

The Kerala State Higher Education Council

**EXPERT COMMITTEE REPORT
ON
THE KERALA STATE ASSESSMENT
AND ACCREDITATION COUNCIL
(KSAAC)**

Submitted to Government
30-05-2013

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Amb.(Rtd). T.P.Sreenivasan
Executive Vice-Chairman

Foreword

One of the early initiatives of the newly constituted Kerala State Higher Education Council (KSHEC) in 2011 was the setting up of a Committee headed by Prof. A.Gnanam and five other eminent educationists to study the feasibility of the establishment of a Kerala State Assessment and Accreditation Council (KSAAC) as a measure to ensure quality in higher education in Kerala. The Committee, after extensive deliberations and consultations with national and international experts, has submitted a report, recommending early establishment of KSAAC.

The Report was considered in detail and approved by the Executive Council of the KSHEC, subject to certain changes, listed at the beginning of the Report. These changes take into account the views of the Council in the light of the special circumstances prevailing in the State.

The University Grants Commission has recommended formation of multiple accreditation agencies in the country to supplement the work of the National Assessment and Accreditation Council (NAAC). If established, KSAAC will be one of the first Assessment Councils at the State level. NAAC authorities were associated with the deliberations of the Committee at every stage.

The Report, together with the Recommendations of the Council, is submitted herewith to the Honourable Minister of Education, Government of Kerala for consideration by the Government of Kerala.



Amb(Rtd).T.P.Sreenivasan

Thiruvananthapuram
30/05/2013

The Executive Council meeting held on 20th and 26th of March, 2013 discussed the Report of the Expert Committee Chaired by Prof. A.Gnanam (former Chairman, NAAC) in detail and resolved to approve the Report. The Council requests the Government to implement the Report immediately together with following suggestions for modification.

P.9 Under the heading Optional Criteria, two more criteria may be added.

P.10 *Under the sub-heading **Site visit/Peer review** the following modification may be incorporated:*

Site Visit/ Peer Review

All the Peers will be led by Experts from outside the State. The visits will be co-ordinated by KSAAC academic staff or by a local consultant.

P.10 *Under Key features of assessment and accreditation by KSAAC*

P.24, Cl. 38 & 40 may be modified as under:

38. **The Chairman** of KSAAC shall be a distinguished academician with PhD having at least 25 years of teaching experience in a College /University with more than 5years of experience in academic administration. He should have experience in assessment and accreditation of higher education institutions which is an area of relevance to KSAAC.

40. A Selection Committee consisting of three eminent academicians, one nominated by the President, one nominated by the Executive Council of KSHEC and one nominated by the Chairman of NAAC shall constitute the Selection Committee which shall submit a panel of three names to the State Government.

5. *P. 18 Cl.42(a) may be modified as under* **Director** shall be an eminent academician having at least 25 years of teaching experience in a college/university including more than 5 years of experience in academic administration. He should possess a PhD degree. He should be an academician with experience in assessment and accreditation of higher education institutions which is an area of relevance to KSAAC.

HOW TO IMPLEMENT THE KSAAC REPORT

Steps to be taken- There are two stages of implementation.

Stage –I

The Government may take necessary steps so as to amend Clause 4(n) iv of the Kerala State Higher Education Council Act 2007 and include a provision to set up the proposed Assessment and Accreditation Council.

Stage – II

- Organizational structure as mentioned in Part IV of the report has to be set up with minimum requirements.
- The proposed organisation head may initiate steps to register this council under the Societies Registration Act 1860. A copy of the rules and regulations of the society, certified to be a correct copy by not less than three of the members of the governing body, shall be filed with the memorandum of association (MoA). Again names of seven or more members of the Governing Body (Executive Committee) may be mentioned in the last part of the MoA(pages 27-28) so as to fulfill the preliminary requirement for registration.
- As per the newly formulated Regulation dated 19th January, 2013 of the University Grants Commission, assessment and accreditation becomes mandatory. Mandatory Assessment and Accreditation of higher educational institutions Regulations, 2012 made a provision that assessment and accreditation of higher educational institution has to be done by agencies recognized by the UGC from time to time.

Hence discussion with the Minister, MHRD and the Chairman, UGC is required so that this new agency be recognized by the UGC. As this agency is set up by an Act of the Legislature, UGC is bound to recognise this accreditation council.

- Steps may be taken to seek possibilities of getting financial aid from the MHRD so as to enable us to move forward.
- A Few committees have to be set up to draft *the details of criteria –core and optional-and the methodology* for assessment and accreditation.
- The new agency has to prepare various pamphlets helpful for carrying out assessment and accreditation of higher education institutions.

Submission of KSAAC Report

The Vice Chairman
KSHE Council,
Thiruvananthapuram

Sir,

The committee constituted by the Kerala State Higher Education Council (KSHEC) to evolve appropriate modalities for ensuring quality in the higher education institutions of the State is honored to formally hand over the final report on the State Assessment and Accreditation Council (KSAAC). The committee had extensively deliberated over several sittings the Quality Concerns on the lines of the comprehensive Terms of Reference given to it by the KSHEC. It had extensive consultation with the stake-holders and Academic leaders of the State. The Report contains a brief Introduction of the definition of Quality in general and in Higher education in particular, an outline of the Vision and Missions of the proposed KSAAC, eligibility conditions of the institutions to undergo the review by KSAAC and a detailed methodology to be used in the procedures meant for assessment and accreditation.

The committee is appreciative of the concerted efforts being taken by KSHEC to raise the quality of the higher education in the State to be *at par* with the national and international standards. We are confident that the proposed KSAAC will sensitize the universities and colleges of State to the changes taking place internationally and to bring in complete harmony with the shifting paradigms across the world.

The report is prepared in three major parts. The first one contains the methodology for assessment and accreditation of the HE Institution as a unit of accreditation. The second part outlines the details of the Rules and Regulations of the proposed Council. In last part, the details of the terms and conditions of Memorandum of Association (MoA) are given.

The key recommendations of the report are:

- The Kerala Government will establish the Kerala State Assessment and Accreditation Council (KSAAC) under the provisions of KSHEC.
- Assessment and Accreditation will be voluntary to begin with, with an option to make it mandatory later in consultation with the State Government.
- Assessment and Accreditation once made will be tenable for five years. An HEI once accredited would be subject to the re-accreditation within one year from the date of expiration of the period of previous assessment.

This report is an outcome of the understanding and unstinted co-operation of the other members of Special Committee. The committee acknowledges the participation and enlightened discussions of the various stakeholders, officers of KSHEC and others. We would like to mention in particular Ambassador T.P.Sreenivasan, the Vice Chairman of KSHEC who has been very generous and flexible while helping our efforts, including his approval to have an international meet to gain the inputs from the experiences of several other countries in the region in this regard. As the Chairman of the Special Committee, I would like to extend my thanks to my fellow members, Dr.R. Jayaprakash, Member, EC of KSHEC, Dr. Jagannath Patil of NAAC, Bangalore, Dr. Kunhikrishnan, Rev. (Dr). Mathew Manakarakavil and Dr. Shalini Sharma for their valuable contributions. Of course, once again we would like to thank Ambassador T.P.Sreenivasan, the Vice Chairman and Dr. P.Anvar, Member Secretary, KSHEC for their support all along.

