

KUHS - A University in the making

A SAMAGRAM Perspective



Basic Tenets of KUHS

- Always Go by Rule Book
- Observe Sanctity of Examinations
- Be Student Friendly at all times
- Acknowledge the Right to be Heard
- Always Give Respect and Take Respect

27th May 2019

KERALA UNIVERSITY OF HEALTH SCIENCES
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JUSTICE (Retd.) P. SATHASIVAM
GOVERNOR OF KERALA



RAJ BHAVAN
KERALA

18 June 2019



MESSAGE

I am very happy to know that Kerala University of Health Sciences, Thrissur is publishing a document entitled **KUHS - A University in the Making**, on the occasion of the completion of the four year tenure of its Registrar Prof. (Dr.) M.K. Mangalam.

It is commendable that this University has streamlined its functioning to set up Schools and Centres of study and research and to establish systems to ensure better quality in medical education. I am happy that the strengthening of the university systems through Information Technology, the creation of a student friendly environment and the Samagram project for effective implementation of academic and administrative reforms have been accorded priority.

I compliment Prof (Dr.) M.K. Mangalam for her dedicated services and wish the publication all success.

[Justice (Retd.) P. Sathasivam]



കേരള സർക്കാർ
പിണറായി വിജയൻ
 മുഖ്യമന്ത്രി



നം.567/പ്രസ്/സി.എം.ഒ/2019.

ജൂലൈ 02, 2019.

സന്ദേശം

തൃശ്ശൂർ ആരോഗ്യ ശാസ്ത്ര സർവ്വകലാശാല കഴിഞ്ഞ വർഷങ്ങളിൽ നടപ്പാക്കിയ പ്രവർത്തനങ്ങളും നൂതന പദ്ധതികളും ഉൾപ്പെടുത്തി ഒരു സുവനീർ പ്രസിദ്ധീകരിക്കുന്നു എന്നറിഞ്ഞതിൽ സന്തോഷം. ആരോഗ്യമേഖലയിലെ സമുന്നതമായ വികസനത്തിനു വേണ്ട മനുഷ്യവിഭവശേഷിയെ രൂപപ്പെടുത്തി സംഭാവന ചെയ്യുന്നതിനും വൈദ്യശാസ്ത്ര മേഖലയിലെ വിജ്ഞാന പോഷണത്തിനും ആരോഗ്യസർവ്വകലാശാല കാഴ്ചവെയ്ക്കുന്ന പ്രവർത്തനങ്ങൾ ശ്ലാഘനീയമാണ്.

അധ്യാപനത്തിനും ഗവേഷണത്തിനും ആരോഗ്യപരിപാലനത്തിനും ഒരുപോലെ ശ്രദ്ധ നൽകി മികവുറ്റ സർവ്വകലാശാലാ പദവി കൈവരിക്കാൻ ആരോഗ്യ ശാസ്ത്ര സർവ്വകലാശാലയ്ക്ക് കഴിയട്ടെ എന്ന് ആശംസിക്കുന്നു. എല്ലാ ഭാവുകങ്ങളും നേരുന്നു.

പിണറായി വിജയൻ

The Registrar
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കെ. കെ. ശൈലജ ടീച്ചർ

ആരോഗ്യ സാമൂഹ്യനീതി
വനിത ശിശു വികസന വകുപ്പു മന്ത്രി
കേരള സർക്കാർ



തിരുവനന്തപുരം
തീയതി: 24.08.2019

നം.057/പ്രസ്/ആ.കു.വ/2019

സന്ദേശം

കേരള ആരോഗ്യ സർവകലാശാല കഴിഞ്ഞ 5 വർഷ കാലഘട്ടത്തിൽ ആർജിച്ച നേട്ടങ്ങളേയും പ്രധാന പ്രവർത്തനങ്ങളേയും ഉൾക്കൊള്ളിച്ചുകൊണ്ട് ഒരു സുവനീർ പ്രസിദ്ധീകരിക്കുന്നു എന്നറിഞ്ഞതിൽ സന്തോഷം. വിദ്യാർത്ഥി സൗഹൃദത്തിന് വളരെയേറെ പ്രാധാന്യം നൽകുന്ന ആരോഗ്യ സർവകലാശാലയുടെ പ്രവർത്തനങ്ങൾ അഭിനന്ദനാർഹമാണ്. ആരോഗ്യ സർവകലാശാലയുടെ പ്രവർത്തനങ്ങൾ ഫലപ്രദമായി ഉൾക്കൊള്ളിക്കുവാൻ ഈ സുവനീരിലൂടെ സാധിക്കട്ടെ. ഈ ഉദ്യമത്തിന് പിന്നിൽ പ്രവർത്തിച്ച എല്ലാവർക്കും എന്റെ ആശംസകൾ

കെ. കെ. ശൈലജ ടീച്ചർ

From the VC's desk

For me, a Paediatrician by profession, Counsellor by passion and Research Methodology & Management student by training, it was an onerous task, having been chosen to take over the wheels of the Health Science University of Kerala State and it looked really formidable. The experience of building CDC Kerala, the first Child Development Centre in the Government Sector in India, from a Ph.D. Project to a Centre of



Excellence, gave me the confidence. The following pages unveil the enormous effort that goes into the making of a University, for which, I had the opportunity to lead a community of Academicians, Administrators, Researchers, Policy Makers, Community leaders, and most importantly, my dear Students, who are the ultimate beneficiaries of Kerala University of Health Sciences. It was never a solitary effort; neither was it a smooth sailing. For a whole team of committed professionals led by the singular vision of 'achieving time-bound goals', I just happened to be in the driver's seat for an eventful period of evolution of the University.

I took over charge as Vice Chancellor of Kerala University of Health Sciences on 28th October 2014, after 5 years of inception of KUHS, closely following the heels of my esteemed predecessor, Prof. (Dr.) K. Mohandas. At that point of time, the University had acquired the privilege of having completed construction of its own seven-storied Administrative Headquarters, something few universities can boast of even after several years of existence. The examination system had been firmly established and was highly IT enabled.

One of the first priorities was to formulate the basic tenets of the University to be observed in all its approaches, transactions and activities. These have been observed till date and now approved by the Governing Council vide decision no 49.02. These are; (i) Always Go by Rule Book, (ii) Observe Sanctity of Examinations, (iii) Be Student Friendly at all times, (iv) Acknowledge the Right to be Heard (v) Always Give Respect and Take Respect.

In order to bring about transparency, inclusiveness and fast-tracking in administration through a comprehensive perspective ('SAMAGRAM') and to encourage approachability for stakeholders, the Vice Chancellor's office was made easily accessible to teachers, parents, staff and most importantly, students, the primary stakeholders of any University.

Prof.(Dr.) M.K.C. Nair, D.Sc.
Vice Chancellor

Message from Pro Vice Chancellor

Kerala University of Health Sciences has undergone a sea change in the past four years. It is entering into a fast track mode, having established the various Academic, Administrative and Infrastructural systems in a systematic manner. This publication outlines the components, meticulous planning and human effort, which have gone into the process. I am sure that the University will be elevated to great heights in the years to come.



Prof. Dr. A Nalinakshan

Message from Controller of Examinations

I am happy to know that a publication on the various milestones and landmarks in the evolution of the University during the last five years is being brought out as a single compilation. This publication is the combined effort of different branches which includes the examination branch, which is a significant contributor. This branch has always stood in the forefront to bring in the latest technologies in order to bring about timely and error free execution of the examination process, which is amply clear from the contents of this book. My best wishes for the endeavour.



Prof. Dr. C P Vijayan

Message from Finance Officer

Financial health is a key determinant of the administrative effectiveness of a University. KUHS has succeeded in adhering to this adage by professional management of financial matters from budgeting with inputs from all departments to auditing at multiple levels. The Finance Section has been digitised to a high degree, which has contributed to the overall robustness of the system. This is the result of team work that exists in the administrative hierarchy of the KUHS as evidenced by the contents of this publication. I wish this endeavour all success.



K P Rajesh

Message from Dean (Research)

Research is the basic responsibility of any University. As a University in infancy, with more than 300 affiliated Institutions, there are many challenges for Kerala University of Health Sciences, before Research is being carried out extensively within the University itself. Hence, creating 'Research enabling environment', mainly in the affiliated institutions, became one of the first priorities that Kerala University of Health Sciences has taken up and initiated last year. Conduct of Research Methodology classes all over the state for all levels of budding researchers from undergraduates to PhD scholars has paid off rich dividends now, as evidenced by the large number of PhD aspirants who have applied and qualified for the entrance examination for PhD, waiting to get registration this year. Every step has been taken to place research on a firm footing, the details of which are brought out in this publication. My best wishes.



Dr. G S Harikumar Nair

Message from Dean (Student Affairs)

Students are the primary stakeholders of the university keeping the students contented is one of the prime responsibilities of a university. The unique programs like Students Support and Guidance, distribution of Studentships and Mrithunjayam programs have contributed in a big way in achieving these ends, in addition to timely conduct of elections to students union and prompt conduct of Arts and Sports events of the University as evidenced by this document. My best wishes for this publication.



Dr. A K Manojkumar

Message from Dean (Academic)

Bringing academics to the centre stage is one of the priorities set by the KUHS. Academic Regulations, extensive revamping of syllabi, Academic Monitoring, Quality Accreditation of institutions and teachers, creation of a unified database of teachers and issuance of Faculty Unique IDs, in addition to conduct of certificate programs on university Administration and Management for KUHS employees were some of the activities undertaken by the office of the Dean (Academic). This publication is a compilation of the unique teamwork that went into the making of this university.



Dr. V V Unnikrishnan

Message from the Registrar

The Registrar's Office in a University is invariably the hub of hectic activities. KUHS is no exception. While taking over the reins, there were some crucial issues to be sorted out. Our strategy of (i) Meticulous Planning, (ii) Prioritizing and (iii) Systematic Implementation of programs under the guidance of a visionary Vice Chancellor Prof. (Dr) MKC Nair, ably supported by the hardworking Pro Vice Chancellor Prof. (Dr) A. Nalinakshan and the unstinted support of my fellow Statutory Officers including the former Controller of Examinations, Prof. Dr. P K Sudheer, paid off to a considerable extent in making my brief tenure worthwhile.



The three components which were supportive and contributed in a big way in achieving the goals were: (i) Experienced Officers from other Universities, the Government Secretariat and the highly qualified PSC-appointed freshly appointed University Assistants, (ii) A disciplined group of stakeholders which included students, teachers and institutions, (iii) Proactive Statutory Bodies like Senate, Governing Council and Academic Council.

The important achievements to highlight include: (i) Formulation of Minimum Standards and Requirements, Regulations and Syllabi (ii) Extensively digitalizing the Administrative Procedure (iii) People Management with the KUHS Tenets of 'Right to be heard' and 'Give Respect & Take Respect', (iii) Implementation of infrastructure expansion and (iv) Systematizing the procedures and practices.

