

### 6.1.2. Institute strategic plan and deployment document/ Case studies/ Institute level roles and responsibilities and authorities/ Institutional level minutes

#### Institutional practices....

Centurion has “**Shaping Lives and Empowerment of Communities**” as its vision. Therefore, institutional practices have been radically innovative and dynamic. This is possible by our transformational leadership and practices. Centurion has been facing many challenges in institutional practices. In order to overcome the challenges, CUTM has a leadership of original thinking and has devised various practices in consonance with the vision and mission and organisational goals.

- **Learning Organisation:** Transformational change needs out-of-the-box thinking as every change requires a specific strategic process of approach. Flexibility, dynamism, and constant flux are hall marks of such processes. Being located in remote areas, it had to experiment with appropriate and innovative HR practices like performance based incentives and dis-incentives to attract and retain faculty. An ideal Centurion faculty is the one who is in perfect tune with academics and its application aligned to the market.
- **Governance:** We at CUTM follow the practice of collaboration, transparent sharing of information, negotiation as a basic tool of decision making, smart procedures, and digital governance. So it practices paperless office, paperless examinations, Slack for workflow management, and ERP for both academic and non-academic management. Our trans-functional Research Centers (RCs) focus on publications, products and patents.
- **Organisational structure and process:** The self-financed CUTM follows mixed model of governance, that seamlessly blends the typical academic administration structure, with that of the corporate financial and revenue management structures. Wherever required, structures are separated. Accountability is strictly linked to authority.
- **Values:** Giving importance to merit over seniority, encouraging out-of-box and innovative thinking, hands-on practice approach, taking risks and challenges, having market or client orientation, problem solving are all encouraged as values. Stake holders are made to negotiate their positions based on common interests. Logic is given precedence over hierarchy or authority. Timely action is of essence. A fierce independent, accountable, merit oriented culture is encouraged. Iconoclasts are encouraged and conformists discouraged.
- **Student governance:** Students are encouraged to think beyond the classroom, give feedback, co-create curriculum/ content/ learning infrastructure and they have amply lived upto these expectations. They are encouraged to think of ‘**earn-while-learn**’, by **creation and commercialisation of value**. Students are also encouraged to publish and develop products by DIY ( Do It Yourself) approach. Students participate in over 20 different **Culture, Sports and Responsibility (CSR) clubs**. Field orientation, risk taking and discipline are highly encouraged. Students are also encouraged to express themselves clearly and fearlessly. Any indiscipline is firmly dealt with by specific committees.

- **Financial management:** Financial management in Centurion follows best corporate practices. Budgeting is done and adhered to by proper audit. There is a corporate reporting structure and a CFO for the university.
- **Quality control:** In order to have effective quality control, an **academic audit** is periodically carried out as per norms. In addition, **green audit, energy audit and water audit** is done routinely.