Prof. A. Gnanam

Chairman, Special Committee

Former Chairman, NAAC, Bangalore

Kottur, Chennai-600085

THE EXPERT COMMITTEE

- | | | |
|---|---|----------|
| 1 | Prof. A.Gnanam
Former Chairman, NAAC, Bangalore | Chairman |
| 2 | Dr. R. Jayaprakash
Principal(Rtd.), Sree Narayana College, Kollam
Member, Executive Council, KSHEC | Convener |
| 3 | Dr. Jagannath Patil,
Deputy Adviser, NAAC, Bangalore | Member |
| 4 | Dr. K. Kunhikrishnan,
Former Pro-Vice Chancellor,
Kannur University, Kannur | Member |
| 5 | Rev. (Dr.)Mathew Manakkarakavil
Principal (Rtd.), Mar Ivanios College,
Trivandrum | Member |
| 6 | Dr. Shalini Sharma
Azim Premji Foundation, New Delhi | Member |

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PART I

Profile

a. Different understandings of quality

Many sectors have debated how to define quality. A commonly quoted remark in discussions about quality is: Quality...you know what it is, yet you don't know what it is (Pirsig, 1974). Another common quote is: Some things are better than others; that is, they have more quality. But when you try to say what the quality is, apart from the things that have it, it all goes poof. Chambers dictionary defines quality both as grade of goodness and as excellence this indicates the ambiguity in its meaning: namely, that it can mean both good 'and how good'. Similarly, among other things, *Webster's* dictionary describes quality, as a degree of excellence and superiority in kind. The *Oxford English Dictionary* (OED) gives similar definitions the degree of excellence of a thing, general excellence and of high quality. Degree of excellence 'implies that you can talk about something of good quality or poor in quality'. The other definitions imply that quality itself means excellence (as in quality product 'or their work has quality'). Such ambiguity leads to many interpretations. It is therefore necessary to describe what is meant by the term in any particular context. Historically, the concept of quality assurance evolved from the manufacturing sector (OED, 2006). In this sector, quality is about minimizing variability and ensuring that manufactured products conform to clear specifications. The essence of this concern is that customers could expect the product to perform reliably. Quality therefore means zero defects'. While manufacturing companies focus on controlling product variability, service businesses have a more comprehensive view of quality. They are concerned not only with minimizing defects, but also with managing emotions, expectations and experiences. Service businesses are now shifting the focus from zero defects in products to zero defections of customers. In the service view of quality, businesses must recognize that specifications are not just set by a manufacturer who tells the consumer what to expect. Instead, consumers may also participate in setting specifications. Here, quality means consumer satisfaction'. In software and information products, the concept of quality usually incorporates both the conformity and service views of quality. On the one hand, there are a basic set of features that must always work. On the other hand, when customers have problems using a software package, they define quality according to the technical support they experience. The idea of quality in software products has yet another dimension. Software users expect a continuous stream of novel features: upgrades; high performance and reliability;

and ease of installation, use and maintenance. Their perception of quality consists of a synthesis of conformity, adaptability, innovation and continuous improvement. In many ways, this is the way quality is perceived in higher education – as a synthesis of a range of expectations of many stakeholders.

b. Quality in higher education

Many stakeholders in higher education would find it difficult to define quality precisely. In reality, it is a relative concept that means different things to different people. For instance, while discussing the quality of an HEI, students may focus on the facilities provided and the perceived usefulness of education for future employment. Teachers, on the other hand, may pay attention to the teaching-learning process. Management may give importance to the institution's achievements. Parents may consider the achievements of their children. Finally, employers may consider the competence of the institution's graduates. Each stakeholder has a different approach to defining quality. It is not possible, therefore, to talk about quality as a single concept. Any definition of quality must be defined in terms of the context in which it is used. In the case of HEIs, we should bear in mind that an institution may be of high quality in relation to one factor or in the perspective of a category of stakeholders, but of low quality in relation to another. Considering these factors, Harvey and Green (1993) and Green (1994) have identified many approaches to the viewing of quality. Green (1994) lists five different approaches to quality in the field of higher education. She considers that it can be viewed:

- in terms of the exceptional (highest standards);
- in terms of conformity to standards;
- as fitness for purpose;
- as effectiveness in achieving institutional goals;
- as meeting customers' stated or implied needs.

c. Quality as exceptionality

This is the more traditional concept of quality. It is associated with the notion of providing a product or service that is distinctive and special, and which confers status on the owner or user. In higher education, an institution that demonstrates exceptionally high standards is seen as a quality institution. This approach may be applicable for excellence awards or to identify a very few high-level institutions. But it poses a practical problem for QA agencies. A QA agency may commend institutions that demonstrate exceptional standards. However, it is not possible for the agency to condemn all other institutions. That would not serve accountability or self improvement purposes. Therefore, a quality as 'exceptionality' approach is not generally in vogue among QA agencies. However, there may be areas in higher education where this approach is necessary. This could include, for example, evaluating doctoral programmes or cutting-edge research. There may even be some institutions within a system which choose to be assessed against criteria of excellence (such as flagship universities). Thus, while it cannot be used across the higher education system, excellence cannot be dismissed as one of the ways in which quality is defined.

d. Purpose of Quality Assessment

- To safeguard the academic standards of Higher Education Institutions
- To assure the quality of the learning opportunities that the Higher Education offers to students
- To promote continuous and systematic improvements in the higher education system
- To ensure that the information about the higher education is publically available

e. Maintenance of quality

Quality standards of an institution assumes greater significance as deterioration of the same could have adverse effect on a variety of stake-holders like students, society and finally the nation as a whole. Understandably the deterioration of standards or quality could be checked to great extent if an institution at a nascent stage undertakes a strict regime of quality health checkups at regular intervals of time. The system of higher education in India has expanded rapidly during the last sixty five years. In spite of the built-in regulatory mechanisms that aim to ensure satisfactory levels of quality in the functioning of higher education institutions, there have been criticisms that the country has permitted the mushrooming of institutions with substandard facilities and consequent dilution of standards. To address the issue of deterioration in quality, the National Policy on Education (1986) and the Plan of Action (POA-1992) that spelt out the strategic plans for the policies, advocated the establishment of an independent national accreditation body. Consequently, the *NAAC* was established in 1994 with its headquarters at Bangalore. *The National Knowledge Commission* in its report submitted to the Central Government stated that NAAC which enjoys power over accreditation do not have the capacity to assess all higher educational institutions in the country. It has rated just about 15% of the total number of higher educational institutions so far. Hence it is recommended that instead of vesting one institution created by the Centre with monopoly power, a National Regulatory Authority may be empowered to license a number of accreditation agencies, public and private. It is in this background that the Indian Government had introduced *The National Accreditation Regulatory Authority for Higher Educational Institution Bill, 2010 (NARAHEI)* in the Indian Parliament which aims at improvement in the academic quality in higher education. When the Bill is adopted by the Indian Parliament it will pave the way for introduction of multiple accreditation agencies and mandatory accreditation regime. Sub section 2 n (iv) of Section 4 of the **Kerala State Higher Education Council (KSHEC) Act, 2007** provided for setting up of such an agency for assessment of quality in higher education institutions. The KSHEC firmly believe that with the establishment of the proposed agency, the State Government will initiate steps so as to make the assessment mandatory for all educational institutions (government, aided and unaided) within the state. The first meeting of the re-structured Executive Council (November, 2011) proposed the setting up of State Assessment and Accreditation Council. A seven member committee of experts was constituted by the Vice Chairman, Kerala State Higher Education Council by his D.O letter No. 101/ KSHEC/ VC/ 2011-12 dated 02/02/2012. The Expert Committee was authorized to give shape to provisions of Memorandum of Association, the rules and regulations of the proposed Council, the administrative structure, and details of methodology of assessment it has to follow and also other details.