I thank all my colleagues at KUHS, especially Smt. M Geetha (Academic), Shri P K Jayaprakash (Examinations), Shri K Mujeeb Rahman (Finance), Shri S. Satheesh Kumar (University Engineer) and Shri. K Harilal (Systems Manager, IT) for their whole-hearted support and contributions during my tenure. While concluding, I have no doubt about the bright future that awaits KUHS.

Prof. Dr. M K Mangalam
Registrar

KUHS - A UNIVERSITY IN THE MAKING

FOREWORD

Professor MKC Nair, is a true leader in both his vision and actions. This realization dawned on me when we first worked together in a nationwide research program on Polio Eradication over two decades ago. Very early in his career Prof Nair had recognized the social, economic and cultural value of child development in the nation's life. He relentlessly worked towards developing new diagnostic tools and innovative training methods for over three decades and is now globally acknowledged as a pioneer in the field. Trivandrum Developmental Screening Chart, is one such example which forms the backbone of the National Child Health Program (Rashtriya Bal Swasthya Karykram). MKC (as we call him) dreamt big and took several decisions in his professional career where outcome was uncertain. Child Development Centre (CDC) was a dream which is now considered a national asset for research, teaching and training in child and adolescent development, with 25 years follow up of Low Birth Weight babies, leading on to the award of Doctor of Science Degree by University of Kerala . His latest stint as Vice Chancellor of Kerala University of Health Sciences and the management skills exhibited easily qualify him also as a visionary in Health Science Education sector in the country. Prof Nair has established national benchmarks in the process.



As I pen off, I quote Cyprian *“for the helmsman is recognized in the tempest: in the warfare the soldier is proved”*. I take it as a privilege to introduce this document as a valuable one in Health Science Education, Management, Administration and Innovation in the country, which I wish every stakeholder in this sector to read and internalise the commitment of a visionary personality and mentor to many in the Health Science field.

Prof [Dr] N.K. Arora
Executive Director
The INCLEN Trust International
&
President, AIIMS-Patna



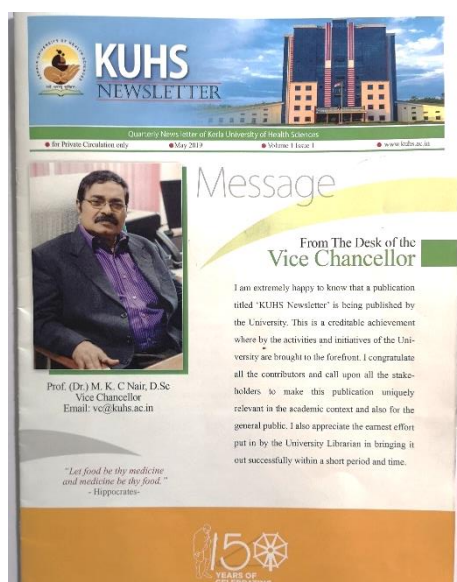
1

Introduction

Kerala University of Health Sciences (KUHS) is about nine years of age and provides an education system built around different systems of medicine - Modern Medicine, Ayurveda, Yoga, Unani, Siddha, and Homeopathy. KUHS was established through an ordinance and later Kerala University of Health Sciences Act 2010. The territorial jurisdiction of the University extends to the boundaries of the State. The Head Quarters of the University is at Thrissur, in a campus with an area of 75 acres adjacent to the Government Medical College Thrissur. Today, the University takes pride in its 81,335 Graduate and Post graduate students at any given point of time, distributed over 138 courses, across 309 affiliated institutions.

KUHS is an Affiliating University with no constituent colleges/ departments or research centres and hence no University Faculty as such. During the first five years, construction of the Head Quarters building at Thrissur was completed. The University has the following branches, namely Administration, Affiliation, Academic, Examinations, Research, Finance, Student Affairs, Purchase & Stores and Works. KUHS conducts around 30000 examinations per year, both under-graduate and postgraduate together. The examination wing of the University scrutinizes over eight lakh examination answer scripts in a year.

In the next five years, KUHS need to establish itself as a professional University that creates knowledge in the field of Health sciences, to address health issues of Kerala and disseminate it; design an efficient and equitable health system which incorporates traditional knowledge to modern science and technology and to create competent and compassionate health professionals of high standard, who are heirs to the rich traditions of world of science and ancient wisdom that enriches the art and science of health care through research and quality education. The strength of this University is the harmonious co-existence and vision for future shared by all the Health Science streams under seven faculties namely; Modern Medicine, Dentistry, Nursing, Pharmacy, Ayurveda & Siddha, Homoeopathy and Allied Health Sciences.



2

Assessing the Turf: SWOT analysis

2.1: SWOT elements of KUHS

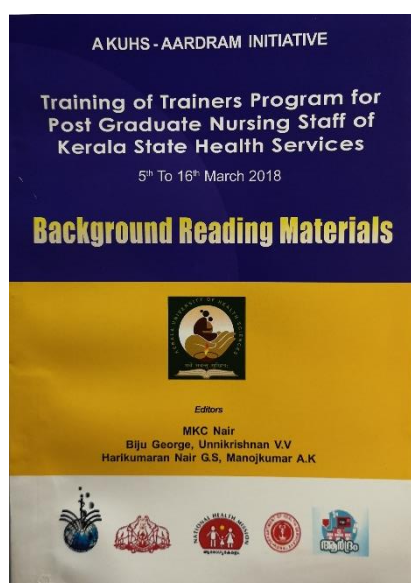
A Strength – Weakness – Opportunity – Threat or Challenges (SWOT) analysis is usually done for developing the strategies for growth. As KUHS is young, a SWOT analysis may not have much relevance since the objectives laid down while establishing the University would be the main source for developing the strategies. However, with the experience of five years, there of course could be a list of SWOT. Dr. G Chandra Mohan, then Director, CET School of Management, College of Engineering Trivandrum and his team was entrusted this responsibility.

Developing the strategies – Workshops

The SWOT elements obtained were used in carrying out the SWOT analysis with the objective of developing strategies for KUHS. While doing the SWOT analysis, it is common to list out the most important SWOT elements and then develop the strategies based on the short-listed SWOT elements. However, this approach was not followed here and instead, effort was taken with the support of the opinions expressed by the participants of the series of workshops organized to develop the strategies taking into account of all the SWOT elements.

2.2: SWOT Analysis

A SWOT Analysis was conducted to objectively assess the strengths and weaknesses of the University which yielded substantial information. The subsequent action plan was formulated based on these findings. The workshops also formed a baseline for developing the Vision & Mission statements, for developing a Master Plan for the KUHS campus, and for setting the developmental goals of the University. The workshops organized by KUHS gave more insights and with their contribution, a Vision Document eventually evolved. Goals for setting up Schools and Centres in various studies are justified through the SWOT analysis. These were discussed with senior officers of the University and proposals for setting up the schools and centres formed part of the document. Major inputs for these proposals have come from the University itself.



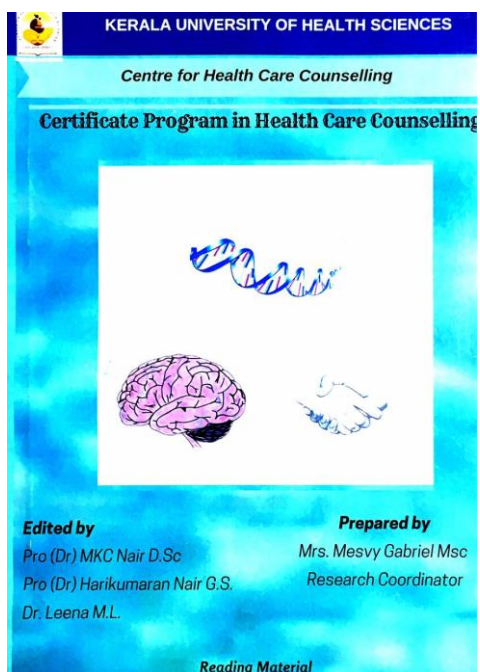
2.3: KUHS: Strengths & Weaknesses

Strengths

1. The only University in Kerala in Health Science education
2. Conceived on the basis of Bajaj Committee Report and established by an Act passed by the Kerala State Legislative Assembly
3. Hon'ble Governor of Kerala is the Chancellor and Hon'ble Minister for Health is the Pro-Chancellor
4. Courses and research programmes in all systems of medicine including AYUSH, modern and allied systems of medicine are offered.
5. Empowered to establish study centres inside and outside Kerala
6. Composition of the University includes Schools of studies and research in areas as decided by the University and constituent colleges, if any.
7. Empowered to establish centres of research in health science studies
8. Follows well-laid down governance structures

Weaknesses

1. The different medical systems in the University have basic conceptual differences
2. All medical systems attached to the University have different advocacy groups that may influence policies of the University
3. KUHS has limited role in sanctioning new Health Science Colleges
4. Affiliating University with jurisdiction all over the entire state of Kerala.
5. Affiliated institutions have multiple regulating agencies making it difficult for the University to exercise control
6. All affiliated colleges are not comparable in terms of infrastructure and resources
7. University does not have own institutions and faculty to support the University in its academic functions, research and outreach activities
8. University is not recognized by UGC under 2f (recognition of degree by other Universities) and 12b (financial grants from agencies like UGC)
9. Source of finance is limited to fees collected from affiliated institutions and nominal grant from Kerala Government



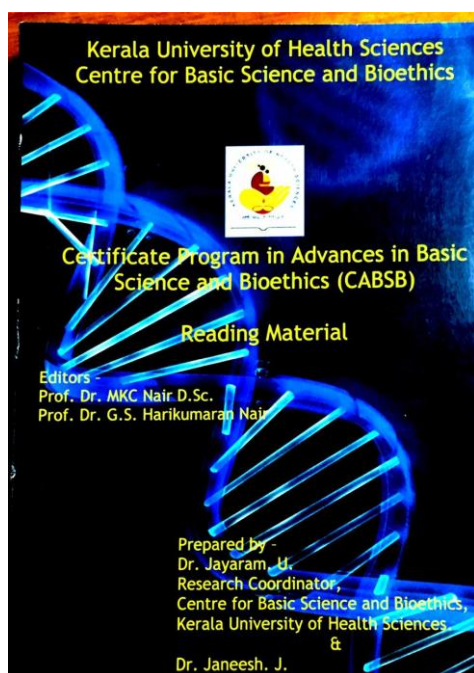
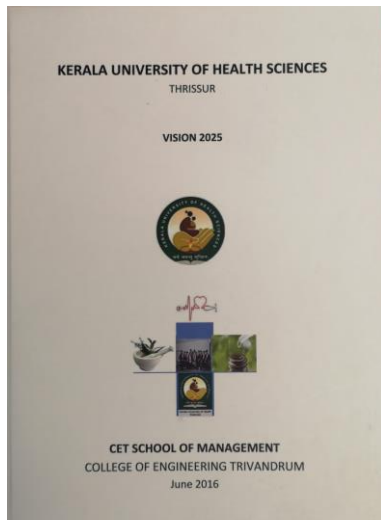
2.4: Opportunities & Threats / Challenges

