

COCHIN UNIVERSITY OF SCIENCE AND TECHNOLOGY



MINUTES OF THE 540TH MEETING OF THE SYNDICATE
HELD ON 31.03.2009 AT 02.30- PM IN THE SYNDICATE HALL OF THE
UNIVERSITY.

Members present:

1. Vice-Chancellor (in the Chair)
2. Dr. N.D. Inasu, Pro-Vice-Chancellor
3. Dr. Joy Job Kulavelil
4. Adv. K. Mohanachandran
5. Sri. Baby Chakrapani
6. Dr. K. N. Chandrasekharan Pillay
7. Dr. S. Salim
8. Prof. I.S. Bright Singh
9. Prof. P O J Lebba
10. Dr. V.P.N. Nampoori
11. Sri. N.K. Vasudevan
12. Smt. Asha V V
13. Sri. C.M. Dinesh Mani. M L. A

Also present :

Dr.N.Chandramohanakumar
Registrar

SYNDICATE RESOLUTION ON THE BUDGET ESTIMATES 2009-10

- (1) The syndicate considered the budget proposals of the University for the financial year 2009-10 presented by Dr.Joy Job Kulavelil, Convenor, 'Standing Committee of the Syndicate on Finance and Purchase' along with the recommendations of the Statutory Finance Committee. The overall summary position of the Budget Estimates 2009-10 is as follows.

OVERALL FINANCIAL POSITION:

(1) CUSAT – General fund

(Rs. in lakhs)

Sl.No:	Particulars	Non-plan	Plan	Total
1	Opening Balance 1.4.2009	390.09	2250.22	2640.31
2	Budgeted Receipts BE 2009-10	4031.61	3753.52	7785.12
3	Sub Total [1+2]	4421.70	6003.74	10425.44
4	Budgeted Expenditure BE 2009-10	5145.26	4657.06	9802.32
5	Budgeted Closing Balance 31.3.2010 [3-4]	(723.57)	1346.68	623.11

(2) SELF FINANCING SECTOR

(Rs.in lakhs)

Sl.no:	Particulars	SOE	CUCEK	KMSME	Total
1	Opening Balance 1.4.09	3282.34	251.49	(781.13)	2752.70
2	Budgeted Receipts BE 2009-10	960.59	529.13	208.32	1698.03
3	Sub Total [1+2]	4242.93	780.62	(572.82)	4450.74
4	Budgeted Expenditure BE 2009-10	2796.55	765.38	386.96	3948.89
5	Budgeted Closing Balance 31.3.2010 [3-4]	1446.38	15.24	(959.78)	501.85

(Figures in brackets indicates funds deficit)

- (2) The Convenor's Budget speech is at **APPENDIX – I**. Dr. Joy Job Kulavelil began his budget presentation by broadly reviewing the overall educational scenario in the global and national context and finally narrowing down to the State level. Aspects like – Commercialization & Globalization; Higher education being treated as a 'Non merit' good; Growth of Private/Corporate Universities; Withdrawal of Government funding to Higher Education; Issues of 'Excellence' & 'Equity' in Higher Education; Need for strong leadership in Higher Education; Divide between Private & Public Institutions etc. were touched upon. He summed up the scenario by suggesting the concept of 'Public-Private Partnership' as a plausible solution for strengthening Higher Education in the present context.
- (3) He then went on to broadly review the performance of CUSAT over the past years. Some of the major milestones in this regard, culminating with the developments that led to the decision of transforming CUSAT into IEST were highlighted. He felt that this particular move had an adverse impact on the developmental initiatives of CUSAT. Pointing out the necessity of CUSAT to be retained as a State University (since the IEST was envisaged to be governed by the NIT Act & Statutes), he felt that CUSAT should surge ahead with the

twin theme of **Excellence** and **Equity** as its priorities. He expressed his strong desire to see CUSAT flourishing as a University with a motto of "**Towards more social responsibility**" in the changing scenario of globalisation.