THE KERALA STATE ASSESSMENT AND ACCREDITATION COUNCIL (KSAAC) will be an autonomous body to be set up by the Kerala State Higher Education Council (KSHEC) to assess and accredit institutions of higher education in the country.

The committee

1. Prof. (Dr.) A. Gnanam, former Chairman, NAAC, Bangalore Chairman
2. Prof.(Dr.) R.Jayaprakash, Member, Executive Council, KSHEC Convener
3. Dr. Jagannath Patil, Deputy Advisor, NAAC, Bangalore Member
4. Prof. (Dr.) K.Kunhikrishnan, Former P.V.C. Kannur University Member
5. Prof. (Dr.)K.K.Unuskutty, former PVC, MG University, Kottayam Member
6. Dr. Shalini Sharma, Azim Premji Foundation, New Delhi Member
7. Rev. (Dr.) Mathew Manakkarakavil, (Rtd.), Mar Ivanios College, Trivandrum Member

The Committee considered the terms of reference assigned to it (Appendix I) at the various meetings held during the year 2012. The committee also places on record the sad demise of one of its members, Prof. K.K.Unuskutty.

Vision and Mission

The activities of the KSAAC are guided by its vision and mission that focus on making quality assurance an integral part of the functioning of higher education institutions. The vision of the KSAAC is: To make quality an integral part of higher education in Kerala through a combination of self and external quality evaluation aimed at continuous quality improvement. The mission statements of the KSAAC aim at translating the KSAAC's vision into reality, defining the following key tasks of the organisation:

- a. To develop a Quality Assurance Framework for higher education.
- b. To encourage self evaluation, accountability, autonomy and innovations in higher education including quality-related research studies.
- c. Involving all the stakeholders of higher education for quality evaluation.
- d. To motivate colleges and universities for research for the innovation and development of leadership qualities.
- e. Help institutions realize their academic objectives.

Guided by its *vision* and striving to achieve its *mission*, the KSAAC primarily assesses the quality of institutions of higher education through an internationally accepted methodology, provided they are eligible to be assessed by the KSAAC.

Eligibility of the institution to undergo KSAAC assessment

Higher educational institutes or programmes duly approved by competent authorities offering education after higher secondary schooling and having completed 5 years of existence would be eligible for assessment by KSSAC.

METHODOLOGY*

For the assessment of a unit that is eligible to be assessed, the KSAAC follows a five stage process. The five stages are:

1. The preparation and submission of a self-study report by the unit of assessment.
2. The on-site visit of the peer team for validation of the self-study report and for recommending the assessment outcome to the KSAAC.
3. The final decision by the Executive Committee of the KSAAC.
4. Based on assessment outcome, college/unit to prepare Continuous Quality Improvement Plan.
5. A mechanism to review the accredited institutions.

Stage I: The Preparation of the Self-study Report: Institutions that fulfill the eligibility criteria are given the guidelines to prepare the self-study report to be submitted for assessment HEIs would have developed Quality Management systems that would continuously generate and analyse data. Self study is thus envisaged as the backbone of the process of assessment and accreditation. There will be a good harmony of internal quality system and QA by KSAAC.

****If a uniform methodology is evolved by the national agency all over India, the same will be adopted by KSAAC.***

Stage II: The Visit to the Institution: On receiving the self-study report from the institution the KSAAC constitutes the team of peers and consults the institution about any justifiable reservation it may have about any member of the team. The peer team visits the institution and looks for patterns of evidence to validate the self-study report, through interactions with the constituents of the institution, checking documents and visiting the various units of the institution. At the end of the visit, the team shares the draft assessment report with the institution and the copy of the report with the acceptance of the head of the institution is submitted to the KSAAC. The team also gives confidential scores that decide the institutional grade.

Stage III: The Final Decision of the KSAAC: The Executive Committee of the KSAAC reviews the report and takes a decision about the grade of the institution. The grade is valid for a period of five years.

Accreditation by the KSAAC is voluntary and during the first phase of assessment, the KSAAC has taken up accreditation of institutions. Guidelines (manuals) will be developed to suit different units of higher education.

Stage IV: Based on assessment outcome, college/unit to prepare Continuous Quality Improvement Plan (CQIP) to be submitted to KSAAC. This plan is to be submitted within 6 months after outcome of assessment.

Stage V: A mechanism has to be developed to review and guide the accredited institutions.

Criteria for Assessment

The KSAAC has identified the following core and optional criteria to serve as the basis for its assessment procedures:

Core Criteria

1. Curricular Aspects
2. Teacher Quality
3. Teaching-Learning and Evaluation
4. Research and Consultancy
5. Infrastructure and Learning Resources
6. Student mentoring and Support
7. Governance and Leadership

Optional Criteria

1. Community engagement and extension
2. Internationalization
3. Graduate employability skill
4. Innovations and good practices

Units will have option to choose any two optional criteria.

Every institute is unique and hence one size fit all approach may not help in right assessment. Hence KSAAC has proposed combination of core and optional criteria that helps HEIs in selecting assessment criteria suitable to their goals and objectives.

Each criteria will have defined standards on which assessment will be made.

The validation of the self-study report and the subsequent assessment lead to an overall institutional grade and a detailed report, which begins with the peer team agreeing on the criterion-wise scores. Taking cognizance of the variance in types of institutions, different criteria have been allotted differential weightages. The weightages given below are used for calculating the institutional score.

The Assessment Outcome

The validation of the self-study report by peers results in criterion-wise scores and a detailed assessment report. The criterion scores are used to arrive at the overall institutional score. If the overall score is more than 50%, the institution gets the “Accredited status” and the accredited institutions are graded on a five point scale. Institutions which do not attain the minimum 50% score for accreditation are also intimated

and notified indicating that the institutions were “Assessed And Found Not Qualified For Accreditation”. The assessment outcome is valid for a period of 5 years. The accredited institutions are graded on a five - point scale with the following scale values.

- 50% to 60% D
- 60% to 70% C
- 70% to 80% B
- 80% to 90% A
- 90% to 100% O

GRADING SYSTEM

A significant outcome of the Assessment is the final Institutional grading

The institutions will be graded on a 5-letter grade as follows:

Range of Institutional score	Letter Grade	Performance Descriptor
90-100%	O	Outstanding
80-90 %	A	Very Good
70-80%	B	Good
60-70 %	C	Satisfactory
50-60 %	D	Not accredited

The grade will also be supplemented by a qualitative report by the Team that would highlight the strengths and weaknesses of the institution under six criteria. HEIs in the grade D will not get accredited status. These HEIs will be included in Capacity building programme of KSAAC for one year. Institutions in the A and O Grade will form part of Benchmarking circle of KSAAC.