Opportunities

1. Involvement of multiple stakeholders are sought to frame health policies for the State
2. Adaptation of a holistic approach in patient management involving different systems of medicine
3. Large number of health science professionals from Kerala in covetable positions inside and outside the country
4. Health interventions have an important role in maintaining quality of life in the society and global focus on health care is reflected in declaration of Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs).
5. Multi-specialty hospitals are seen to be growing in number, partly due to demand for health tourism
6. Wellness concept is increasing as evident from the growth of rejuvenation therapy, especially among tourists
7. A well-established network and community focused health care centres at peripheral level adopting a life-course perspective
8. IT literacy and mobile penetration are high
9. Recognition of the degrees of KUHS by other Universities
10. Financial assistance in future from agencies similar to UGC

Threats / Challenges

1. Preference for a system of medicine by the public depend on past experience
2. Statutory councils for modern medicine & AYUSH have conflicting regulatory norms
3. Medical care is increasingly commercialized & therefore subject to public surveillance
4. Inadequate documentation of clinical practices in some medical systems in India
5. Quackery and unregulated medical practice lead to exploitation of the public
6. Epidemiological transition and demographic transition pose health challenges
7. Changes in the family structures as a result of social changes have undesired effects.
8. Health care has to meet challenges like calamities and epidemics.
9. Several of the initiatives like establishing new Medical Colleges may lead to a shift of focus from primary care to tertiary care in the health sector
10. Proliferation of specialty and super specialty hospitals may also lead to a shift of focus from primary care to tertiary care.
11. Knowledge of social determinants of health and multi-sectoral initiatives prove to be a key input for designing effective health intervention policies
12. Local Self-Governments have been assigned an important role in providing health care services, its personnel may require significant training and capacity building
13. Global advances in Medical Science and technology are happening at a rapid pace.



3

Formulation of Vision

3.1: Formulation of Vision Document

Apart from developing the vision and mission statements for the university, scope of the document includes framing strategies for the development of the University, based on the needs of the university. As of now, the University does not have research centres, centres of excellence and no organizational mechanism exists to promote these. Broad frameworks for the development of these schools and centres of excellence are part of this document. The main objective was to prepare a Vision document with the horizon year 2025, the earlier years having more detailing to enable an action plan for the first five years.

The specific objectives are:

1. To revisit the Vision and Mission statements prepared at the time of invoking the format of the University
2. To set the development goals for the university up to 2025
3. To review the Master Plan prepared for the campus at Thrissur
4. To prepare action plans for the first five years with enough detailing that gives action plans, indicators, fund requirements, implementation plan and responsible centres

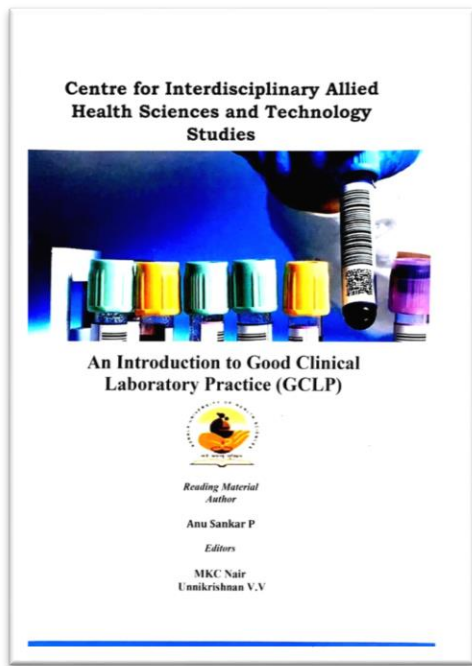
3.2: KUHS Schools & Centres

KUHS Schools:

The goals and objectives set for the University bring forth the need for establishing three schools and Academic Staff College. Approval of the KUHS Governing Council was obtained for the establishment of School of Health Policy and Planning at Thiruvananthapuram, School of Family Health Studies at Kozhikode, School of Research in Ayurveda at Thripunithura and the Academic Staff College at the KUHS campus at Thrissur.

KUHS Centres:

All the eight centres are proposed to be located in the Academic Block to be constructed in the Thrissur campus with common facilities like Conference halls, canteen and Guest House. In all, there could be six floors with canteen and auditorium, the Administrative Staff College, Guest House and two centres in each floor. As per KUHS Governing Council decision, all the schools and Centres would be established initially in a project mode.



3.3: KUHS Vision & Mission

Vision: To create competent and compassionate professionals who are heirs to the rich traditions of the world of science and ancient wisdom; to enrich the art and science of health care through research, incorporation of traditional knowledge, and integration of best practices; and to engage with the society to address local and regional issues of health

Mission

- **Ensure High Quality Education in all Branches of Health Care:**
 - By constantly upgrading standards of training & evaluation, through teachers' training and through the University's Planning Committee and Quality Assurance Council;
 - By adhering to academic calendars, including timely conduct of examinations, and through examination reforms; and
 - By regularly updating syllabi & curricula to incorporate new knowledge and best practices.
- **Encourage Research by**
 - Establishing University Schools and Centres of Research;
 - Identifying and promoting departments/institutions as centres of potential excellence;
 - Inculcating & nurturing research mind set and aptitude for research among students
- **Promote Stake Holder Participation & Community Engagement**

By establishing and maintaining an efficient and transparent administrative mechanism which is responsible and responsive to the needs of all the stakeholders (students, parents, teaching and non-teaching staff, affiliated colleges and the general public);

- Through health awareness and health promotion programmes and
- By facilitating greater community/stakeholder participation in the affairs of the University.

Value Statements:

Core Value	:	Goodness of Students
Care	:	Empathetic Approach
Honour	:	Purity of all systems of health care
Leadership	:	Empower faculty and staff
Commitment	:	Health of family
Excellence	:	Celebrate diversity of academic excellence
Justice and Ethics	:	Address stakeholder concerns
Transparency & Accountability	:	Governance of University
Conservation	:	All natural resources



4

Consolidating the Achievements

Consolidating the achievements of the first five years

KUHS is the only University in Kerala in Health Science Education sector. It is conceived on the basis of Bajaj Committee Report and established by an Act passed by the Legislative Assembly of Kerala. The Hon'ble Governor of Kerala is the Chancellor and Hon'ble Minister for Health is the Pro-Chancellor. This serves as a strong point in University Administration. Courses and research programmes in all systems of medicine including AYUSH, modern and allied systems of medicine are offered by the affiliated institutions of KUHS. The First Statutes have been formulated. The University follows well-laid down governance structures like the Senate, the Governing Council, the Academic Council and the Boards of Studies.

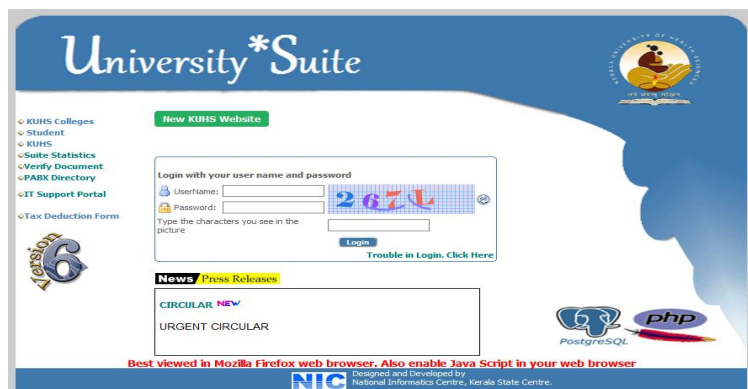
The key features of KUHS Examination system are;

- Online examination registration from the colleges (Internal Assessment, Attendance & Fee details);
- Examination Committee; Online Admit card;
- Double evaluation for all UG courses and an option for third evaluation if the first and second evaluation marks vary more than 15% of total marks;
- Multiple evaluation for PG courses; Double Barcode reading in tabulation and online, timely result publication.

In short, the examination system is one of the best in the country and is highly IT enabled. However, there were no Kerala PSC appointed Assistants in the University as mandated in the Act, which was the main detriment for initiating innovations in Administration, Examination, Research, Staff & Student Welfare and Community Extension activities. Hence the priority was to take efforts to get qualified permanent assistants recruited through PSC.

A seven storeyed Head Quarters building had been completed by the end of the first five years. Hence the first priority became furnishing and optimally utilising the available space, earmarking each floor for specific divisions or branches namely;

- Ground floor – Reception, Works, Store, Common assembly area;
- First floor- Simulation lab;
- Second floor- Deans office and Finance;
- Third floor –Examination branch;
- Fourth floor – Administration wing;
- Fifth floor- IT infrastructure;
- Sixth floor – VC, PVC offices, Research wing and
- Seventh floor- Senate Hall & Learning Suites



5 Identifying the Gaps

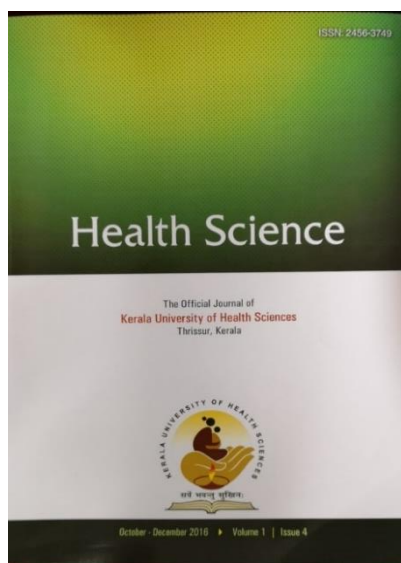
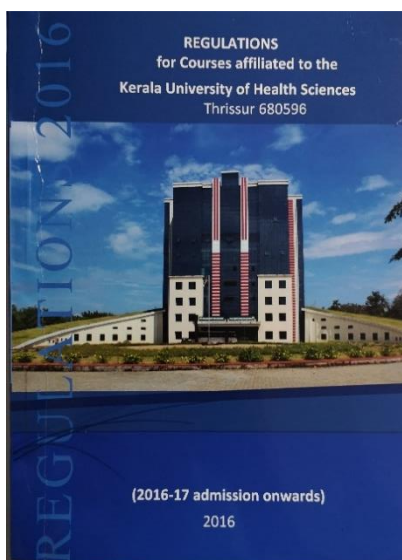
The KUHS Vision Document was perused by various authorities and committees of the University and was subjected to scrutiny by different stake holders of the University and the following gaps were identified

1. Need for a Systems Approach
2. Inadequacy of PSC appointed permanent staff
3. Inadequacies in Academic systems
4. Lack of Student welfare activities
5. Lack of Research enabling environment
6. Need for Systematising the Administration processes
7. Need for Systematising the Affiliation processes
8. Need for Systematising and simplifying the Financial transactions
9. Need for IT enabling of various branches
10. Lack of Quality Assurance Processes
11. Need for Streamlining and fast tracking Governance processes
12. Inadequate documentation of University Administrative processes
13. Inadequate documentation of Innovations and best practices
14. Inadequate cognizance of issues raised by the Local Fund (State) Audit Dept.