- (4) Dr.Kulavelil opined that the non availability of funding to CUSAT under the IEST programme could be duly made up by funding under the UGC scheme for 'University with Potential for Excellence' (UPE), which was so recommended by the UGC Inspection Team for the XIth plan and by starting BS & Research programmes based on the recommendations of the Indian Academy of Sciences.
- (5) The status of some of the ongoing projects which merited urgent attention by the University during the coming year was then touched upon. These included completion of – SOE Software Engineering Block; SOE Girl's Hostel; CUCEK-Main Building Complex; Ship-in-Campus of KMSME; Science Seminar Complex; Widening of the University Main Road etc. He also touched upon the various inadequacies in the existing systems in CUSAT. Adhócism in decision making, Lack of staff motivation, Lack of a conducive working environment, Lack of Training & Orientation to staff, Lack of effective monitoring mechanisms, Lack of accountability & fixing of responsibility were some of the aspects highlighted in this regard.
- (6) A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis for CUSAT was then presented. Highlighting the swing in the funding pattern of education from Public to Private and finally to direct funding by the beneficiary, as also some of the pointers to the future in Higher education like – the need to be holistic & trans-disciplinary; the need for strategic alliance with industries; the emergence of Knowledge Economy & Post Market Economy; the importance to be given to the social context; the changes in the labour market; the corporatization & globalization of Universities; etc. Dr.Kulavelil felt that it is high time for universities to shift from 'Monophonic'(University) to a 'Polyphonic (Multi-varsity) concept of functioning and that **Multiple Source Funding** was a more healthy and sustainable mode of funding to make higher education more sustainable.
- (7) The trend of University finances over the past decade was also discussed– both for the main University and the self financing sector. The anticipated funds deficit in the non plan sector was brought to attention. The precarious financial position of the CUCEK and KMSME was also highlighted and the need for these two self financing institutions to find ways & means to enhance its revenue generation to sustain itself was emphasized upon.
- (8) The Syndicate was also informed that CUSAT does have scope to obtain substantial funding in the coming years in order to sustain its developmental activities. These included – Substantial increase in XIth plan allocations from UGC (Rs.20 crores); UPE-UGC (Rs.20 crores);

BS programme-MHRD (Rs.50 crores); Research Upgradation funding-MHRD (Rs.200 crores); Special assistance for Infrastructure Development-MHRD (Rs.10 crores) and 13th Finance Commission awards (about Rs.120 crores).

- (9) Dr.Kulavelil finally summarized the **pending/ongoing projects proposed to be given priority for completion and new ventures proposed** for the implementation during the financial year 2009-10, which are listed below. These, he stated were based on the outcome of pre-budget discussions with the members of the Standing Committee of the Syndicate on Finance & Purchase and with various sections of University Community including representatives of Students and Teaching & Non teaching staff:-

Pending/Ongoing projects:

- SOE Software Engineering Block
- SOE Girl's Hostel
- CUCEK-Main Building Complex
- Ship-in-Campus of KMSME
- Science Seminar Complex
- Widening of the University Main Road

New ventures proposed:

Academics:

- Developing the School of Industrial Fisheries into a world class institution with the help of Ministry of Fisheries-Rs.5 crores
- Introducing Coir and Geo-textiles studies and research (an inter-disciplinary centre to be funded by Central & State Govt, Coir Board etc.)
- Establishing a Centre for Nano-Technology (an inter-disciplinary centre)
- Adopting a twin approach of research and extension to study Global warming and sea level rise
- Establishing a Centre for Non-conventional Energy studies
- IPR-Strengthening of the existing centre at School of Legal Studies
- Infrastructural facilities in departments with large student population such as SMS and Computer Applications to be strengthened

For Students:

- Roofing of the Open air auditorium for holding programs - saving lakhs of Rupees
- University Research Fellowships to be increased from 120 to 150 nos
- Amount for M.Phil scholarship to be increased from Rs.600 to Rs 1000
- Completing Ladies hostel for B.Tech students

Common Facilities:

- Converting CIRM into a 'Knowledge Hub' & Software Development Support Centre

- Strengthening the Incubation centre and Industry-University Interaction Cell
- Housing the Directorates of Management of Budget and Resources and Sponsored Research and Industrial Consultancy
- Providing additional space & infrastructure for CUSAT-Document Delivery System in the University Library

Infrastructure improvements:

- Extension of 3rd floor of Administrative Building
- Multi purpose building for SOE classrooms and Convention Centre
- Common Amenities Centre
- Extension of road to Canteen Junction and landscaping in a phased manner
- Renovation of Visiting Faculty Complex
- Athithi Bhavan rooms improvement
- 'Ship in Campus' to be completed soon
- Infrastructural facilities at SOE to be provided.
- Divisions relocation to be done
- C-SiS: Additional support to be provided

Alumni Relations:

- Alumni relations to be strengthened at department level and an apex body at University level also to be formed for this
- Alumni to be given accommodation if they so desire when visiting campus
- Plans to generate Rs.5 crores by tapping the Alumni

Improving Administration & Governance:

- Staff Training
- Work study and process simplification
- Increased use of IT in phased manner
- Electronic repository of Govt. orders and other important documents for reference
- Mechanism for periodic monitoring of work - Admin, Exam and Finance
- Complete Payroll & Financial Accounting System to be computerized
- Procedure manual for Purchase and incurring all other expenditure if need be by making Statutes
- Accounting manual
- More space for Finance wing
- A vision document and Exam manual to be released and implemented
- Training to be given for Teachers / Examiners
- ARIS Lab Upgradation
- More space to be given for Exam Wing
- Issue of Degree Certificates to all PG students /UG students **along with Result release**

Welfare Measures:

- Creation of a '**Pension Fund**' for the main University and also for each of the self financing institutions

- Health Centre to be made operational in collaboration with CAPE Medical college
- Staff Day celebrations- Rs 1 Lakh provided
- Rest room for Lady staff in Administrative building
- Improvements in Day Care Centre
- Faculty Club renovation and space for Staff Club

Others:

- 'CUSAT DAY' to be celebrated with Open House, Seminar and Alumni get together
- Other important days like 'World Environment Day', 'Science Day' etc. to be celebrated by the University.

- (10) Taking part in the deliberations, all members of the Syndicate unanimously congratulated the Convener for his excellent and thorough presentation of the overall educational scenario, a realistic assessment of the present status of CUSAT vis-à-vis this scenario and also the plan of action for the future. The initiative to provide a 'Pension Fund' for teachers in the self-financing sector was particularly appreciated by all members.

Major recommendations made by the members are summarized below:-

- *Dr.K.N.Chandrasekharan Pillai*: Status of our Recognized Institutions not addressed; University should start a course on 'Disaster Management'; More Quarters to be constructed for Teaching & Non teaching staff.
- *Dr.V.P.N.Nampoori*: Impact of UGC pay revision to be reflected in the budget; All vacant teaching posts to be filled up; The Centre for Science Communication ought to have given fund allocation.
- *Sri.Dinesh Mani, MLA*: Campus Development should be given priority – acacia trees to be replaced by better varieties; University to take initiative in Technology Development for 'Waste Treatment'; Sewage Treatment from Hostels to be addressed; Cochin Corporation also to be involved in 'Climate Studies' to be initiated by CUSAT; Regarding Coir Technology development Government of Kerala can give necessary support, including finance.
- *Prof.P.O.J.Lebba*: University ought to have addressed the area of 'Educational Technology'.
- *Adv.K.Mohanachandran*: Welfare measures not addressed adequately – mainly Staff Quarters & University's contribution to Welfare Fund; University to ensure that the proposal to strengthen the IPR chair does not conflict/duplicate with the activities already established in the School of Legal studies.

- *Dr.I.S.Bright Singh:* The request for a Hostel for lady researchers of the Lake side campus which was made in the previous budget discussion also, has again not been addressed this time. This needs to be accorded priority.
- *Kum.V.V.Asha:* Additional classroom & library facilities for the B.Tech students need to be seriously addressed.
- *Dr.S.Salim:* University to give a major thrust to e-governance in all areas of administration; Where ever possible, the concept of 'Single Window' to be introduced from the point of view of Good Governance; A national sports event to be conducted by CUSAT in order to make the University more visible at the national level.
- *Sri.N.K.Vasudevan:* University to focus on Campus Development as a priority item.
- *Sri.Baby Chakrapani:* In addition to increasing the no. of University Research Fellowships and scholarship amount for M.Phil students, the no. of Research Associateships may also be increased; It appears that no action has been initiated for giving awards for the Best Teacher & Best Researcher as declared in the previous year's budget. This should be followed up.

- (11) The Convener informed the House that for the proposals already made in the budget, the financial outlay already exceeds the available funds significantly. The situation thus calls for exploring sources for additional funding support if all existing proposals are to be addressed. Nevertheless, he assured the members that all the above issues shall be addressed during the course of the year, subject to availability of funds.
- (12) Thereafter the Syndicate resolved to approve the Budget Estimates for the year 2009-10 including the pending/ongoing projects proposed to be given priority for completion and new ventures proposed for the implementation during the financial year 2009-10 as presented by the Convenor.



REGISTRAR

COCHIN UNIVERSITY OF SCIENCE AND TECHNOLOGY

BUDGET SPEECH (Financial Year 2009-10)

(Budget speech delivered by Dr. Joy Job Kulavelil, Convenor, Standing Committee of the Syndicate on Finance and Purchase on 31-03-2009)

Preface

The modern University stands at the gateway of a range of futures. In other words, the traditional Universities are under challenge/ pressure from various forces. The Universities we see around are 800-900 years old. They are/were very specialized institutions treated with high esteem. They are/were highly insulated to protect them from external pressures and therefore they could stand the test of time. The Universities are specially bestowed with autonomy – a unique form of insulation from external pressures & influences provided by the society and maintained for centuries. But such *academic ethos* has been under strain and while in some ways it has weakened, it has survived according to Edward Shils. Along with autonomy, democratic form of governance is also being practiced in the Universities worldwide.