Site Visit/ Peer Review

KSAAC will develop a pool of trained assessor who will take part of in Peer review.

All the Peers will be from outside the state. The visits will be co-ordinated by KSAAC academic staff or by a local consultant.

A typical site visit would last 2 to 3 days depending on size of unit being assessed.

Continuous Quality Improvement Plan

After assessment outcome is received, every accredited institute/ unit would be required to prepare Continuous Quality Improvement Plan within six months. KSAAC would assist accredited HEIs in preparing this CQIP.

KSAAC would develop a Collegium of Consultants which will work closely with accredited HEIs in developing CQIP and subsequent handholding. Senior professionals in Kerala who are having adequate experience in assessment and accreditation will be considered as member of KSAAC’s Collegium of consultants.

Key Features of assessment and accreditation by KSAAC

1. Quality Assurance Framework has to be developed.
2. Accreditation mandatory for all HEIs and notified programmes offered in state of Kerala.
3. Continuous Quality Improvement will be the focus.
4. Teacher Quality is a major priority.
5. Alignment of criteria and methodology with national and international QA bodies.
6. Provision of Core and optional criteria depending on mission of HEI.
7. All the Peers will be from other states.
8. Collegium of consultants to guide HEIs for continuous improvement.
9. Support to HEIs for developing Quality Management systems.

PART II RULES OF THE

KERALA STATE ASSESSMENT AND ACCREDITATION COUNCIL

Name: **Kerala State Assessment and Accreditation Council (KSAAC)**

Address: *Kerala State Science and Technology Museum Campus,
PMG, Vikas Bhavan P.O
Thiruvananthapuram-33
Kerala*

Title:

1. These Rules shall be called “**Rules of The Kerala State Assessment and Accreditation Council**” (**KSAAC**) which has been established under sub section 2 n(iv)of Section 4 of The Kerala State Higher Education Council Act, 2007

Definitions:

2. In these Rules, the following words, expressions, and abbreviations shall have the meaning given to them, unless there is anything to the contrary in the subject or context. Words expressed in the singular number shall include the plural number and vice-versa.
 - (a) “The Kerala State Higher Education Council (KSHEC)” shall mean the Council established under Section 3 of The Kerala State Higher Education Council Act, 2007.
 - (b) “Academic Advisory Committee” shall mean Academic Advisory Committee of KSAAC.
 - (c) “Accreditation” shall mean certification granted by KSAAC for a stated period of time, after an assessment of the higher and professional education including universities and/or the courses/programmes offered by it under the bye-laws approved by the Executive Committee and General Council to a programme or course.

- (d) “Assessment” shall mean evaluation of the performance of higher and professional education including universities, and / or its unit(s) /courses/ programme/ department/ faculty etc. according to functionally relevant criteria and procedures approved by the Executive Committee.
- (e) “State Government shall mean the Administrative Ministry of the Government of Kerala concerned with Higher Education.
- (f) “Chairperson” shall mean the Chairperson of the Executive Committee of KSAAC.
- (g) “Executive Committee” shall mean the Executive Committee of KSAAC.
- (h) “Finance Committee” shall mean the Finance Committee of KSAAC.
- (i) “General Council” shall mean the General Council of the KSAAC.
- (j) “Grading” shall mean assignment of a score/category to higher and professional education including universities and / or its unit(s)/department.
- (k) “Institution” shall mean institution of higher and / or professional education and include Universities within the meaning of Section 2(f) of the University Grants Commission Act, 1956. Institution Deemed to be University under Section 3 of the University grants Commission Act, 1956, autonomous institution, affiliated institution and similar institutions offering post senior secondary education.
- (l) “Director” shall mean the Director of the KSAAC appointed under the Rules.
- (m) “Member of General Council” shall mean a person, who has been admitted to the membership of the Governing Council in accordance with the Rules.
- (n) “Member of Executive Committee” shall mean a person, who has been admitted to the membership of the Executive Committee in accordance with the Rules.
- (o) “KSAAC” shall mean “Kerala State Assessment and Accreditation Council”.
- (p) “President” shall mean the President of the General Council of KSAAC.
- (q) “Professional Academic Body” shall mean an organization or association of professionals, set up by the Government or established voluntarily in respect of any discipline, and declared to be such, by the General Council, from time to time, on the recommendation of Executive Committee.
- (r) “Prescribed” shall mean as prescribed in the Bye-laws and / or Rules of KSAAC.
- (s) “Society” shall mean the Kerala State Assessment and Accreditation Council Society hereinafter referred to as KSAAC.
- (t) “Unit” shall mean any course, programme centre, department, and / or such other facility like library, laboratory etc. of the university/college/institution.
- (u) “Vice President” shall mean the Vice President of the General Council of KSAAC.

AUTHORITIES OF THE KSAAC:

3. The following shall be the authorities of the KSAAC

- (i) The General Council;
- (ii) The Executive Committee;
- (iii) The President
- (iv) The Chairman, Executive Committee
- (v) The Director, and
- (vi) Such other authorities as may be constituted and / or declared by the General council.

GENERAL COUNCIL:

4. The General Council shall be the principal authority if KSAAC and shall be over all responsible for its activities and affairs. It shall give policy directions/guidelines to Executive Committee, which shall take steps for managing the activities and affairs of KSAAC, accordingly.

5. The General Council shall consist of the following members:

- (i) Chairperson of KSHEC - President - ex-officio
(Minister of Education)
- (ii) KSAAC Chairman - Vice President -ex-officio
- (iii) The Secretary to Government, - Member - ex-officio
Higher Education Department
- (iv) The Director of Technical - Member - ex-officio
Education
- (v) The Director of - Member - ex-officio
Medical Education
- (vi) The Director of - Member - ex-officio
Collegiate Education
- (vii) The Executive Vice-President, - Member - ex-officio
Kerala State Council for Science,
Technology and Environment,
- (viii) A nominee of the - Member - ex-officio
UGC not below
The rank of Joint Secretary
- (ix) Five educationalist of repute - Member
Nominated by the Government
- (x) Vice Chancellors of all the - Member
Universities in the State
- (xi) Four educationalists nominated - Member
by the Government not below the
rank of first grade college principal/
University professor
- (xii) The Director of KSAAC shall be the Member Secretary of the General Council.

The term of nominated members shall be five years.