The next priority of the new team was to address the gaps systematically within the limitations of a young University with ever increasing number of affiliated colleges, students and examinations on one side and extreme shortage of permanent staff, dearth of comprehensive database and systems in place on the other side. Hence, a five points strategy was formulated and adhered to namely; (i) Always go by Rule book (ii) Maintain sanctity of examinations (iii) Be student friendly always (iv) Acknowledge the right to be heard and (v) Give respect and take respect.

University Suite

University Suite, the Electronic File Management System, was made uniformly available to all sections. University Web site was revamped and regularly updated. Public Relations Officer has been made responsible for all public announcements.

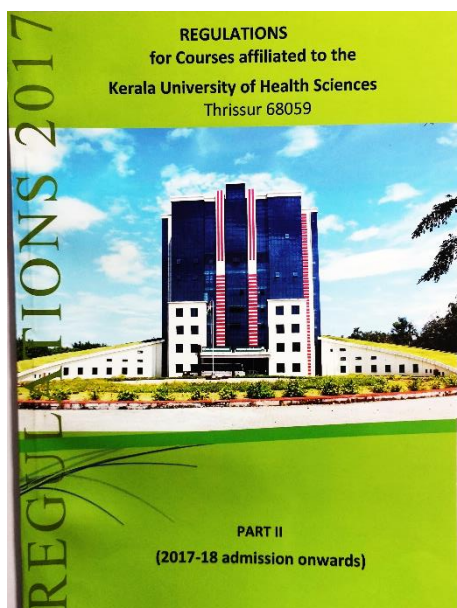


6

Building the Team

The following implementation strategies were adopted to overcome the identified gaps;

- **The Pro-Vice Chancellor** was delegated powers to oversee the overall administration and academic activities. All documents and files coming to the Vice Chancellor were routed through the Pro-vice chancellor's office.
- **The Registrar** being the administrative head was empowered to undertake activities as the rules stipulated. The works, Stores & Purchase, Academic and Administration and PRO were directly under the Registrar.
- **The Controller of Examinations** was delegated all powers regarding examinations to fulfil the second tenet, upholding the sanctity of Examinations with IT Section support. The CE is also the Chair of the Malpractices and Lapses Enquiry Committee.
- **The Finance officer** was given specific directions to formulate strategies to minimise audit objections and employ scientific methods and technology to strengthen accounting.
- **Dean (Research)** was assigned the task of Research enabling initiatives, in addition to refining the PhD and MPhil Regulations. The PhD Centres were to be recognized, and PhD Guides identified. As part of the initiative all PG Synopsis were subjected to Methodology Scrutiny before approval. University Ethics Committee was to be constituted.
- **Dean (Academic)** was made responsible for setting the stage for enabling the University's Academic Systems, including innovations where appropriate. The Regulations of various courses needed to be regularized and gazetted. A searchable Database of Teachers to be made and Unique IDs allotted to each. University's own Quality Assurance System had to be formulated and implemented for teachers and institutions.
- **Dean (Student Affairs)** was given the strategic role of channelizing the Student welfare activities and National Service Scheme. Conduct of elections to constitute Students Councils, Students Support and Guidance Programme, conduct of Arts and Sports festivals, and effective redressal of students' grievances were some of the priorities assigned.
- **The Statutory Officers Committee** was made responsible for design and implementation of various flagship projects of the University, including development of the Schools & Centres. The team meet every Wednesdays and discuss the matters of importance, thereby ensuring that a collective decision making process is in place.



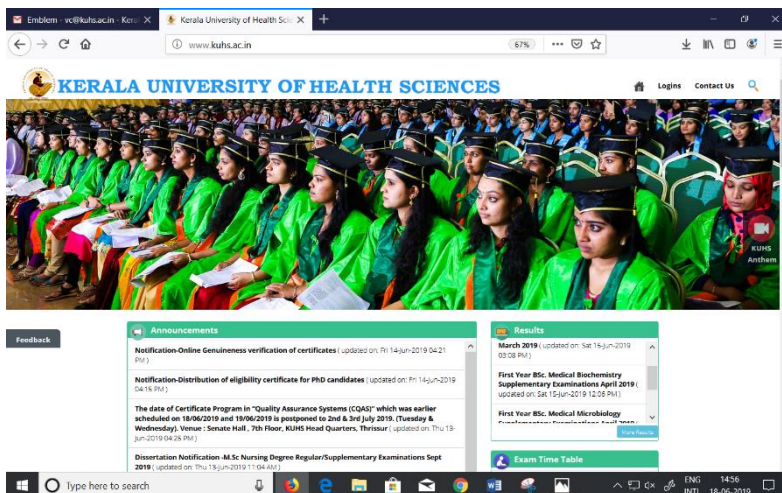
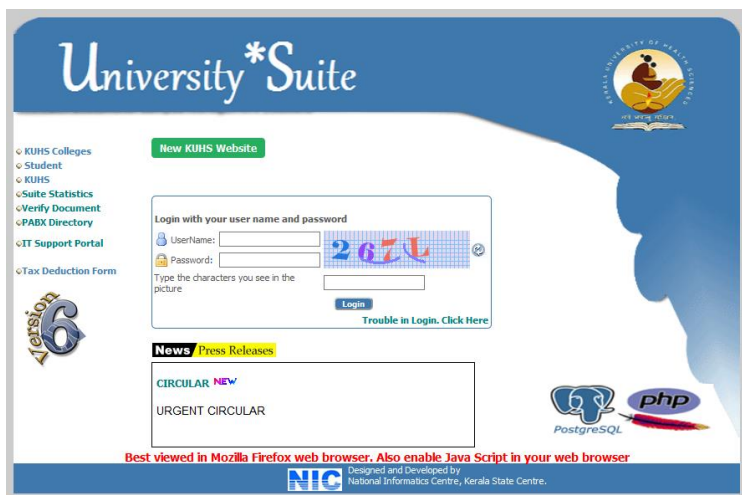


Establishing Systems

Establishing Systems was the main strategy adopted to counter and compensate the gaps. Systems approaches is a line of thought in the management field which stresses the interactive nature and interdependence of external and internal factors in an organization. In the University administration, the strategy was to bring in some of the management principles into practice to achieve desirable results. Lack of systems arose mainly because of the large number of institutions, which were to be affiliated, students enrolled and examinations conducted in a time bound manner with minimal staff. This was compounded by the lack of decision-making machinery and statutory bodies, which were to be constituted on war footing. This in turn resulted in some decisions being made contrary to the ideal interests of the University as pointed out in the initial audit reports with an adverse tint. This necessitated creation of Systems in all facets of university activities, which included General Administration, Affiliation, Academic Administration, Examinations, Finance, Research Activities, Academic Processes, Student Affairs Activities, Purchase & Stores and Works.

7.1: Establishing All Statutory Requirements

1. Constitution of Quality Assurance Council: 02.07.2015
2. Malpractices & Lapses Enquiry Committee: 21.07.2015
3. First Planning Committee Meeting: 04.04.2016.
4. First Senate Meeting: 17-01-2017.
5. Complaints Cell formed: 26.05.2017
6. Gazetting of Academic & Course Regulations: 13-7-2017
7. Constitution of University Ethics Committee: 02.11.2017
8. Constitution of Research Council: 07.12.2018
9. Reconstituted Academic Council, Boards of Studies, Faculty, Boards of Examinations.
10. Representatives elected to Councils [MCI, DCI]
11. Regular Conduct of Meetings & Follow-up with Action Taken Reports
12. Regular conduct of Convocations (10 Nos, 61,575 convocated)
13. Streamlining Governance by forming Statutory Officers' Committee
14. Electronic File Management System.



7.2: Filling the Lacunae and bringing Quality into the Existing Establishment.

1. Automation & Digitalization of office procedures: September 2010
2. Online processing of all Student-related activities August 2011
3. Norms for Employee Management: EPF, Quarters, Promotions 27/09/2013
4. Housing Audit Department at University Head Quarters 14-01- 2015
5. Establishing Academic Staff College, 3 Schools & 8 Centres :13-2-2015
6. University Senate Hall commissioned: 28 April 2016
7. Recruitment of New PSC Appointees 17.10.2016
8. Revision of Syllabi: 25.02.2019
9. Auditorium of 4500 Capacity (construction under process)
10. Colleges to constitute Managing Councils, PTA, Students' Unions: 7-2-201
11. Modified Web Site Launched: 13-04-2019
12. Hostel Regulations approved: 24.5.2019
13. Minimum Standards & Requirements [MSR]: 24.05.2019
14. Scrutiny Committee for affiliation based on MSR
15. Quality Assurance brought in KUHS Administration

Quality Assurance

The concept of **Quality Circle** was implemented in all departments of the University.

Level-1: Each Section Officer and Assistants under him was made the basic unit of the Quality Circle;

Level-2: The Assistant Registrars, Deputy and Joint Registrars along with the Section Officers formed the middle level Quality Circle;

Level-3: Joint Registrars, Deputy Registrar, Assistant Registrars, University Engineer and Systems Manager (IT), Public Relations Officer were included in the higher level of Quality Circle.

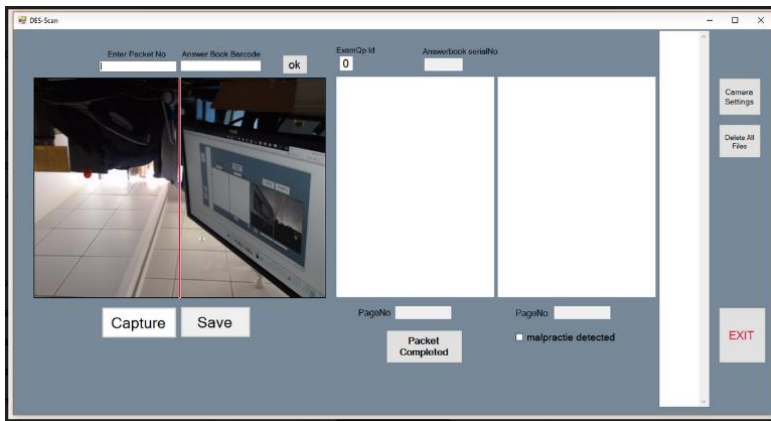
Level-4: Statutory Officers of the KUHS, namely, Vice Chancellor, Pro Vice Chancellor, Registrar, Controller of Examinations, Finance Officer, University Deans (Research, Academic and Student Affairs).