But globalization has changed the traditional values of the University of yester years. Some academics argue that the “University has lost its soul”. As a result maintaining autonomy, academic freedom and a commitment to the traditional goals of University will be difficult. Long back H.G.Wells detected a crack in this insulation of the University and asks “Why are our Universities floating above the general disorder of the mankind like a beautiful sunset over a battlefield?” It is in this context that observation of Chancellor Langenberg of Maryland University becomes relevant. He predicted that “*many Universities may die and many may change beyond recognition*”. The academic community which is generally highly resistant to changes has to understand the assumption embedded in his forecast. The intellectual freedom that we

today enjoy in Universities and the democratic form of governance will all become part of history and we would have to say good-bye to academic freedom!

It is in this backdrop, I would like to take stock of the situation in CUSAT, the only Science & Technology University in the State, was designated to be elevated to an IEST– if it is an elevation or takeover of a state University by the Centre, is a subject matter of debate and may perhaps depend upon one's perspective about CUSAT. The recommendation to convert CUSAT to IEST was made by a committee headed by Dr. M Anandkrishnan, an academic of repute, based on the misinformation that CUSAT is strong in Engineering Sciences and Technology. The fact that CUSAT is well known as a Research University, particularly in basic sciences may have been kept out from the committee by the then University authorities, perhaps with the intention of handing over the well developed State University to Centre. In order to convert this State University, the then CUSAT administration with the help of certain section of the media created a false propaganda that CUSAT will be converted to an IIT. All the documents published in the form of vision document show that CUSAT will be elevated to an IIT level-institution like IEST. This is basically wrong and willfully projected to the public of Kerala. They wanted to mislead the public and create wrong notions among the people. But the truth lies else were. IIT's have a *halo* around it as a superior academic institution and the halo was used wrongly to hand over CUSAT to Central Government.

IEST was intended to be a new brand of institution designed to generate a pool of qualified engineering graduates/post graduates who would be willing to opt for teaching as their profession. The U.R Rao Committee Report 2003- *Revitalizing Technical Education* contains the idea of creating a new brand of Technical institutes – Indian Institute of Engineering Science and Technology – IEST – to overcome the acute shortage of qualified faculty. The U.R. Rao Committee estimates that about 10000 Ph.D holders and 30000 M.Tech degree holders are required to fill up the vacant positions in the Engineering Colleges all over the country. The IEST's are designed with the limited objectives of producing M.Tech Degree holders. U.R. Rao committee observes that “*The virtual explosion in the number of technical institutes fuelled by speculative rather*

than real demand and exploited by self financing enterprises has resulted in technical education expanding beyond sustainable levels". He adds further that it is a matter of great concern to find that over 90% of technical and engineering graduates are studying in non accredited institutions. As a result of this explosive growth, faculty availability in these types of institutions is a real problem now. Hence U.R Rao Committee recommended that some of the engineering institutes may be converted to Indian Institute of Engineering Science & Technology – IEST. The U.R. Rao Committee never intended fully developed Universities to be converted to IEST and the same is explicitly made clear in his report submitted to MHRD. This is all the more evident from the fact that all institutions identified for conversion to IEST are Engineering Colleges or Institutes affiliated to Universities across the country. The congress led AP Govt. refused to convert their Engineering College to IEST, and they got a new IIT. Same was the case with other States and other Universities in India. The Engineering Institute of Banaras Hindu University, designated as IEST has been elevated to IIT. As of today, Govt. of India has given sanction for 8 new IITs, unfortunately Kerala did not figure in the MHRD list.

After giving sanction for 8 new IIT's, MHRD constituted a committee for the upgradation of Cochin University of Science and Technology and Bengal Engineering Science University (Bengal Engineering College till recently & converted to Deemed University) into IEST. It is important to note that CUSAT and BESU are incomparable. For the purpose of assessing the financial and administrative implications of the proposed upgradation, a meeting was held at MHRD on 10.06.2008, where Vice Chancellor's of CUSAT, BESU and Dr. D.V.Singh were invited in addition to the officials of MHRD. In that meeting Dr. Gangan Prathap made the Kerala Government's position clear. The Vice Chancellor's submission to MHRD is based on the fact that *IEST is to be as per the NIT Act and Statutes*. MHRD indicated that NIT Act is an umbrella Act which could accommodate the incorporation of Cochin University of Science and Technology also. But Dr. Gangan Prathap made it very clear that this will not be acceptable to Government of Kerala. Dr.D.V.Singh former Director of IIT Roorkee and member of MHRD Committee observed that **Cochin University of Science and Technology was wrongly**

identified for the conversion to IEST: The decision of State Government to hand over CUSAT to Central Government is NULL and VOID!!