CONDUCT OF MEETING:

6. The General Council shall hold at least one meeting in a year at such time, date and place as may be determined by the President, to consider the Annual Report of the Society, the Audited statement of Accounts together with the Auditor's Report thereon. The other details regarding conduct of meeting of General Council may be prescribed under the By-laws.
7. The President may convene a special meeting of the General Council as and when he/she thinks fit and direct the Director to call such a meeting.
8. On the requisition of at least four members of the General Council, the President shall convene a requisitioned meeting of the General Council. At such requisitioned meeting, no matter, other than that stated in the notice for the meeting, shall be discussed.
9. The Director of the General Council shall issue notices of all meetings to members of the General Council, at least before fifteen clear days from the appointed date for such meeting. The notice will specify the time and place of the meeting and can be served personally or by post, or electronically.
10. Provided further that if the Chairman, KSHEC who is the President, of the General Council shall preside over all meetings of the General Council. In his/ her absence, the Chairperson of the KSAAC, who is the Vice President of the General Council.
11. One-third of members of the General Council shall form quorum for any meeting of the General Council.
12. Each member of the Council shall have one vote, in case of equality of votes; the President shall have a casting vote.
13. All matters voted on shall be determined by a majority of votes of the members present and voting.
14. The accidental omission to give notice to, or non-receipt of notice by, any member, shall not invalidate the proceedings of the meeting.

POWERS AND FUNCTIONS OF THE PRESIDENT OF THE GENERAL COUNCIL:

15. The President shall preside over the meetings of the general Council.
16. The President shall perform such other duties as may be specified under the Rules and /or Bye-Laws.

EXECUTIVE COMMITTEE:

17. The affairs of the KSAAC shall be managed, administered, directed and controlled as per Rules and Bye-Laws approved by Executive Committee.

18. The Executive Committee of the KSAAC for the purpose of Societies Registration Act shall consist of the following members:
- | | |
|--|-------------------|
| (i) Chairperson of the KSAAC | Chairman |
| (ii) Secretary to Government,
Higher Education Department. | Ex-officio |
| (iii) Nominee of UGC not below
the rank of Joint Secretary. | Member |
| (iv) Five educationalists of repute
nominated by the Government | Member |
| (v) One Vice Chancellor (by rotation
for one year)of State Universities | Member |
| (vi) Two Principals of first grade colleges
nominated by the Government by
rotation for one year | Member |
| (vii) Director of KSAAC shall be the Member Secretary of the Executive Committee. | |

CONDUCT OF MEETINGS:

19. a. Every meeting of the Executive Committee shall be presided over by the Chairperson.
- b. The meeting of the Executive Council shall be convened at least once in two months.

PROCEEDINGS OF THE EXECUTIVE COMMITTEE:

20. One-third of the total members shall form quorum at any meeting of the Executive Committee.
21. Not less than seven days clear notice of every meeting of the Executive Committee shall be given to each member of the Executive Committee. The accidental omission to give notice to or the non-receipt of notice by any member shall not invalidate the proceedings at the meeting.
22. At least four meetings of the Executive Committee shall be held in each year.
23. For the purpose of the Rule 22, each year shall be deemed to commence on the 1st day of April and terminate on the 31st day of March of the following calendar year.
24. The Chairperson may himself/herself call or by a requisition in writing signed by him/her may require the Director to forthwith call such a meeting.
25. One-third of the members of the Executive Committee may on requisition in writing duly signed by them require the Director to call a meeting of the Executive Committee at any time and on receipt of such a requisition, the Director shall forthwith call such a meeting on consultation with the Chairperson.
26. Each member of the Executive Committee shall have one vote and in case of equal division of votes on any question to be decided by Executive Committee, the Chairperson have the casting vote.

27. Any business which may be necessary for the Executive Committee to perform, may be performed by a resolution in writing circulated among all its members and any such resolution, so circulated and approved by a majority of the members signing shall be as effective and binding as if such resolution had been passed at a meeting of the Executive Committee provided at least four members of the Executive Committee have recorded their approval to the resolution.
28. In case of a difference of opinion amongst the members of the Executive Committee on a question of sufficient importance, the opinion of the majority shall prevail. The ruling of the Chairperson in regard to all questions of procedures shall be final.

POWERS AND FUNCTIONS OF THE EXECUTIVE COMMITTEE

29. The Executive Committee shall generally carry out and pursue the objects of the KSAAC, as set forth in its Memorandum of Association. The Management of all the affairs and funds of the KSAAC shall for this purpose, vest in the Executive Committee.
The Executive Committee shall exercise all powers of the KSAAC in respect of the expenditure from the funds of the KSAAC.
30. In particular and without prejudice to the generally of the foregoing provisions, the Executive Committee shall have the power subject to the provisions of these Rules to:
 - i) Manage, administer and review the affairs of the KSAAC and also to conduct administrative affairs of the KSAAC not otherwise provided for;
 - ii) Consider the annual and supplementary budgets placed before it from time to time and pass them with such modifications as the Executive Committee may think fit.
 - iii) Create and abolish posts, the emoluments structures of various posts, i.e. adoption of pay scales, allowances and revision thereof and creating of posts above a specified scale.
 - iv) Appoint various Academic, Technical, Administrative and other officers and staff of the KSAAC for those posts for which the Executive Committee is the appointing authority, to fix their remuneration, terms and conditions of service, to enforce discipline and to impose penalty in accordance with the Rules and the bye-laws;
 - v) Enter in to arrangements with the State Government and other public or private organizations or individuals with in the country, for securing and accepting grants-in-aid, endowments, donations or gifts to the KSAAC on mutually agreed terms and conditions, provided that such terms and conditions, if any, shall not be contrary or inconsistent or in conflict with the objects of KSAAC, provided, for any such arrangement with foreign and /or international agencies or organizations, the prior approval of the State Government shall be obtained;
 - vi) Take over, acquire by purchase, gifts, exchange, lease or hire, or otherwise, from State Government and other public or private bodies or individuals, institutions, libraries,

laboratories, immovable properties, endowment or other funds together with any attendant obligations and engagements not inconsistent with the objects of the KSAAC, provided, for any such activity involving foreign and / or international agency or organization, the prior approval of the State Government shall be obtained;

- vii) Appoint Committee or sub-committee for such purposes, and with such powers and for such periods and on such terms as it may deem fit and to dissolve any of them;
- viii) Entertain, adjudicate upon or redress grievances of the employees of the KSAAC, who may feel aggrieved.

31. Transfer or accept transfers of any immovable property on behalf of the KSAAC.

32. A member of the General Council as well as of the Executive Committee shall cease to be member in case he/she:-

- i) resigns (to be effective from the date of acceptance by the Chairperson);
- ii) dies;
- iii) is declared of unsound mind;
- iv) is declared insolvent;
- v) is convicted of criminal offence involving moral turpitude and /or any other criminal offence attracting imprisonment of seven years or more;
- vi) is not permitted by; his/her employer to serve on Executive Committee;
- vii) proceeds abroad for a continuous period exceeding six months;
- viii) fails to attend three consecutive meetings.

33. Each nominated member of the General Council as well as of the Executive shall be deemed to have relinquished his/her membership of expiry of four years from the date on which he /she is nominated as a member of the General Council as well as of Executive Committee unless his/her membership is terminated by the nominating authority earlier. In case of a casual vacancy, the person appointed to fill the vacancy, shall hold office for the full term of four years.

34. Whenever a member holds the membership of the Executive Committee by virtue of an office held by him/her (ex-officio), his/her membership shall terminate when he/she ceases to hold that office and vacancy so caused shall be filled by his/her successor to that office.

35. The members of the General Council as well as of the Executive Committee shall not be entitled to any remuneration from the KSAAC except the full time Director of the KSAAC.