7.3 Minimum Standards & Requirements (MSR) for all courses

KUHS is conducting UG & PG courses under 7 faculties. Majority of the courses are under the regulatory control of Central & State Councils. There was no uniformity in minimum standards for various courses being followed in the University which resulted in Non uniformity in: qualifications and experience for teaching staff, teacher student ratio, parent hospital facilities, bed strength, land & infra structure requirement, conduct of inspections, conduct of scrutiny and finally sanctioning of affiliation to institutions. Hence, it was decided to prepare Minimum Standard Requirement formats under 3 major titles namely (i) Course details; (ii) MSR to apply for the course and (iii) MSR for starting a course. The steps taken were as follows:

1. Draft MSR for one UG course from each faculty was prepared under above 3 titles.
2. Draft format of MSR and model MSR of BSc Nursing & BPT was presented before Deans of faculty and Chairmen of UG-BoS and necessary corrections made.
3. MSR of each courses as per the model provided was prepared and an Expert committees was constituted who vetted the MSR of each course
4. It was observed that norms are common to all courses and repetition will make the individual MSR voluminous.
5. Hence, a general MSR incorporating general aspect of common requirement as per the revised Affiliation Statute by AC& GC and under consideration of GoK was prepared.
6. Individual course MSRs were prepared and approved by concerned BoS & Faculty and submitted to AC & GC for approval.
7. For courses with Central Councils, the council norms were taken as minimum criteria with necessary modification as per KUHS norms
8. Courses without Central Council like Para Medical & Allied courses the norms prepared have been made uniform and comparable.
9. MSR for PG courses are to be finalized after finalization of MSR for UG courses
10. Application proforma, Inspection & Scrutiny proforma etc are to be modified in accordance with MSR
11. Training given to inspectors and scrutinizers in accordance with MSR
12. A committee under Dr.M.K.Mangalam, formerly Registrar, KUHS and Joint Director of Med. Edn, Govt. of Kerala was formed to finalize MSR for Paramedical courses.



7.4: IT enabled Strengthening of the University Systems

I.T enabling using Open Source Operating systems was resorted to, in all the University departments, which are:

Examination:

1. *Pre-Examination:* Registration work, Exam Finance, steps taken to integrate Online Payment, Modified Attendance Module for Colleges, Modified Internal Marks Module for Colleges, Photo Affixed Admit Card Issued to all Colleges, Practical Admit Card, Automated module for sending Password to Chairman,
2. *Intra-Examination:* Modified Practical Mark Entry Module incorporating marks for record, Integrated Final Dissertation submission with Synopsis Module, Development of Examination Store Inventory module for University and Colleges, Telephonic and Email Support to College Administrators
3. *Post-Examination:* Result processing System, Provisional Results, Provisional Certificates, Final Mark lists, Transcripts, Degree Certificate incorporating Photograph of the candidate.
4. Online willingness collection for Convocation
5. Regular I.T Audit by External Experts.
6. Examination Manual gazetted

Digital Evaluation: In order to enhance the effectiveness of evaluation and minimizing human error in tabulation, piloting of digital evaluation with software developed in-house was implemented successfully and approved by an external expert committee.

Academic administration: University Suite, DCB Reports (Affiliation, Student Registration & SC student fees)

7. Hardware related works, Updation of Web site, Training to IT persons in all affiliated colleges and KUHS staff
8. SSI- Study Skill Inventory, Student Login Facilities
9. Faculty Enrolment Program: online registration with e-scheduler
10. Dual reviewer system in Synopsis, Student Verification Report in Colleges
11. KUHS Legal Suite
12. Malayalam fonts in documents, and conduct of Software training program for staff of all affiliated Colleges were some areas where extensive IT enabling was done.



7.5: Infrastructure Development

7.5.1. Works

Getting Govt. funds on time

Administrative Sanction from Govt. for infra structure development projects: Rs.82.63 Cr.

Completed Projects:

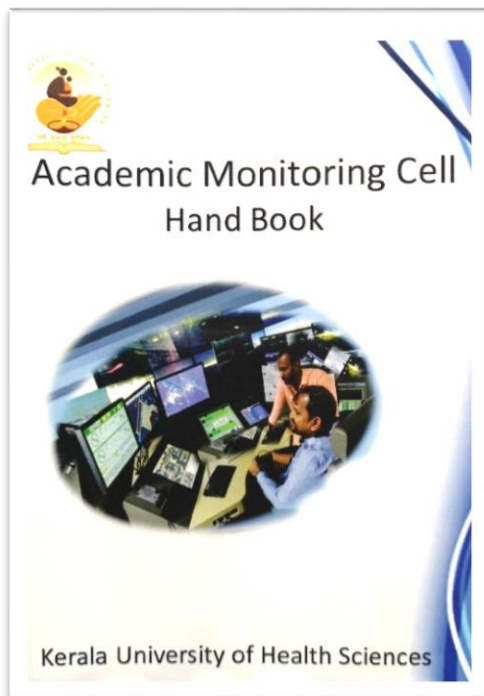
- Senate Hall (Rs.341 lakhs)
- Utility Building (Rs.425 lakhs)
- Staff Quarters-Type-II (Rs.191 lakhs)
- Mezzanine floor (Rs.39 lakhs)

Ongoing Projects:

- Academic Block Building with total Plinth area- 9689 m² (Rs.4500 lakhs)
- School of Research in Ayurveda at Thripunithura (Rs.3056 lakhs)
- School of Family Health studies -Kozhikode (Rs.714.37 lakhs)
- School of Health policy and planning at Thiruvananthapuram (Rs. 1650 lakhs)
- Construction of Staff Quarters: (Rs.743 lakhs)
- 200Kwp Grid Connected Solar Power Plant: (Rs.161 lakhs)
- Construction of Sewage Treatment plants (Rs.75 lakhs)
- Construction of Auditorium with 4260 seating capacity. (Rs.1792 lakhs)
- Providing Standalone Solar street lights (Rs.6.43 lakhs)
- Construction of Arch at the main gate (Rs.4.80 lakhs)
- Regular maintenance work

7.5.2. Electronic Purchase process

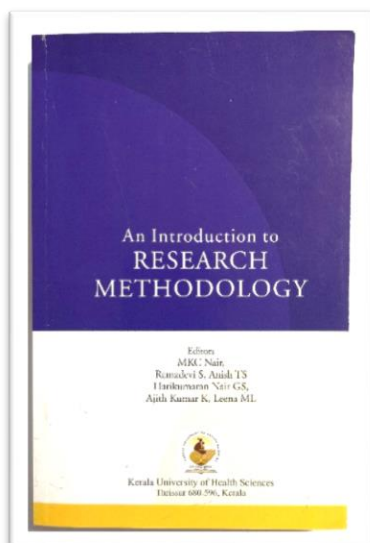
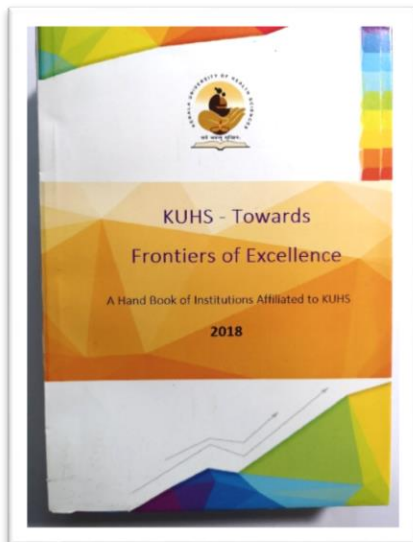
- E-Tendering
- Government e-Marketplace (GeM)
- Centralized Procurement Rate Contract System (CPRCS)
- Direct Purchase from Govt. of Kerala owned Public Sector Undertakings (PSUs)
- University Central Store Management



Innovative Initiatives

8.1: Academic System Initiatives

1. **Faculty Enrolment Program:** It is a comprehensive database of Teachers of Affiliated institutions which serves as the basis for affiliation, examinations and quality assurance programs. In the first stage of FEP, 11452 faculty members have been registered and QR Coded cards were distributed by the KUHS.
2. **Accreditation of Teachers:** KUHS devised a system for giving recognition to their teachers based on specific criteria, titled 'Faculty Academic Credit System (FACS)' for Faculty of affiliated institutions.
3. **Best Teacher Awards (BTA):** Criteria for BTA-2018 were based on the Faculty Academic Credit System Criteria, by the Committee duly constituted for this purpose, in a transparent manner.
4. **Academic Monitoring Cell (AMC):** Academic Monitoring Cell is based on the concept that, "First, the Institution Monitors itself and then the University monitors the affiliated institutions". The AMC is envisaged as a two tier system: Institutional Academic Committee at the institution and the Academic Monitoring Cell at the KUHS Headquarters. The whole process will serve as a stepping-stone towards KUHS Institution accreditation in the future.
5. **KUHS Quality Assurance System (KUHS QAS):** It is designed to monitor and evaluate the academic performance of affiliated colleges and recognized institutions for granting continuation of affiliation and periodical accreditation. QAS Guidelines have been approved by the Academic Council and the Governing Council.
6. **Administration & Management Training for KUHS Staff:** As a unique initiative, the KUHS has initiated a certificate program on University Administration and Management for 126 University Assistants, for enhancing professionalism in the University activities.
7. **Annual Principals' Conclave:** It is an opportunity for dialogue between University and affiliated colleges to ensure smooth functioning of both.
8. **University Anthem:** The University Anthem created is currently being played in all University functions, Convocations and Graduation Days of Affiliated Institutions.



8.2: Research System Initiatives: Creating Research Enabling Environment

The onus of creating a Research Enabling Environment in the affiliated colleges rests with the University and hence a systematic strategy was chalked out for the same.

Research Support

1. University Ethics Committee re constituted: 2.11.2017
2. Plagiarism Policy formulated: 28.03.2017
3. Research Council reconstituted: 07.12.2018
4. Methodology evaluation for PG Thesis synopsis: approx: 3000 students/year
5. MPhil and PhD Regulations formulated and gazetted
6. PhD entrance examination: qualified in 2019 no: 407.
7. Recognition of PhD Centres and PhD Guides

Research Methodology Training

8. Training Program for PhD Guides (80 nos) and PhD Course Aspirants (264 nos)
9. Ph.D. Entrance Examination cleared and ready for registration (407 nos)
10. District-wise training programs for faculty, Post graduate students and Under Graduate students wherever possible PG Thesis Guides – 570 nos., PG students -600 nos., UG students (sensitization programme)-1176 nos.
11. Research Methodology Workshop for Faculty – 64 nos., Bio-Statistics -18 nos.

