necessary for the achievement of any or all of the objectives of Centre and to defray the charges thereon.
12. To sanction reallocation/re-appropriation of funds in the approved Budget of the Centre.
13. To impose and receive remuneration or service charges for services if any rendered to any external agencies or individuals.
14. To do all such other acts that may be necessary, conducive or otherwise desirable to achieve the objectives of the Centre.
15. To appoint necessary staff with the approval of the Governing Body in accordance with the staff pattern sanctioned by the Government of Kerala

Chapter VIII

Academic Body

- a) There shall be an Academic Body consisting of the following members:
 1. Director of the Centre (Chairman)
 - 2-7. All members of the Executive Committee and three other eminent academics in the domain of knowledge or related fields of the Centre's concern.
- b) The Academic Body shall meet at least four times a financial year.
- c) Director shall preside over the meetings of the Academic Body and exercise such rights and powers as provided by these regulations. In the absence of the Director, Dean/senior most Professor of the Centre shall preside over the meeting.
- d) Notice for the meeting of the Academic Body shall be delivered to each member by Email not less than 5 days before the date appointed for the meeting.
- e) Director of the Centre shall convene a special meeting of the Academic Body on any date at his/her will or on requisition in writing signed by not less than 3 (three) members.
- f) Five members shall form quorum for the Academic Body's meeting. If there is no quorum at a meeting, the meeting shall be adjourned for a further date. If there is no quorum on the adjourned day also, the meeting shall be held even without quorum.

Chapter IX

Powers, Duties and functions of the Academic Body

Subject to the Rules and Regulations, and overall guidance of the Governing Body, the control and management of the academic matters of the Centre shall vest in the Academic Body. The Academic Body and shall exercise the following powers, duties and functions:

1. To direct, supervise and control the academic programmes of the Centre.
2. To examine the research activities of the members of the academic staff of the Centre and make recommendations on them.
3. To design research projects within the area of the Centre's concern and assign them to competent agencies or institutions and/or individuals.
4. To sanction Fellowships, Grants, etc. for research within the area of the Centre's concern.
5. To plan and organize seminars, conferences, workshops, colloquia, and such other events to communicate the results of the Centre's Researches to the scholarly world and the world at large.
6. To identify and publish the knowledge produced by the various programmes of the Centre.
7. To recommend the purchase of books and journals for the library of the Centre.
8. To design programmes for the socialisation of the results of the Centre's research for the welfare of the people in the State as well as the country.
9. To do such other things as would help further the academic interests of the Centre.

Chapter X

Duties, Functions and Powers of the Director

Director of the Centre will be identified by a Search and Selection Committee of three very eminent experts of international stature in the knowledge domain of the Centre's concern and appointed by the Government. In the inception the Government shall appoint the Search and Selection Committee. The Committee shall notify for nomination of the suitable academic s of eminence.

The Director, in his capacity as such and as the Chief Executive of the Centre and Member Secretary to the Governing Body and Chairman of the Executive Committee and Academic Body, shall perform all such acts, duties and functions and exercise such powers under the Rules and Regulations of the Centre and also those that may be delegated or assigned to her/him by the Governing Body, Executive Committee or Government from time to time.

While the Director plays the pivotal and critical role of running the Centre as a whole, the Registrar coordinates the daily operations and manage all official interactions of the other constituents, both academic as well as the administrative. The Director is to initiate new research enterprises that transcend traditional disciplinary boundaries through raising interdisciplinary questions and necessitating convergence of knowledge from all fields of specialisation. Similarly it is the Dean/senior most Professor/Fellow/Scientist, who shall coordinate the Centre's researches. This would include the duty of identifying research needs, monitoring project activities, and enabling time bound production of outputs.