The members of the General Council as well as of Executive Committee or any Committee appointed by it, shall be paid by the KSAAC, such travelling and daily allowances and honorarium as may be provided for in the Bye-laws.

36. A person holding the membership of the General Council as well as of the Executive Committee by name cannot nominate another person and shall attend the meetings himself/herself.

OFFICERS OF THE KSAAC

37. The following shall be the officers of the KSAAC:
- i) Chairman;
 - ii) Director;
 - iii) Such other officers as may be declared by the Executive Committee with the approval of the State Government.

APPOINTMENT OF CHAIRMAN

38. The Chairman of KSAAC shall be a distinguished academician with PhD having at least 25 years of teaching experience in College /University with more than 5years of experience in academic administration as Principal of a College/Professor and Head of a University Department. He should have experience in assessment and accreditation of higher education institutions.
39. The Chairman shall not have completed seventy years of age at the time of his/her appointment.
40. A Selection Committee consisting of three eminent academicians, one nominated by the President, one nominated by the Executive Council of KSHEC and one present or former Chairman of NAAC nominated by the Executive Committee of KSAAC shall constitute the Selection Committee which shall submit a panel of three names to the State Government.
- The Government shall appoint the Chairman on the recommendation of the Selection Committee.
- The tenure of the Chairman shall be Five Years.
- The Chairman shall be entitled for the emoluments and perquisites at par with the Vice Chancellor of a state university or as prescribed in the Rules.

POWERS AND FUNCTIONS OF THE CHAIRMAN

41. (i) The Chairman shall exercise such powers for the conduct of the affairs of the KSAAC as may be delegated to him/her by the Executive Committee. If action is to be taken in an emergent situation, the Chairman may take necessary action, and subsequently report to the Executive Committee for ratification.
- (ii) The Chairman may, with the approval of the Executive Committee delegate such of his/her powers, as may be considered necessary, to the Director of KSAAC.
- (iii) Executive Committee shall nominate the members of the Academic Advisory Committee for the panel recommended by the General Council of the KSAAC. However, any other expert from outside the country may be co-opted by the Academic Advisory Committee, subject to the concurrence of the Chairman, Executive Committee.

THE DIRECTOR

42. (a) Director shall be an eminent academician having at least 25 years of teaching experience in college/university including more than 5 years of experience in academic administration as Principal/ Professor and Head of a university department. He should possess PhD degree. He should be an academician with vast experience in assessment and accreditation of higher education institutions being Member/Member Co-ordinator-NAAC/NBA Peer Team or other national/international accreditation agencies of repute which is an area of relevance to KSAAC.
- (b) The Government shall constitute the Search Committee with at least three eminent academicians out of which one shall be the Chairman of the KSAAC, one nominated by the Executive Council of the KSHEC and one member nominated by the Chairman of NAAC.
- The Director of the KSAAC shall be appointed by the President of the General Council on the recommendation of the Search Committee with the approval of the State Government. However, the first Director who possesses the required qualifications and experience shall be appointed by the President with the approval of the State Government.
- (c) The Director shall not have completed sixty-five years of age at the time of his/her appointment.
- (d) The Director shall be appointed for a period of five years. The Director may be re-appointed for the second term.
- (e) The Director shall be entitled for the emoluments and other perquisites at par with the Pro-Vice Chancellor of a state university or as prescribed in the Rules.

POWERS AND FUNCTIONS OF THE DIRECTOR

43. (a) The Director shall be the executive authority of the KSAAC and shall have all powers needed for the administration of the KSAAC and shall be responsible for proper administration and control over funds of the KSAAC.
- (b) The Director shall be vested with such executive powers as may be necessary or incidental for the purpose of proper administration, subject to the rules and Bye-laws.
- (c) When the Director has to leave station for short periods, the routine duties will be performed by the next senior most officer/employee of the KSAAC.
- (d) When the Director's office is vacant or when the director is on long leave exceeding two months, the Chairperson of the Executive Committee may appoint an acting Director (for a period not exceeding six months at a time), with the prior approval of the President of the General Council.

- (e) The Director shall, subject to the provisions of the Rules and the Bye-laws and decisions of the Executive Committee, exercise general supervision and disciplinary control over the officers and the staff of the KSAAC and prescribe their duties and functions.
- (f) The Director shall co-ordinate and exercise academic leadership and administrative supervision of all the activities of the KSAAC.
- (g) The Director of the KSAAC shall act as the Secretary of the Society for the purpose of the Societies Registration Act. The Secretary shall be considered as the Principal Secretary of the Society and the Society may sue or be sued in the name of the Secretary of the Society.

MEMBERS OF THE KSAAC

- 44. (a) The KSAAC shall consist of all members of the General Council set up under the Rules.
- (b) KSAAC shall maintain a register of members giving their names; addresses and the same will be open to inspection by the members. Every member of the Council shall sign the register.
- (c) A member of the General Council/or Executive Council, KSAAC shall cease to be a member: (i) on death; (ii) on resignation; (iii) upon being declared insolvent or of unsound mind; (iv) on conviction of criminal offence involving moral turpitude; and (v) on his /her failure to attend three consecutive meeting of the General Council.
- (d) Resignation from the membership of General Council shall be tendered to the President and shall take effect from the date of acceptance. Similarly, resignation from the Membership of Executive Committee shall be tendered to the Chairperson and shall take effect from the date acceptance.
- (e) The KSAAC shall function, notwithstanding any vacancy in its General Council and/or its Executive Committee, and no act or proceedings of the KSAAC shall be invalid merely by reasons of such vacancy or of any defect in the appointment of any of its members.

COMMITTEES:

- 45. KSAAC shall, in addition to Executive Committee, have following Committee:
 - 1. Finance Committee;
 - 2. Academic Advisory Committee;
 - 3. Accreditation and /or Assessment Committees and their sub committees in different disciplines; and
 - 4. Any other Committee as may be deemed fit by the Executive Committee.

FINANCE COMMITTEE:

- 46. The Finance Committee of the KSAAC shall consist of the following members:
 - (1) Chairman of the KSAAC as the Chairperson of the Finance Committee

- (2) Director, KSAAC - ex-officio
- (3) One member of General Council, Nominated by the President of KSAAC - Member
- (4) One member of the Executive Committee Nominated by the Chairman, Executive Committee - Member
- (5) An external renowned educationalist nominated by the Chairman, KSAAC - Member
- (6) Finance Officer of KSAAC - Member
- (7) An administrative officer of KSAAC, nominated by the Director KSAAC as non-member secretary.

The Finance committee shall meet to consider the Revised Estimates and the Budget Estimate for the following financial year in August and December of the calendar year respectively.

One-third of the members shall form a quorum at any meeting of the Finance Committee. In the absence of the Chairman, the Director will act as the protem Chairperson in a Finance Committee meeting.

The Finance Committee shall meet at least thrice in a year. It shall make recommendations to the Executive Committee on:

- a) Budget proposals of the KSAAC:
- b) Scrutiny of the Audited Accounts and reply to the Annual Audit Report:
- c) Creation of post[s]:
- d) Any other matter on which the Executive Committee seeks its recommendations.

The recommendations contained in the minutes of the Finance Committee shall be considered and approved by the Chairman, Finance Committee.