Publication Support

12. Journal of KUHS- Health Science since 31.03.2015.
13. Publication of KUHS Research Methodology book for PGs titled 'An Introduction to Research Methodology': January 2017
14. Stream-wise compilation of PG Thesis abstracts: Nursing:252, medical on going
15. KUHS sponsored National Conference on Research for UG Students 200 participants on 9th and 10th November 2018
16. KUHS sponsored National Conference on Research for PG Students: 100 participants dated on 10th and 11th October 2018
17. KUHS Malayalam Journal "കുടുംബാരോഗ്യ കൗൺസിലർ" to encourage research publications of UG students' project work: 29.10.2018



EXAMINATION STORE AUTOMATION

User : Examination Store

Welcome - Examination Store

27 Pending Indents

24 Dispatch Pending

Item Inward Pending Status

Disp. No.	Disp. Date	CIN	College/Exam Centre
2018/DES/69	2018-06-22	D20	Royal Dental College, Chali Palakkad
2018/DES/83	2018-07-07	PM17	Medical Trust Institute of M. Sciences, Keshi
2018/DES/84	2018-07-07	PM17	Medical Trust Institute of M. Sciences, Keshi
2018/DES/86	2018-07-07	P09	Govt. Medical College, Kott.
2018/DES/111	2018-07-27	P25	St. James College of Pharm. Sciences, Chalakudy
2018/DES/147	2018-08-01	A13	Vaidyaratnam P.S. Varier Ay. College, Kottakkal, Malapuri
2018/DES/187	2018-08-13	P28	The Datto View College of PT Research Centre, Thiruvananthapuram
2018/DES/189	2018-08-13	P28	The Datto View College of PT Research Centre, Thiruvananthapuram



8.3: Establishing KUHS ASC, Schools

8.3.1: KUHS-School of Health Policy and Planning Studies, Tvpm (Outlay- Rs16.5 Cr.)

1. Training Programs in Research Methodology - 35 programs, 700 PG students from different health science streams throughout Kerala.
2. Research Guidance Clinic- catered to 283 persons, from different streams; medical, dental, nursing and Ayurveda (majority of them are faculty doing PhD/projects) accessed the clinic for consultation.
3. Workshop on 'Policy Studies Methodology'
4. Perspective Plan for KUHS is being validated.
5. Thesis Protocol Review- 600 (six hundred) protocols were reviewed at the center.
6. Research Project- on "Changing Family Environment and its Effects on Physical, Mental and Social health of individuals in Kerala - a KUHS study".
7. Policy Interventions- on Breast feeding promotion in partnership with Indian Academy of Pediatrics, Certificate program in lactation management for Nurses, Revamping Baby Friendly Hospital initiative.
8. Round Table Discussions- on "National Health Policy 2017: An academic cruise and suggestions for the way forward",
9. "Crisis Management of Fever Epidemic in Kerala" – a report with conclusions, lessons learnt and recommendations,
10. Management Guidelines prepared- Eg. Leptospira.
11. Certificate Program in Research Methodology (Participants-408 Faculty)
12. Certificate Program in Biostatistics (Participants-125 Faculty)
13. M.Phil. Program in Clinical Epidemiology (12 Seats)
14. Land: One Acre of land has been allotted to construct permanent building for SHPPS in Govt. Medical College Campus. (GO (Rt)No. 211/2018/H&FWD dated 19.01.2018)
15. School of Health Policy & Planning Studies building construction
 - 2018-19- 1st Phase: Rs.650 lakhs
 - 2019-20- 2nd Phase: for Rs.1000 lakhs



8.3.2: School of Fundamental Research in Ayurveda, Thripunithura

The school started functioning on its own building on 3rd October 2017 with the objective to;

- (1) develop a Structured data base of Post graduate dissertation
- (2) Skill development programmes
- (3) To start conceptual studies
- (4) Coordinate the four KUHS approved multi-centric clinical trials.

- **Structured Data base of PG dissertations-** 1035 dissertations have been converted through this initiative started on 16th October 2017
- **Skill Development Programmes:** 16 Skill development programmes, Training programs, Faculty Improvement Programmes and Workshops on Research Methodology have been conducted (117 faculty) statistics (207). An exclusive Research Methodology Conclave in association was organized with PG student's association on 7th and 8th March 2019.
- **Research Projects:** 11 projects have been vetted by the KUHS Technical Committee.
- **Publication:** "Notes on Qualitative Research Methodology for Ayurveda faculties".
- **Certificate Programme:** 'Certificate Programme on Ayurveda Research Methodology

8.3.3: Academic Staff College, Thrissur.

As a first step, prepared the database of 11452 Faculty under KUHS Affiliated Institutions. Based on the data collected from Faculty Enrolment Program, the gaps identified in quality enhancement of faculty of affiliated institutions. The training programs are as follows:

Level-1: for Entry Level Faculty

Level 2: for Middle Level Faculty (Associate Professors)

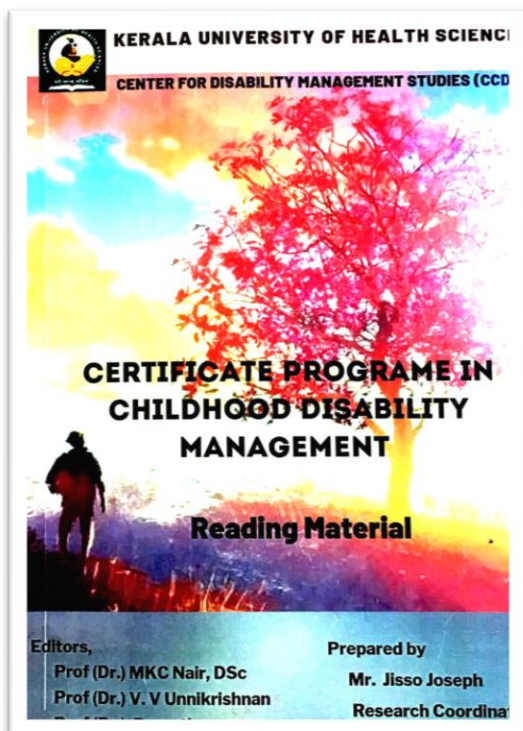
Level-3: for Higher Level Faculty (Professors, HoDs)

Level-4: Principals' Conclave.

Prepared Guidelines for Faculty Academic Credit System and gave away the first-ever KUHS Best Teacher Awards 2018, based on these guidelines. Currently conducting Certificate Program in University Administration and Management for University Assistants (in collaboration with Institute of Management in Government, Kerala) a unique initiative in the country. 127 permanent University Assistants are being trained in this program.

8.3.4: School of Family Health Studies, Kozhikode

1. Training of PG Nurses of Directorate of Health Services 65 nos.
2. Certificate Program in Family Health 89 nos.
3. Publication- ToT Program for PG Nursing Staff of Kerala State Health Services
4. Land acquired near IMHANS, Kozhikode
5. Building construction entrusted to Kerala PWD.



8.4: Establishment of 8 Centres at KUHS HQs

These have been established at the KUHS Headquarters. 8 Research Assistants are engaged to take the research activities forward, under the administrative control of University Deans. The activity of each centre is divided into research, training, documentation and community extension. A total of 1260 Faculty members have been trained so far.

i. Centre for Medical Simulation Studies (Participants-95 Faculty, Outlay 15.37 Cr)

- Objective: To establish a skill lab to train under graduates, post graduates and teachers in various procedures and techniques, reduce avoidable trauma in the present practice of using patients as objects of training from the beginning.
- Certificate Program in Clinical Skill Simulation for KUHS Faculty: 90 participants
- Research Project: 'Facility Assessment of Clinical Skills Simulation in all the Educational Institutions affiliated to KUHS'

ii. Centre for Disability Management Studies (Participants-115 Faculty)

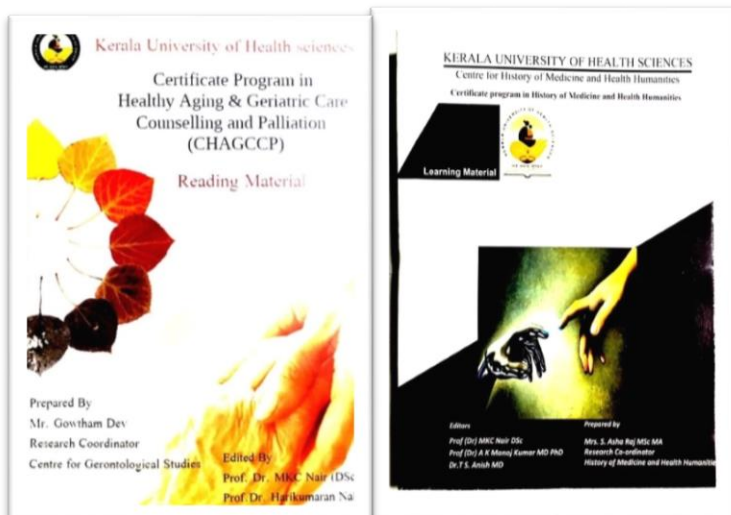
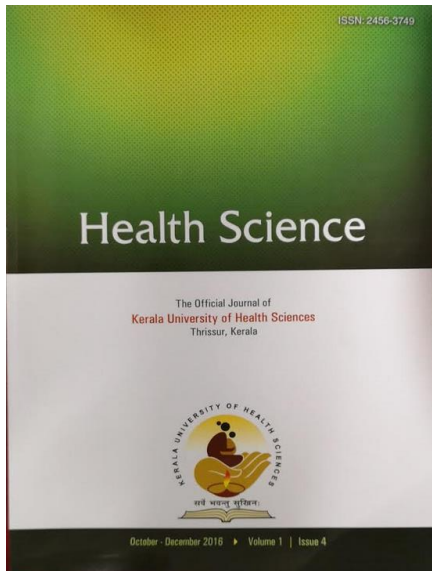
- Objective: To provide an academic and research backdrop to disability management initiatives of the state.
- Certificate Program in Childhood Disability Management
- Research Project 'Need Assessment of Differently Abled People across Ages'

iii. Centre for Health Care Counselling Studies (Participants-143 Faculty)

- Objective: To provide essential health care information to the patients and care givers with the concept of Bio- Psycho Social Model of care giving.
- Certificate Program in Bio-Psycho-Social approach in Health Care Counselling
- Research Project 'Needs Assessment on Health Care Counselling in Health Care Delivery System'.

iv. Centre for Basic Health Science and Bio- ethics Research (Participants-118 Faculty)

- Objective: To promote, facilitate and coordinate basic medical science research in affiliated institutions and research centres under KUHS in Kerala.
- Certificate Program: Advances in Basic Science- Diagnostics, Therapeutics, Rehabilitation Technology and Bioethics.
- Research Project: Ethical Considerations in Research among PG Guides in Health Science Teaching Institutions under Kerala University of Health Sciences.



v. Centre for Inter-Disciplinary Allied Sciences & Technology Studies (Participants-192 nos)

- Objective: To promote interdisciplinary research within the health sector, allied science and with specific focus on technology collaboration with all branches of science and technology relevant to health of people.
- Certificate Programmes: Good Clinical Laboratory Practices & Quality Assurance System in KUHS affiliated institutions.
- Research project: 'Situation analysis of Undergraduate Allied Health Sciences under KUHS'.

vi. Centre for Studies on Health of Young Adults (Participants-344 Faculty)