For the last couple of years, CUSAT has been struggling for its existence and maintenance of its character and identity as a Science & Technology University. In this struggle, CUSAT has lost at least temporarily, some of its attractive features, including financial loss, infrastructural deficiencies, loss of academic directions & innovations, research, extension and a host of other activities. During the last financial year CUSAT, got only Rs. 2 crores as its plan fund from the State Government. The false propoganda that CUSAT is going to be elevated to IIT level institution like IEST with a financial support of Rs. 500+ crores by MHRD had driven away all the funding agencies including State Government from supporting the University. The wrong notion that CUSAT may be taken over at any point of time has led to adhocism in every sphere of administration, finance, management and even in academic activities. That CUSAT's future was a foregone conclusion was the mood prevalent in the University. Such an atmosphere has led the University to chaos and confusion. And there was a strong feeling that when the take over by the Center takes place, the deficiencies and inefficiencies (omissions and excesses) can be masked / covered. When the CUSAT budget for (2008-09) was presented, the impression given was "*This would be the last budget of CUSAT*". Let me tell you my distinguished colleagues, that CUSAT has survived!. CUSAT has resurrected. I feel honored when I present the CUSAT Budget for the year 2009 -2010 with your blessings. Further, this University will remain and flourish as a state University with the twin theme of **excellence** and **equity** as its priorities.

Pattern of Funding:

Budget is by far the most important document of planning and control which spells out the plans, aspirations and perspectives of a University. But of late, the importance of this document has been diluted, because projections in the budget as receipts and expenditure are not realistic. It very often presents a rosy picture and misleads the academic community and the general public. E.T.Mathew after studying the finances of Kerala University came to the conclusion that basic problem of that

University was that it did not have proper planning machinery. He noted that the development plan of the University was mostly characterized by ad hocism. They were not based on any clear perspective of the development needs of University education.

Further resource mobilization at the moment is not that difficult, provided we can convince the people and the society about our needs. The observation in the book titled *Public purse, Public purpose* (1992) "*that the society and the people will be all the more happy to contribute and nourish the University provided the tax payer is offered a better explanation than currently offered of what Universities accomplish with the resources made available*". This calls for a detailed work-study as well as an organization study. Work studies have been conducted in CUSAT in 1992. But the suggestions made in the report have neither been discussed nor implemented by the University. Efficient utilization of the scarce resources is as important as generating additional resources. But this is not taking place currently in CUSAT.

The pattern of funding Higher Education has undergone drastic changes during the last two decades. Until 1990, Government was the principal financier of Higher Education and it was given in the form of subsidy. Private participation in Higher Education funding was moderate during 1960's, 70's and early 80's. But it declined drastically during late 1990's. Funding of higher education has taken so many U- turns as a result of the introduction of structural adjustment programmes. The pendulum has swung from one extreme to the other, i.e. public funding to private funding. As a result, higher education, a public good has become a purely private good. Privatization, Commercialization, "Corporatization" and Internationalization of Higher Education has become the rule of the day. The dictum '*let the buyer pay*' is the mode of funding that is being followed now. It is to be noted that the concept of 'single source funding' for higher education institutions, irrespective of whether these are in the public or private domain, is sure to fail. Therefore multiple source funding or diversification of funding is a more healthy and sustainable mode of funding.

Shifting the responsibility of funding is also a serious problem. Initially it was the responsibility of Government/Society. With the introduction of self financing education, the responsibility was shifted to parents. Later with banks coming forward with financing options, responsibility of funding further shifted to actual beneficiary/student. It is interesting to note that major financiers of higher education like Government, private agencies and the parents are all withdrawing from the responsibility of funding Higher Education, which in turn creates so much sociological problems. Hence it is desirable to adopt diversification of funding to make higher education more sustainable.