ACADEMIC ADVISORY COMMITTEE:

47. The Academic Advisory Committee of KSAAC shall monitor and promote the activities of KSAAC with reference to its various activities like assessment, accreditation, publications, selection and shaping of instruments for Assessment and Accreditation, modalities of operation in-charge, the Rules, Regulation and Guidelines.

The Chairman of the Executive Committee would be Chairperson of the Academic Advisory Committee. The Director of the KSAAC will be ex-officio member of the Academic Committee.

Sub-Committee:

48. Sub-Committee on each discipline, such as Education, Law, Engineering, Management, Arts & Science etc. shall function separately to evolve standard for Assessment and Accreditation, in their respective field, to form assessor's panel, to lay down guidelines for assessor's panel, to lay down guidelines for assessor's, to evaluate and give recommendations on assessor's, to evaluate and give recommendations on assessor's report etc. these sub-committees will meet frequently in a month or once in two months, as required.
49. Any other functions, duties, to be assigned by the General Council/Executive Committee.

STAFF

50. The manner of recruitment and conditions of service, emoluments and benefits to employees shall be as prescribed in the Bye-laws to be formulated by the Director of KSAAC and approved by the Executive Committee.

FUNDS OF THE SOCIETY:

51. The funds of the Society shall consist of the following:
 - (i) Grants received by KSAAC from the State Government and other funding agencies.
 - (ii) Fees and other charges received by the KSAAC.
 - (iii) All money received by the KSAAC by way of grants, donations or other contributions.
 - (iv) Miscellaneous receipts.
52. All the funds of the KSAAC shall be paid into the KSAAC's account with the branches of the State Bank of India or its subsidiaries or in a Scheduled Nationalized Bank, as decided by the Executive Committee and shall not be withdrawn except on cheques signed and countersigned by such officers/employees of the KSAAC, as may be duly empowered by the Executive Committee.
53. The Income and property of the KSAAC, however derived, shall be used towards the promotion of the objectives thereof, as set forth in the Memorandum of Association. No portion of the income and property of the KSAAC shall be paid or transferred directly or indirectly by way of dividends, bonus or otherwise howsoever by way of profit to the persons, who shall at any time and /or have been members of the KSAAC or to any of them or to any persons claiming through them or any of them provided that nothing herein contained shall proven the payment in good faith of remuneration of any member thereof or other persons in return for any service rendered to the KSAAC.
54. The Powers for the creation/utilization/disposal of assets and funds of the society shall in Executive Committee.

ACCOUNTS AND AUDIT:

55. The Accounts of the KSAAC shall be audited annually by a Chartered Accountant of Accountants as defined in the Chartered Accountants Act, 1949 (XXXVII 1949) to be appointed by the Executive Committee. The nature of audit to be applied, and the detailed arrangements to be made in regard to form of accounts and their maintenance and presentation for audit, shall be prescribed by the bye-laws to be framed by the Executive Committee and approved by the KSHEC.

ANNUAL REPORT:

56. An Annual Report of the KSAAC, and of all work undertaken during the year, shall be prepared by the KSAAC and submitted to the Executive Committee and Council for approval. The report and the audited accounts of the KSAAC along with the Auditor's report thereon shall be placed before the Council. ALTERATIONS AND AMENDMENTS:

57. (a) Subject to the provisions of the Societies Registration Act, the Rules and Bye- Laws of the KSAAC may be altered at any time by the General Council by a resolution passed by at least two-third majority of the members present at any meeting.
Any resolution on proposed changes in Rules/Bye-Laws approved in an Executive Committee meeting shall be circulated to the Council members for passing by a majority of members.
- (b) The KSAAC may alter or extend the purpose for which it is established or be amalgamated wholly or partly with any other society by following the under mentioned procedure:
- (1) The Executive Committee shall convene a Special General Meeting of the Members of the KSAAC, according to these Rules for the consideration of the said proposition;
 - (2) The Executive Committee shall submit the proposition for such alteration, extension or amalgamation as aforesaid to the members of the Society in a written or printed report;
 - (3) Such report shall be delivered or sent by post to every member of the society fifteen clear days previous to the said Special General Meeting;
 - (4) Such proposition shall be deemed to have been agreed to if not less than three-fifths of the members of the society cast their votes in its favour either in person or by proxy at the said Special General Meeting; and
 - (5) Such proposition shall be confirmed by the votes of three fifths of members of the society present at the Second Special General Meeting convened by the Executive Committee at an interval of one month after the former meeting.
- (c) The Society may change its name by a resolution passed by a majority of the members of the Society at any meeting of the Society convened for the purpose.

(d) Not less than three-fifths of the members of the Society may determine, that it shall be dissolved, and thereupon it shall be dissolved forthwith, or at the time they agreed upon, if, on the winding up or dissolution of the Society, there shall remain, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid to, or distributed among the members of the Society or any of them, but shall be dealt with in such manner as the KSAAC may determine.

58. All provisions contained in the Societies Registration Act, as applicable, shall apply to this Society.

ESSENTIAL CERTIFICATE:

59. We the following do hereby certify that this is the true copy of the Rules and Regulations of the KSAAC:

1.

2.

3.

PART III

**MEMORANDUM
OF
ASSOCIATION**

**KERALA STATE ASSESSMENT AND ACCREDITATION COUNCIL
AN AUTONOMOUS BODY**

OF

THE KERALA STATE HIGHER EDUCATION COUNCIL

IN THE MATTER OF KERALA STATE ASSESSMENT AND ACCREDITATION COUNCIL

Established under sub section 2 n (iv) of Section 4 of The Kerala State Higher Education Council Act,
2007.

Following shall be the Memorandum of Association

1. The name of the society shall be “Kerala State Assessment and Accreditation Council”, hereafter referred to as “KSAAC”.
2. The Registered Office of KSAAC, in the first instance, shall be at *Kerala State Science and Technology Museum Campus, PMG, Vikas Bhavan P.O, Thiruvananthapuram-33, Kerala.*
3. KSAAC shall function through its General Council and the Executive Committee.
4. The objectives of KSAAC shall be to assess and accredit the higher education institutions including universities, colleges and/or institutions of professional education or one or more of their units, i.e. departments, institutions, programmes, etc.
 1. Assessment and Accreditation shall be based on the following or more criteria:
 - a) Institutional mission and vision;
 - b) Organization and governance;
 - c) Infrastructural facilities;
 - d) Quality of teaching and learning;
 - e) Curriculum design and review;
 - f) Support services (library, laboratory, computer facilities, hostel facilities, recreation facilities, etc.)
 - g) Student services;
 - h) Sources, adequacy and management of financial resources;
 - i) Quality of Research and Research facilities;
 - j) Publications and consultancy/extension activities;
 - k) Relevance of programs in respect of the employability;
 - l) Any other aspect as decided by the General Council (GC) and /or Executive Committee (EC).
2. The main objectives of assessment and accreditation shall be to:

- a) Assess and grade colleges and/or higher education institutions including professional colleges, the courses and programmes offered by them, their various units, faculty, department and quality of teaching, learning and research in these institutions.
 - b) Contributions to the sphere of knowledge in its discipline;
 - c) Motivate colleges, universities and professional colleges for research, and adopt teaching practices that groom their students for the innovation and development of leadership qualities;
 - d) Encourage innovations and self evaluation;
 - e) Promote necessary changes, innovations and reforms at all aspects of the working of the colleges, professional colleges, and universities for the above purposes; and
 - f) Help institutions realise their academic objectives.
5. KSAAC shall ensure that the criteria referred to in clause 4.1 above for assessment and accreditation are:
- a) Review periodically, revise and update, as and when considered necessary.
 - b) Objective and, to the extent possible, quantifiable; and
 - c) Publicized widely, particularly, in the academic community.