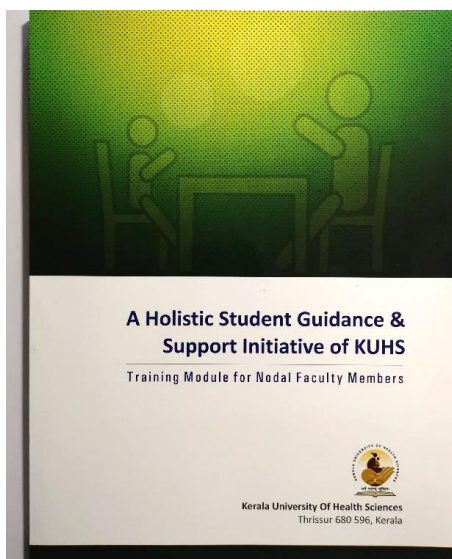
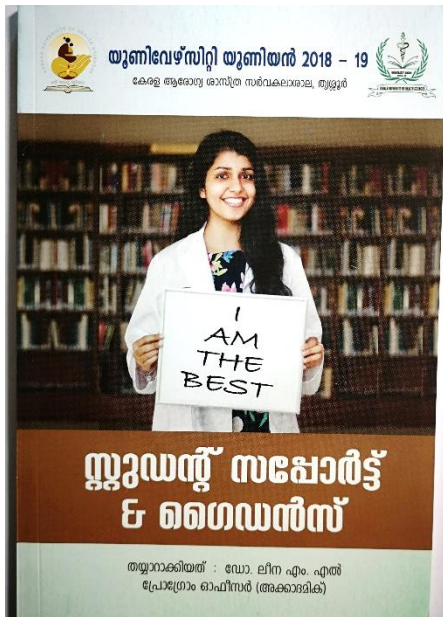
- Objective: To assess the burden and aetiology of academic, lifestyle, mental health and reproductive health issues of young adults (15-24 years) and to develop appropriate intervention strategies
- Certificate Program: Young Adults Guidance and Counselling
- Research Project: To assess the College-Level Study Skills using 'Study Skills Inventory', which will assist in providing students with immediate feedback on their current approach to college-level study skills.

vii. Centre for Gerontological Studies (Participants-184 Faculty)

- Objective: To conduct academic and research activities in the area of Healthy Aging, Geriatric care, Counselling and palliation.
- Certificate program: "Healthy Ageing & Geriatric Care, Counselling, Palliation"
- Research project: 'Assessment of Physical, Mental and Social Health Status of Elderly in Government Old Age Homes of Kerala'

viii. Centre for History of Medicine Systems and Museum (Participants-69 Faculty)

- Objective: To study evolution of medicine, both western and Indian and to promote the concept of health humanities, as a subject of broader interest among Health Care Professionals towards transforming them as more considerate empathetic.
- Certificate Program: "History of Medicine and Health Humanities - Family Health Care.
- Research project: A qualitative inquiry to assess the need of Humanities concept among Health Care Professionals.



8.5: Student Welfare Initiatives: Creating Student Friendly Environment

KUHS- Student Support & Guidance Program (SSGP)

The University is committed to put in place systems which are innovative, student friendly and towards empowering students to excel in their chosen fields of study and help develop human values in the students. SSGP is a program which is conceived with the objective of keeping Academic success as paramount. Even though, faculty spends a lot of time to teach, they do not often guide students on how to learn.

Improving Learning Skills:

- A Study Skills Inventory was administered to 14,145 students.
- The findings are: Problems in Test preparation 37%; Lack of Concentration 26%; Poor Time Management 85%; Inadequate Textbook Preparation 59%; Poor Note Taking 69% and Poor Memory 28%. Appropriate interventions are being offered by SSGP trained Faculty to overcome the above difficulties at their institution itself.

Counselling Program: Two faculty members in each affiliated institution are trained in basic 'Guided Counselling' to empower them to identify and support 'at risk students'.

- 258 SSGP units have been formed and 424 faculty members have been trained.
- 931 cases have been reported in one year, including;
 - Academic issues - 419,
 - General health issues – 132,
 - Reproductive health Issues – 121,
 - Mental Health Issues -251,
 - Substance abuse - 8
- All these students have been taken care of by Teacher Counsellors.
- PCOS has been taken up by University Union as the key project this year.

Preparation of Bye Laws: The following Bye Laws were prepared and approved by the Governing Council; KUHS Students Union, College Students Union, Parent-Teacher Association and Sports and Games Competition.

Board of Adjudication for Student Grievances: This committee chaired by the Pro-Vice Chancellor, addresses any examination/evaluation related grievances of students.

Studentship: KUHS Student Support Scheme was introduced as one-time financial assistance of Rs. 20,000/- each to the UG students belonging to BPL category. Program started in 2017, is continuing with annual expenditure of around 5 Crores to the University.



8.6: KUHS Staff Welfare Initiatives

Sarga: The Cultural organisation of KUHS Employees conduct;

- Regular cultural programs
- Sports activities
- Yoga training
- Periodic Medical camps for the staffs
- Observance National Days
- Periodic Fire Drill
- Financial assistance for medical support in emergencies.
- Providing water for birds during hot summer months
- Maintain a literary library with over 1500 books in Malayalam & English languages.

Women- friendly initiatives: Hygienic sanitary napkin disposal facility, Women's day program, Mothers room, Awards for women House-keeping and sanitary workers.

New Staff quarters in the campus: Outlay Rs.10 Crores

Staff welfare fund: Separate budget allocation for staff welfare fund

Disabled Employees: Honouring disabled employees on World Disabled Day. During Convocation of the University only the Band by disabled children are used.

Transportation Facility: University provide transportation facility to all staff.

Medical Check-up: The specialist faculty of Govt. Medical College Thrissur help conduct regular medical check-up and specialised services for needy.

Basic Life Support Training: All staff of the University was given Basic Life Support Training by experts in the field.

Grievance Redressal Committee: This committee takes care of the grievances of the University staff, student grievances other than examination and complaints from affiliated institutions.

Committee Against Workplace Harassment: this committee is functioning under a lady Joint Registrar to address any complaints of harassment against women in workplace.

Green Campus protocol: KUHS Haritha Mission Committee chaired by the Pro-Vice Chancellor, monitor the 'Green Campus, Clean Campus' initiatives supervised by Government Officials from Haritha Mission, Kerala.

Training program: KUHS has a unique program of giving training to all the assistants on University Administration & Management by Institute of Management in Government, Kerala



8.7: KUHS Outreach Programs

KUHS-Aardram PG Nurses ToT Program: This is designed to provide training for Nurses of Kerala Health Services for the purpose of propagating the concept of Family Health as envisaged in the AARDRAM Mission of the Govt. of Kerala. 65 Post Graduate Nurses were certified, and they in turn will function as resource persons in the Health services sector. The output will be training modules in Malayalam in Family Health Subjects for further Training Programs. This will benefit the health sector in a significant manner.

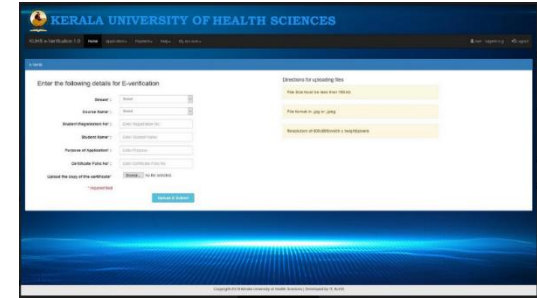
Mrithyunjayam: Mrithyunjayam is a programme organised by KUHS-NSS cell in the year 2018, aimed at giving training on Basic Life Support through which the life of a person can be saved in times of emergency. It is administered to students of Universities other than KUHS through trained NSS Volunteers of KUHS. The programme aims at organising a ‘Sannadha Sena’ of 2.5 Lakhs students of all colleges in the state and all students under this University are trained in BLS Methodology. District level training on BLS to NSS officers and volunteers was completed and college level training is going on.

National Service Scheme: The KUHS NSS Cell is functioning with 9400 volunteers enrolled in 94 units across the state. Four regional coordinators are monitoring the activities. Last year an amount of Rs.22,54,000/ was spent for regular activities and special camps. The major attractions of the NSS activities include: Observation of National and international days, Green campus, Breast Feeding Week, Swachh Bharath Mission, and blood donation camps.

Student Council & Students Union: Students Council, chaired by PVC supervises the University Students union, which has since adopted and is implementing Life-Style Modification Programs. Topics covered included; (i) Psychological issues of Young Adults (ii) Prevention of Life Style disorders (iii) Health Science Education-Academic issues (iv) Reproductive health issues among young adult and (v) Student Support schemes.

Update Series: A series of Eight Seminars to highlight the latest developments in the respective specialities are being conducted in a de-centralized manner at the affiliated institutions. The concept is a resounding success, and is continuing.

Flood Relief: Almost all institutions under KUHS participated in the flood relief activities, and the best among them were given ‘Awards of Appreciation’ by KUHS. Rupees One Crore was donated to chief ministers flood relief fund by the university.



8.8: Innovations in Finance Management & Purchase

Strengthening the Finance Branch is paramount to ensuring the administrative robustness of a University. The Finance Officer was empowered to initiate steps to achieve these ends. The following innovations have been made;

Accounting System: Accrual basis of accounting was adopted, which is a method of recording transactions by which revenue; expenses, assets and liabilities are reflected in the accounts in the period in which they accrue.

Preparation of Budget Estimates: All branches of the University are consulted for ascertaining the anticipated expenditure before preparation of the Annual Budget Estimates every year. New budget heads are introduced based on the needs of the branches.

Prompt compliance to Audit observations and Audit Reports: It is ensured that clarifications/explanations required during Audit are furnished within a reasonable timeframe. Final compliance to the Audit Reports are uploaded to the AIMS software (Audit Information Management System) of Kerala State Audit Department.

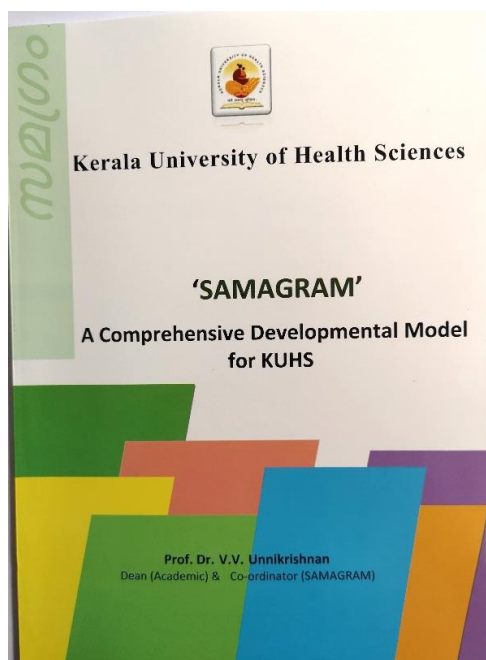
Investment in fixed deposits: Surplus funds are invested in short term fixed deposits with Government treasury. The investment transactions have been computerised.