Director shall have the following specific duties, functions and powers other than those mentioned elsewhere:

1. Administer and conduct of the activities to achieve the objectives of the Centre.

2. Coordination with Government and other agencies to achieve the objectives of the Centre.
3. Maintain proper books and accounts supported by necessary documents and records and to prepare the annual statements of accounts of the Centre.
4. Exercise control and enforce discipline over the employees of the Centre and ensure proper management of the affairs of Centre.
5. Assign duties and responsibilities to the employee of the Centre subject to the Rules and Regulations, and supervise and control their functions and duties.
6. Prepare panels of experts for the evaluation of the projects and activities of the Centre as well as empanel consultants/consultancy firms for services required for the Centre.
7. Engage project personnel, consultants, professionals or experts on contract basis or on other terms for the Centre with the approval of Executive Committee.
8. Enter into agreements with state Governments, Government of India, bodies such as Universities and other institutions, Local Self Government and other agencies within India in connection with the business of the Centre.
9. Sign all documents and communications for and on behalf of the Centre.
10. Open and operate bank and treasury account in the name of the Centre in accordance with these rules and approved by the Executive committee.
11. Sanction all expenditure necessitated for the day to day affairs of the Centre and make payments.
12. Receive funds from Government and other agencies subject to these rules.
13. Purchase all items of equipment, stationery and other articles necessary for the activities of the Centre subject to the approved Budget.
14. Sanction and disburse pay, increments, dearness allowance, Travelling allowance and other allowances to the employees of the Centre.

15. Incur hospitality expenses in connection with meetings and other functions in connection with the business of the Centre.
16. Dispose of or exchange unserviceable articles such as vehicles, stores, items of equipment, furniture and fittings or other items.
17. Sanction official tour of the employees within the country and disburse Travelling allowance to them.
18. Incur capital expenditure not exceeding Rs.25 lakhs (Rupees Twenty five lakhs) provided the payment is for a scheme or project which has the approval of the Governing Body or Executive Committee or Government as the case may be and subject to availability of budget provision.
19. Delegate any of his powers or functions to subordinate authorities with the approval of the Executive Committee.
20. Do such other acts or deeds that are necessary to comply with the Employee Provident Funds and Miscellaneous Provisions Act 1952, Employee State Insurance Act 1961 and other Acts or rules binding on the Centre.
21. The powers of the Academic Body and the Executive Body shall be vested as part of the special powers of the Director when the above bodies are not in session. All actions taken under special powers shall be reported to the bodies concerned and in case of disputes the Governing Body shall be the highest decision making authority over them.

Chapter XI

Funds

- a) The funds of the Centre shall comprise the following items:
1. Plan and Non grant-in-aid from the Government of Kerala
 2. Financial assistance from the Government of India and other Central Government agencies.
 3. Financial assistance from other agencies within or outside the Country.
 4. Income from services rendered by the Centre.
 5. Financial assistance from Local self Governments.
 6. Funds from any agencies for implementing specific Projects to achieve the objectives of the Centre.
 7. Donations, Gifts, Contributions from any individuals or agencies.
 8. Interest income from the deposits
 9. Any other receipts
- b) All the funds of the Centre shall be deposited in banks/Treasuries as decided by the Executive Committee and such bank/treasury accounts shall be operated by the Director or any other authority of the Centre or jointly by the Director and any other authority of the Centre as authorised by the Executive Committee.
- c) The funds shall be utilised for the attainment of the objectives of the Centre.

Chapter XII

Annual Budget

- d) The Director shall prepare the annual Budget estimates of income and expenditure of the Centre for every year and present it before the Executive Committee for consideration before the end of February for the succeeding year. The Executive Committee shall present the Budget with or without modifications before the Governing Body for approval before the 31st March of that year.
- e) Funds of the Centre shall be utilized on accordance with the budget approved by the Governing Body. However, the Executive Committee shall be competent to sanction reallocation/re-appropriation of funds in the approved budget if situation demands so.

Chapter XIII

Accounts and Audit

1. The Chief Executive shall cause to maintain such books of accounts and registers and other records relating to the income and expenditure of the Centre.
2. The accounting period of the Centre shall be the financial year commencing on the 1st of April and ending on the 31st March of every year.
3. The accounts of Centre shall be audited by Chartered Accountant appointed by the Governing Body.
4. The statement of audited accounts together with the comments thereon of the Auditor shall be placed before the Governing Body at its annual meeting to be convened within 5 (five) months after the end of every financial year. The audited accounts together with the comments of the Governing Body shall be forwarded to the Government within 2 (two) months after the meeting.
5. The accountant General on behalf of the Comptroller and Auditor General of India shall have powers to audit the accounts of the Centre.
6. Members of the Governing Body and Executive Committee shall be competent to verify the accounts, registers and other records relating to the income and expenditure of the Centre.