POWERS AND FUNCTIONS:

6. KSAAC shall:
- a) Arrange for the periodic assessment and/or accreditation of universities, colleges and/or institutions of higher education;
 - b) Receive monetary assistance from national and foreign sources including international organizations, for training programmes, scientific research and other activities;
 - c) Make collaborations with international agencies;
 - d) Acquire by purchase, exchange, lease, hire or otherwise, any property movable and/or immovable and to construct, improve, alter, demolish or repair buildings and structures as may be necessary or convenient for carrying on the activities of the KSAAC;
 - e) Draw, accept, make, endorse, discount and negotiate State Government and other Promissory Notes, Bills of exchange, cheques and other negotiable instruments;
 - f) Make, amend or rescind Rules, with the prior approval of the General Council;
 - g) Determine the number, qualifications and scales of pay of various kind of posts and terms and conditions of services of academic, technical and administrative personnel, and to fix emoluments and other terms and conditions of their services as prescribed in the Rules;
 - h) Delegate such of its powers, as it may deem fit, to any Authority or Officer of the KSAAC; and
 - i) Maintain a Fund to which shall be credited funds received from the KSHEC and other sources and deposit them in scheduled nationalized banks and invest the surplus as prescribed in Rules.

7. KSAAC may collaborate with any agency and/or organization, Indian and/or foreign, engaged in work of a similar nature.
8. All incomes, earnings, movable/immovable properties of the Society shall be solely utilized and applied towards the promotion of its aims and objectives set forth in the Memorandum of Association and no profit thereof shall be paid or transferred directly or indirectly by way of dividend, bonus, profits or in any manner whatsoever, to the present or past members of the Society or to any person claiming through any one or more of the present or the past members. No member of the Society shall have any personal claim on any movable or immovable properties of the Society or make any profits, whatsoever, by virtue of membership.
9. The Director of the KSAAC or an officer authorized by him/her shall be authorized to correspond with the Registrar of firms and societies.
10. The names, address and occupation of the first members of the General Council of the society, to whom the management of its affairs is entrusted, is appended below:

We the ——— persons whose names and addresses are given below, having associated ourselves for the purpose described in the Memorandum of Association, do hereby subscribe our names to this Memorandum of Association and form ourselves into a society under the Societies Registration Act, on ——— January, 2012, at Thiruvananthapuram.

The designation of the ——— members in the Council is given below:

<i>Sl.No</i>	<i>Name and Address</i>	<i>Designation in the General Council</i>
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		

11. A copy of the Rules of the Society certified to be correct copy is filed along with the Memorandum of Association duly signed by members.

PART IV
Structure of
Kerala State Assessment and Accreditation Council (KSAAC)

<i>Sl. No.</i>	<i>Name</i>	<i>Designation</i>	<i>Remarks</i>
1		President	Minister of Education Govt. of Kerala
2		Chairperson	
3		Director	
4		Educational Consultant	Contract basis- initially for a period of one year
5		Educational Consultant	Contract basis- initially for a period of one year
6		Research Officer	By deputation
7		Research Officer	By deputation
8		Administrative Officer	By deputation - from among Jt. Secretaries
9		P.S./C.A to the Chairman	on contract basis
10		P.S./C.A to the Director	on contract basis
11		Finance Officer	By deputation - from among Dy. Secretaries
12		Clerk /DEO	Contract basis
13		Driver	Contract basis
14		Peon	Contract basis
15		Peon	Contract basis

Tentative annual Budget for KSAAC

Salary and other human resources	2,00,00000
Quality Management systems in colleges [support of 3 lakh rupees each for 100 Government/aided colleges in a year]	3,00,00000
Infrastructure development for office and expert training [non recurring]	3,00,00000
Research and international collaborations	50,00000
Office and other miscellaneous expenses	50,00000
Total	9,00,00000

APPENDIX I

Expert Committee

The Executive Vice Chairman, Kerala State Higher Education Council in his D.O. letter No.101/KSHEC/VC/2011-12, constituted an Expert Committee for setting up the Kerala State Assessment and Accreditation Council. Following are the members of the Committee.

1. Prof. (Dr.) A.Gnanam, Former Chairman, NAAC, Bangalore - Chairman
2. Prof.(Dr.) R.Jayaprakash, Member, Executive Council,KSHEC - Convener
3. Dr. Jagannath Patil, Deputy Advisor, NAAC, Bangalore - Member
4. Prof. (Dr.) K.V.Kunjikrishnan, Former PVC, Kannur University - Member
5. Prof. (Dr.) K.K.Unuskutty, Former PVC, MG Uty., Kottayam - Member
6. Dr.Shalini Sharma, Azim Premji Foundation, New Delhi - Member
7. Rev. (Dr.) Mathew Manakkarakavil, Principal (Rtd.), Mar Ivanios College, Trivandrum - Member

Ambassador (Rtd.) T.P.Sreenivasan, Vice Chairman, KSHEC was invited to participate in the deliberations of the Committee. Dr.P.Anvar, Member Secretary, provided substantive support to the work of the Committee.

APPENDIX- II

TERMS OF REFERENCE

The Executive Council meeting held on 2nd November, 2011 proposed the setting up of a State Council meant for assessing and accrediting higher educational institutions. Sub section 2 n (iv) of section 4 of the KSHEC Act, 2007 provided for setting up of such an agency in the state. The Expert Committee will be responsible for preparing recommendations aiming at meeting the standards and guidelines for quality assurance in the Indian Higher Education Area. The Expert Committee will evaluate the quality assurance practices co-ordinated by the quality assurance agencies and will report on their effectiveness. The KSHEC will provide other relevant statistical information for the preparation of the Report.

The key functions to be performed by the expert Committee are listed below:

1. A review of available accreditation and quality assurance practices;
2. A review of the National Assessment and Accreditation Council and related activities and procedures;
3. A review of other available professional accreditation practices;
4. Make recommendations for fulfilling the international standards of the proposed quality assessment and accreditation agency;
5. Recommendations that will guarantee the establishment of an accreditation system and practices which will meet international standards and guidelines for quality assurance in the Indian higher Education System including performance of teachers;
6. Make recommendations to the KSHEC on appropriate academic and management structures for implementing adequate quality assurance and accreditation practices;
7. The Committee will promote the idea of quality as a core value that is integrated with the principal research, teaching and administrative activities of higher education institutions;
8. The Committee may also make other recommendations relevant for setting up of the assessment and accreditation agency of international standard;
9. Regular updates of the Committee activities shall be provided to the Vice Chairman of the KSHEC by Convener of the Committee;
10. The Committee shall be dissolved after fulfilling their mandate.