TA and remuneration payments: Payment of TA and remuneration bills in respect of inspection and meetings are scrutinised manually and are effected through a software.

Online receipts: The University in April 2018 switched over to the system of on line receipts.

Employees Provident Fund: Computerised the PF credit cards

Examination Finance Section: All payments are made through NEFT/RTGS, introduced text messaging system to mobile numbers of observers, examiners and evaluators with details of payments made to them, sending system-generated e-mails to all colleges with all the settlement details after final settlement of expenditure of each examination for easy disbursement of examination remuneration at college level. Cash Book, Journals, Vouchers, and Payment Registers are computerised. After grouping of bills of different examinations of same discipline, payment is made to the account number mentioned by the evaluator/examiner in the bill.



Payment

Entry Date: 18/09/2019 FY: 2019-2020

Section: FINANCE Link In:

Location ID: --Select-- @ Non Plan @ Plan @ Other

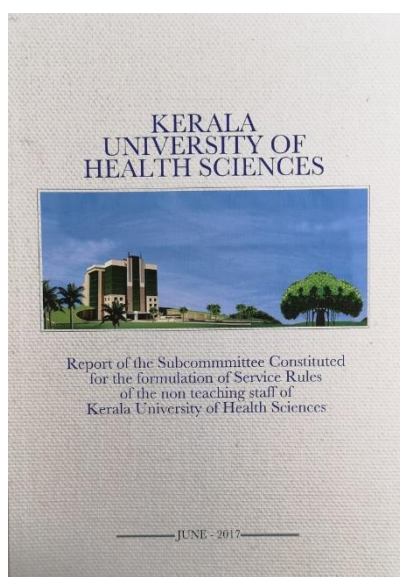
Description:

Type	Budget Head	Ledger Account	Debit	Dr Account	Cr Account
Dr	00-0000-00				
Cr	00-0000-00				
Dr	00-0000-00				
Cr	00-0000-00				
			0.00	0.00	0.00

Doc Ref:

Check: TRAVEL, REVENUE Bank Name: 18/09/2019

Save



9 Major Administrative Innovations

9.1 Perspective Plan for KUHS

The University has prepared a perspective plan for educational development for the location of institutions of higher learning in a manner ensuring equitable distribution of facilities for higher education in Medical and Allied Sciences having due regard, in particular, to the needs of unserved and underdeveloped areas within the jurisdiction of the University. The Perspective Plan has been evolved based on qualitative research reflecting perceptions of all stake holders and the same has been converted into a scoring system, and it is being validated at present. This would enable KUHS to permit new colleges and new courses as per needs of the community.

9.2 SAMAGRAM Program

In order to ensure the effective implementation of academic and administrative programs of the University, and to ensure efficiency and good order of the University, a unique program has been designed to be implemented in the University. This is a Comprehensive, Co-ordinated, Monitored, Measurable implementation of existing University Programs in a Fast-track Mode. It functions as a potential system for Internal Monitoring, Quality Assurance and Process Audit and also serves as an Institutional culture of the University. Components of the Samagram Project are already incorporated and budget allotted under the Academic Staff College, Schools and Centres. The project has since been approved by the Planning Committee on 18-12-2018. A 3-tier Structure has been formed for its effective functioning.

- Tier-1: (Samagram Implementation Committee) consists of Section Officers, and their Assistants. They are basically the 'Quality Circle' at the ground level.
- Tier-2: is the committee of Assistant Registrars and Section Officers.
- Tier-3: (SAMAGRAM Core Committee) consists of Assistant Registrars, Deputy Registrars and Joint Registrars along with University Engineer and Systems Manager.
- Tier-4: consists of Statutory Officers.

It is a collective decision making system as well.

9.3 Process Evaluation Project

A Process Evaluation of 10 Years of existence of KUHS is being prepared, in collaboration with Indian Institute of Management, Kozhikode. This is expected to objectively evaluate the existing processes/systems and suggest modifications from a management perspective.





The Way Forward

During my tenure at the KUHS, I believe we could put in the best management strategies adapted to an academic environment. Upholding the five basic tenets of the University, particularly to 'Always Go by Rule Book' has paid off in facing difficult situations in the last five years. However, in the coming years, the changing Government of India and State Governmental policies, might result in changing priorities, which are to be closely followed, so that the ground realities in the state are not missed out. Being a University which takes different systems of medicine under its wings, pragmatism has to be exercised to move ahead and flourish. The entry of foreign universities could open up wide areas for healthy competition. Inter disciplinary research and collaboration are promising areas.

The following thrust areas are identified as priority actions for next 2 years;

1. The seven storeyed building at KUHS HQs for Pareeksha Bhavan, Vigyan Bhavan and Sanskruthy Bhavan (Auditorium with 4500 seats) to be made fully functional.
2. University Convocations for all graduands to be held at Sanskruthy Bhavan twice a year
3. The Simulation lab to be made fully functional and elevated to a Centre of Excellence
4. Academic Staff College at KUHS Head Quarters to provide faculty training to enhance academic standards and Quality Assurance System based accreditation process.
5. School of Health Policy and Planning Studies at Thiruvananthapuram to be made the nerve centre for Governmental policy enabling community research programs.
6. School of Ayurveda at Thripunithura to accommodate all AYUSH components.
7. School of Family Health at Kozhikode to be the research centre for facilitating quality Family Health Centres all over Kerala.
8. Health Care Counselling: Bio-Psycho-Social model of care to be popularised.
9. The concept of Research Enabling Environment to include all affiliated institutions for promoting Postgraduate, M. Phil, Ph.D. and Post-Doctoral research
10. Promoting Students Support & Guidance program in other Universities in Kerala.
11. Being 'Student Friendly' should continue to be the hallmark of KUHS

Looking ahead, it is hoped that the KUHS has a great future ahead.



As I pen off...

This document is primarily an Academic Tribute to the Registrar, Prof. (Dr.) M.K.Mangalam, who completes her term on 27th May 2019, and goes back to her parent department as Joint Director of Medical Education. It is virtually the story of KUHS during the past four years which witnessed some of the most vital milestones in its growth. This is the compilation of the documentary evidence furnished by various heads of administrative departments of the University. The last five years of the KUHS were, to say the least, momentous. The University delved into the process of establishing various systems within its overwhelming constraints.

A committed team of Academicians and Officers worked with enthusiasm, under the visionary and energetic helmsmanship of the Vice Chancellor, Prof. (Dr.) M.K.C. Nair, Pro Vice Chancellor Prof. (Dr.) A. Nalinakshan, who literally burnt the midnight oil to get the administrative machinery constantly on the move, the near-legendary administrative leadership and people management skills of the Registrar, Prof. (Dr.) M.K.Mangalam, and Prof. (Dr.) P.K. Sudheer, the former Controller of Examinations whose grit and perseverance in getting the Examination system in the robust state that it is today. I was fortunate to be here to get a ring-side view of the actions, which were ultimately meant to establish the various administrative and academic systems firmly in place. Prof. (Dr.) C.P. Vijayan (Controller of Examinations), Prof. (Dr.) G.S.Harikumaran Nair (Dean-Research), Prof. (Dr.) A.K. Manoj Kumar (Dean, Student Affairs) gave the academic support, and the Finance Officer, Sri.K.P.Rajesh provided effective advice on financial propriety and management, in the endeavour as members of the core team. I was fortunate to experience the warmth and strength of their unstinted support in this effort as Dean (Academic).

SAMAGRAM is unique concept with a literal meaning of “Comprehensive”. It is an all-encompassing program, which is designed to steer the University forward with a clear vision in an inclusive manner, thereby resulting in enhanced effectiveness in a fast track mode. The concept of quality circle is woven in to the system wherein the basic tenets of the university are implemented in letter and spirit. In my capacity as the Co-ordinator of the SAMAGRAM Program, I take this opportunity to thank all the Officers and staff of the university who wholeheartedly made their respective contributions. I also place on record the warmth and gratitude for those who gave in their best for this university during its initial period of existence, but are no longer in active service.

It is an ongoing effort. Like a flowing river, the KUHS moves on, forward. Let’s continue to contribute to the great movement, called KUHS!

Dr. V V Unnikrishnan
Dean (Academic) &
Co-ordinator, SAMAGRAM

SENATE MEMBERS

1. The Chancellor
2. The Pro Chancellor
3. The Vice Chancellor
4. The Pro Vice Chancellor
5. The Secretary to Govt, Health
Dept i/c of Medical
Education,Tvpm
6. The Secretary to Govt, Higher
Education Department, Tvpm
7. The Secretary to Govt, Finance
Department,
Thiruvananthapuram
8. The Director of Medical
Education, Thiruvananthapuram
9. The Director of Health Services,
Thiruvananthapuram
10. The Director of Ayurveda Medical
Education, Tvpm
11. The Director of Indian Systems of
Medicine Dept, Tvpm
12. Principal and Controlling Officer,
Govt Homoeopathic Medical
College, Tvpm
13. The Director of Homoeopathy,
Thiruvananthapuram
14. The Chairman of the University
Students Union
15. The Registrar, Kerala University
of Health Sciences, Thrissur
16. Dr. K Mohanan
17. Dr. Anilkumar S
18. Dr. Ansari P.Y
19. Dr. K.L. Babu
20. Dr. Saleena Shah
21. Prof.Mary Mathew
22. Dr. Sankar S
23. Dr.Thomas Mathew
24. Dr. T.K Uma
25. Dr. Anita Balan
26. Dr. Bincy R
27. Dr.V Padmaja
28. Dr. Thomas George
29. Shri. R. Murugan
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34. Dr. S Saji Kumar
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39. Dr.Muraly C.P
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68. Dr. Arun Kumar R
69. Dr.B. Kamaraj
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71. Sri Saji V
72. Adv. Dr. P Krishnandas
73. Shri.Ashik Lal M.H
74. Shri.Mohammed Shiyas
75. Kum.U.Anjana Suresh
76. Dr.Sharath Kumar P
77. Shri.Ramesh K.R
78. Kum.Sindhya Madhuri M.S
79. Kum.Aneesha Basheer .A.M.
80. Kum.Nandini P.N
81. Shri.Siddikh V
82. Shri.Salwan M.A
83. Shri.Muraleedharan M

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17. **Dr. M K Mangalam**, Registrar KUHS (Member Secretary), 9846286549 drmkmangalam@gmail.com

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57. Dr. Jemini M
58. Smt.K.P.Seenath
59. Shri.Prasanth.M.S.
60. Dr. Reena John
61. Dr. B. Satheesan
62. Dr.V.V.Unnikrishnan
63. Dr. P. Krishnakumar
64. Dr. Sylaja P.N.
65. The Director of Medical Education
(Ex officio)
66. The Director of Ayurveda Medical
Education (Ex officio)
67. The Principal and Controlling
officer of Homoeopathic Medical
Colleges(Ex officio)
68. Dr. Sudha .S.
69. Dr. Sunitha Viswanathan
70. Prof. Sujamol Scaria
71. Prof. K. Radha