CUSAT WITH FORESIGHT

It is to be noted that today all our energies are directed historically rather than seeking to proactively involve in future learning systems. Paul Wildman of International Management Centre, Brisbane observes that *'In many ways the current University system is not able to cope up with the changes upon it. So much of the energy is absorbed within its bureaucracy and brick and mortar'*. But it is not fair to put all the blame on the administrative system/ bureaucracy. In order to understand the perspective involved in the above statement, it is better to listen to Philip Altbach (2007) *"Building impressive physical facilities are a start, but will by no means ensure success. The heart of any University consists of its faculty – the Professors who do the academic work and who must have the autonomy to shape the institutional programmes. Academic leadership is also a necessity – leadership with an intellectual vision as well as the ability to build and manage a complex organization"*. The administrative and academic leadership must work together as supplementary and complimentary factors, but the greatest responsibility of taking University forward lies more on the executive body and the Chairman. We cannot blame the administrative staff for the deficiencies and inefficiencies of the system. Maladies that afflict our existing University functioning include:-

- a) Decisions are adhoc and so successful implementation becomes difficult.
- b) Lack of motivation

- c) Insufficient Orientation and Training
- d) Working conditions and atmosphere not conducive
- e) Lack of faculties
- f) Lack of monitoring
- g) Lack of Accountability /Responsibility

In the past, Universities were known for their monopolies over *knowledge and information*. University learning was unchallenged based on universal rationality. But as of now, knowledge and information processing have undergone radical changes. Universities were monophonic before – one way or limited ways of knowing. But knowledge and information flowing from the information super highways and other diverse sources are to be meticulously articulated and incorporated into our system. As a result, the *monophonic* Universities are to be transformed into *polyphonic* Universities – many ways of knowing and many sources of knowledge. In the present scenario, the trend in Universities across globe is '*Knowledge for wise action*'.

This calls for more extension activities and CUSAT has to be diversified to achieve this. CUSAT has to start interacting with the society, incorporating our rich traditional systems of knowledge into the mainstream which call for an immediate *Academic Audit*. – This audit may help strengthen the existing systems of study, to consequently decide upon the new priorities etc. The major thrust/ focus areas are to be identified and a blue print for implementation is to be chalked out. While switching over to the new paradigm, *care is to be taken, not to create information numbed minds*. One can hear T.S. Eliot lingering in the background, "*Where is the wisdom we have lost in knowledge? Where is the knowledge we have lost in information!*"

In the International Encyclopedia edited by Philip Altbach, there is an article on *History of Universities*. An Indian academic put it thus in 1917, '*The University of Calcutta is a foreign plant imported into this country, belonging to a type that flourished in foreign soil..... the new system was introduced in entire ignorance and complete defiance of the existing social order, regulating the everyday life of an*

ancient people'. Therefore the characteristics of future sensitive educational system will/ should seek to achieve:

- a) To be Holistic and Trans-disciplinary – Insight, foresight and wisdom
- b) Strategic alliance with Industries
- c) Knowledge economy and Post market economy
- d) Social context
- e) Corporate Universities
- f) Labour Market Context

A. Globalization forces countries and corporates to compete in the International economy and knowledge is the tool for growth and development. Knowledge is of growing importance as a factor of economic growth. Information and Communication revolution has drastically transformed the capacity to store, transmit and use information. We have to visualize a University without academic departments, without preset courses, and degree awarded which is valid only for few years after graduation and so on. This is because knowledge is doubling every 18 months, and this calls for the University to adapt to these transitions. It is in this context that we should see the emergence of the Corporate Universities with above said vision and it is very much linked to the decline of a Nation State.

Bill Reading (1996) in his book '**The University in Ruins**' observes that the University is becoming a different kind of institution, one that is no longer linked to the destiny of the nation- state by virtue of its role as producer, protector and inculcator of an idea of National Culture. Accordingly, the University is no longer thought of as an ideological apparatus, but treated as an autonomous bureaucratic corporation. He observed that *University is not just like a Corporation; it is a Corporation. Students in the University are not like Customers; they are customers*. This is the neo-liberal agenda of the corporate universities and internationalization of higher education.

B. The trend in the labor market context is to be viewed seriously. Many jobs may disappear (already disappeared) because of the technological leap. Corporates are moving offshore with the subsequent emergence of low job economy-

outsourcing. We have to be prepared even for a jobless future. Already very many social classes are getting irrelevant and may disappear. According to Giorgio Agamben- *The Coming Communities* (1993), the commodity value of human labour is becoming irrelevant in an ever more automated world.

Two irreconcilable and potentially warring forces – one: the new cosmopolitan elite who control the technologies and forces of production and the other: permanently displaced workers. Hence a great deal of Social Engineering is required to address the problem of the displaced and marginalized from the high-tech global economy. This calls for strengthening the University's Social Science faculty and the development of Science and Technology is to be guided by Social Engineering.