Chapter XIV

Annual General Meeting

The annual general meeting shall be held within 6 (six) months after the close of the financial year.

- a) To receive and consider (and adopt) the annual report and audited statements of income and expenditure and Balance sheet of the Centre for the preceding financial year.
- b) To discuss the progress in the achievement of the aims and objectives of the Centre.
- c) To discuss any other matter with the permission of the Director.

Chapter XV

Matters requiring prior approval of Government

Notwithstanding anything contained in these Rules and Regulations, prior approval of the Government shall be obtained in respect of the matters indicated below:

- a) Approval of Memorandum of Understanding/Agreement with any agencies outside the Country.
- b) Creation of posts in the Centre.
- c) Revision of scale of pay attached to the sanctioned posts.
- d) Proposals for obtaining financial assistance from agencies outside the country.
- e) Travel outside the Country, in connection with any official business of the Centre, by the members of the Governing Body, Executive Committee, Director and the employees of the Centre.
- f) Amendments to the Memorandum of Association.
- g) Dissolution of Centre.
- h) Any other matter which in the opinion of the Chairman of the Governing Body requires approval of the Government.

Chapter XVI

Amendment to the Memorandum Association and Rules and Regulations

1. Amendment to any of the clauses in the Memorandum of Association Bye-laws or rules and regulations shall be made by the Governing Body in a meeting convened for specific purpose.
2. The Executive committee shall place proposals for amendment to the Memorandum of Association or Bye-laws or rules and regulations, if it deems necessary, before the Governing Body.
3. Amendment shall be made by the Governing Body by a two - third (2/3) of the members present voting in favour of the amendment, provided further that the number of members voting in favour shall not be less than 50% of the total number of members in the Governing Body. Any amendment to the clauses shall be made with the prior approval of the Commissioner of Income Tax in case the Centre is registered with the commissioner of Income Tax.

Chapter XVII

Miscellaneous

1. Notwithstanding anything contained in these Rules and Regulations, the Government may from time to time issue such instructions or orders as it deems fit regarding conduct of the affairs of the Centre or any other matter relating to the management or administration of the Centre. Such instructions or orders shall be binding on the Centre.
2. Any vacancy in the membership of the Governing Body or Executive Committee shall not invalidate the lawful decisions taken by the Governing Body or Executive Committee.
3. No portion of the income or property shall be paid or transferred directly or indirectly by way of dividends, bonus or otherwise to any of the members of the Centre.
4. Members of the Governing Body or Executive Body or Academic Body shall be paid travel expenses and sitting fees in connection with the official business of the Centre.

Chapter XVIII

Dissolution

1. The Centre shall be dissolved, if, not less than three-fourths of the members of the Governing Body decide by resolution to do so in a meeting convened for the specific purpose.
2. Thereupon the consent of the government shall be obtained for the dissolution.
3. Upon dissolution of Centre, any remaining properties whatsoever after settlement of claims and liabilities shall not be paid or distributed among the members of the Centre, but shall be transferred to other Centres having same/similar objectives and if no such Centre is identified then it will vest in the Government.

Declaration

In all circumstances, the Centre shall function in accordance with the provisions of Travancore-Cochin Literary, Scientific and Charitable Societies Registration act 1955 (Act XII of 1955) and all the provisions of the said Act shall be applicable to the Centre.

We, the undersigned members of the Governing Body hereby certify that the above is a correct copy of Rules and the Regulations of Centre for _____

Sl No	Name and Designation	Signature
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1. Sri./Smt.
2. Sri./Smt.
3. Sri./Smt.
4. Sri./Smt.
5. Sri./Smt.
6. Sri./Smt.
7. Sri./Smt. and control in Kerala.



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