C. In the world we live in, the borders are disappearing, and we very often say that a Global Village is emerging. But what is to be realized, according to researchers in Future Studies is that, the world is getting fragmented. The World which was more socially, economically and environmentally stable before shows symptoms of fractures and degradation. This is again supported by the observation of Paul Wildman (1998) that many of the yesterday's *Certainties* are now *shards*. The reality is that these fractures are deepening. The University has to have the realization that we are working in a real fragmented world. University has to be rebuilt on the four pillars of knowledge proposed by UNESCO (1999) for perfect co-existence of mankind:

- a. **Learning to know**
- b. **Learning to do**
- c. **Learning to live together**
- d. **Learning to be**

This is in perfect harmony with the cultural ethos of our tradition which is built on the principle of coexistence.

I now move on to presenting before this august house a broad outline of the Budget proposal for the year 2009-10.

Budget for 2009-10 –a summary

Table: 1 Revised Budget Estimates 2008-09

(All Figures are in Rs lakhs)

NON-PLAN		PLAN	
Opening Balance:	1449.25	Opening Balance:	2054.93
Receipts in year :	3742.92	Receipts in year:	2247.38
Less: expenses :	4502.08	Less: expenses :	2052.08
Closing Balance :	390.09	Closing Balance:	2250.22

Table 2: Budget for 2009-10 (Main)

(All Figures are in Rs lakhs)

NON-PLAN		PLAN	
Opening Balance :	390.09	Opening Balance:	2250.22
Receipts in year:	4031.61	Receipts in year:	3753.52
Less: expenses:	5145.26	Less: expenses:	4657.06
Closing Balance:	-723.57	Closing Balance:	1346.68

Table 3: Budget for 2009-10 (SOE)

(All Figures are in Rs lakhs)

NON-PLAN	
Opening Balance:	3282.34
Receipts in year:	960.59
Less expenses:	2796.55
Closing Balance:	1446.38

Fall in funds level due to intention to develop infrastructural facilities & providing pension funds

Table 4: Budget for 2009-10 (KMSME)

All Figures are in Rs lakhs

NON-PLAN

Opening Balance :	-781.13
Receipts in year :	208.32
Less: expenses :	386.96
Closing Balance :	-

Table 5: Budget for 2009-10 (CUCEK)

(All Figures are in Rs lakhs)

NON-PLAN

Opening Balance:	251.49
Receipts in year:	529.13
Less: expenses:	765.38
Closing Balance:	15.24

Making this Budget was an interesting exercise, starting with a preliminary meeting with Hon. Vice Chancellor, followed by interactions with members of the Standing Committee of the Syndicate on Finance & Purchase, University Union, student representatives, Heads of departments, Teaching and Non teaching staff organizations and officers from the Finance wing. In the process, I have understood a lot more about this University and my confidence that we can work together to improve has increased.

Tables above have given the summary of the Revised Budget estimates for the previous year 2008-09 and the Budget estimates for the coming financial year 2009-10. A look at the revised budget estimate of financial year 2008-09 shows that we have a closing balance of Rs. 3.9 crores in non-plan and Rs. 22.5 crores in plan funds. A look at the campus shows that there are a large number of projects waiting to be completed and requiring funds. I have made attempts to use the funds available to plan as many priority projects as possible. I have given priority

to complete the ongoing/ abandoned projects which are considered most essential for the University.

Funds have been ear marked for completion of the following ongoing of dormant projects:

- SOE Software Engineering Block
- CUCEK- Main Building Complex
- Road widening from National Highway to Administrative building
- SOE Girl's Hostel
- Seminar Complex completion

I have also proposed the following new Infrastructure projects:

- Open Air Auditorium-Roofing
- Extension of 3rd floor of Administrative Building
- Multi purpose building for SOE classrooms and Convention Centre
- Common Amenities Centre
- Extension of road to Canteen Junction and landscaping in a phased manner
- Renovation of Visiting Faculty Complex

The plans I propose in the area of academics are related to the following:

- School of Industrial Fisheries –developing into a world class institution with the help of Ministry of Fisheries with an outlay of Rs.5 crores
- Coir and Geo-textiles studies and research (an inter-disciplinary centre to be funded by Central & State Govt, Coir board etc.)
- Nano-Technology Centre (an inter-disciplinary centre)
- Global warming- Environment monitoring and other projects
- Non-conventional Energy Centre
- IPR-Strengthening of the existing centre at School of Legal Studies

- Infrastructure facilities in departments with large student population such as School of Management Studies and Department of Computer Applications to be strengthened

Keeping in mind the requirements of the students I have provided for the following:

- Open air auditorium to have roof for holding programs - saving lakhs of Rupees now spent by the students to make temporary arrangements
- University research fellowships to be increased from 120 nos to 150 nos
- Amount for M.Phil scholarship to be increased from Rs.600 to Rs 1000
- Fund to Union increased
- Completing Ladies hostel for B.Tech

To connect with the world, to connect with great scientists and the tradition of science, and to showcase the University and organize the annual homecoming of our Alumni and to come together and celebrate,

I propose that the following Days be celebrated by the University:

- CUSAT DAY-with Open House, Seminar and Alumni get together
- World Environment day
- Science Day
- And other important days to be remembered

Some common facilities that I have identified for development and assistance are;

- CIRM-Knowledge hub- Software development support centre
- Incubation centre and Industry-University interaction cell
- Housing the Directorates of Management of Budget and Resources and Sponsored Research and Industrial Consultancy
- University Library-additional space & Infrastructure for CUSAT-Document Delivery System.

I have noted that a lot needs to be done to improve the administration in the University for which some of the things I propose for the year 2009-10 are:

- Staff Training
- Work study and process simplification
- Increased use of IT in phased manner
- Electronic repository of Govt. orders and other important documents for reference
- Mechanism for periodic monitoring of work - Admin, Exam and Finance

During the pre-budget meeting I had with the officers from Finance, I have been able to gauge what they would like to have and I propose the following for them:

- Staff Training
- Complete Payroll & Financial Accounting System to be computerized
- Procedure manual for Purchase and incurring all other expenditure if need be by making Statutes
- Accounting manual
- More space for Finance wing

For the student community the examination wing provides much required services, in order to improve things in the examination section I have the following plans:

- A vision document and Exam manual to be released and implemented
- Training to be given for Teachers / Examiners
- ARIS Lab Upgradation
- More space to be given for Exam Wing
- Issue of Degree Certificates to all PG students /UG students along with Result release

A budget must not forget welfare. For this I have the following within the limits of the funds available:

- Health centre to be made operational in collaboration with CAPE Medical college
- Staff Day celebrations Rs 1 Lakh provided
- Rest room for Lady staff in Administrative building
- Improvements in Day Care Centre
- Faculty Club renovation and space for Staff Club

The Alumni of a University is a very important resource, we would like to increase our interaction with our Alumni and seek their help in developing this University for which I suggest the following:

- Alumni relations to be strengthened at department level and an apex body at University level also to be formed for this
- Alumni to be given accommodation if they so desire when visiting campus
- Plans to generate Rs. 5 crores by tapping the Alumni

Some of the other things planned which I have not mentioned earlier are:

- Athithi Bhavan rooms improvement
- 'Ship in Campus' to be completed soon
- Infrastructural facilities at SOE to be provided.
- Divisions relocation to be done
- C-SiS: Additional support to be provided.

The budget figures that I have presented show a Non-Plan deficit of Rs 723.57 ^{Lakhs} ~~crores~~. This will not create a cash flow problem in the University. I have action plans to reduce this deficit. My Plans to reduce deficit and get more funds to CUSAT include doing the following:

- Increase in Plan funds from 5.78 crores in 10th plan to the tune of Rs.20 crores anticipated during 11th plan
- University with Potential for Excellence fund expected is around Rs.20 crores (UGC)
- BS Program of Post School Science Teaching Programmes Rs.50 crores (MHRD)
- Upgrading Research Rs.200 crores (MHRD)
- Special Assistance for Infrastructure development Rs.10 crores (MHRD)
- Award of 13th Finance Commission: submitted proposals for Rs.120 crores (from a share of Rs.600 crores for Kerala)

Considering the fact that almost 90% of non plan expenditure is of a fixed nature like Salaries, Pension, Water & Electricity charges, Examination related expenses etc, University has little leverage to control expenses under this sector.

Hence may I request the Hon'ble MLAs of the Syndicate to kindly use their good offices to influence the State Government for additional Non-plan assistance to help the University tide over the anticipated funds deficit situation. The Syndicate may also note that the budget proposal excludes the impact of additional expenditure towards UGC pay revision for the Teachers.

I request all members of the Syndicate to discuss and deliberate upon these points and make valuable suggestions, which after consideration and approval by this House shall be got duly incorporated into the final budget document before it is printed.

With these words, I present the budget proposal for the financial year 2009-10 before the Syndicate.

Sd/-

Dr. Joy Job Kulavelil
 Convenor,
 Standing Committee of the Syndicate
 on Finance and Purchase

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Dated 31st March,2009