

# INSTITUTIONAL REVIEW REPORT

# UNIVERSITY OF JAFFNA



9<sup>th</sup> to 13<sup>th</sup> May 2011

## **Review Team :**

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## 1. A BRIEF INTRODUCTION TO THE UNIVERSITY AND ITS REVIEW CONTEXT

The University of Jaffna (UoJ) is one of the major national universities in Sri Lanka, located in the Jaffna peninsula 440km from Colombo. UoJ was initially established as Jaffna Campus in 1974 with two Faculties: Humanities and Science. With the implementation of the Universities Act No.16 of 1978, the Jaffna Campus became an independent University as University of Jaffna with effect from January 1, 1979.

The UoJ consists of one Campus, (Vavuniya Campus), six Faculties, (Agriculture, Arts, Medicine, Management Studies & Commerce, Science and Faculty of Graduate Studies), one Academy, (Ramanathan Academy of Fine Arts), and six units namely; Sports Science Unit, The Physical Education Unit, Human Resource Advancement Unit, The Worker Education Unit, Extra Mural Studies Unit, and Centre for Development of Fisheries (CDF). All faculties of the UoJ are located in close proximity at present and this has enabled the University to establish an efficient control over administration.

The Faculty of Arts, and the Faculty of Science are the oldest faculties of the UoJ and were established in 1974. The Faculty of Medicine was established in 1978. The Faculty of Agriculture, Management Studies & Commerce, and the Faculty of Graduate Studies were established in 1990. The Vavuniya Campus was established in 1997.

The Faculty of Medicine, established in 1978 has pioneered in introducing multidisciplinary paramedical undergraduate degree programmes such as nursing, pharmacy, medical laboratory science, in addition to its major commitment of conducting MBBS degree programme. The Faculty of Graduate Studies, one of the youngest faculties in the University, co-ordinates all postgraduate programmes of all faculties.

The Vavuniya Campus was established in 1997 by elevating the status of the Northern Province Affiliated University College of the University of Jaffna which was established in Vavuniya in 1991. The campus has progressed basically with two faculties, namely; Faculty of Business Studies and Faculty of Applied Sciences.

The review team was very pleased to note that university has evolved from its beginning to its present status as a modern university that provides high quality education in a number of disciplines.

The institutional review team consisting of the following members visited the UoJ on 09<sup>th</sup> of May 2011 and took part in the activities listed in the programme schedule (annex)

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The self Evaluation Report (SER) was made available to each member of the Review team a few weeks prior to the visit. The Review team requested the University Co-ordinator to effect slight changes in the schedule of visits. During the visit the review team was pleased to observe

that all those members of UoJ who took part in meetings and discussions were very active and mindful of the review process. The arrangements of visit to all faculties, the Vauniya Campus, Ramanathan Academy of fine Arts, library, hostels and the sports centre, and the Department of Siddha medicine were scheduled with great commitment and enthusiasm.

All the relevant documents, pertaining to the review were made available to the review team on request.

## 2. REVIEW TEAM'S VIEW OF THE SELF EVALUATION REPORT

SER submitted by the university has been written on the guidelines given in the Quality Assurance (QA) handbook. However the review team is of the opinion that it is not sufficiently comprehensive. The executive summary on the 1<sup>st</sup> page does not give a summary of achievements, analysis of developments of the university, under the eight major titles. An outsider reading the executive summary of the SER may not at a glance get adequate information, about the outcome of the quality assurance strategies followed by the university for the past few years. However, the reviewers understand that the university has made a great effort in establishing and maintaining the quality standards in all aspects under review.

Further, the Jaffna University being the parental University of Vavuniya Campus, a separate chapter/section/paragraph under each heading should have been included in the SER to show the functioning of the campus under the proper guidance and supervision of the Senate and the Council of the Jaffna University. There is very little mention about the Vavuniya Campus in the SER and it looks that it is a severe drawback in the SER.

The Self Evaluation Report (SER) has been initially submitted to the Quality Assurance and Accreditation Council, division of the University Grants Commission during the tenure of Professor N Shanmugalingam as the Vice Chancellor of the University of Jaffna.

The submitted SER covers the following aspects, Background of the University, the Academic Development process which has taken place, University Goals and Corporate Planning, Financial Resources and Management, Research, Quality Management and Administration, Quality Assurance, Staffing, Communication Process, Learning Infrastructure and Student Support, External Degree Program, University/ Industry/ Community/ Other extension activities and Conclusions

Having had discussions with the relevant staff together with the visits on the above aspects indicated in the SER, during the review visit as per the Agenda, it was conveyed to the incumbent Vice Chancellor Prof Ms Vasanthi Arasaratnam to submit amendments (if any) as soon as possible. These amendments are expected to cover comprehensive details which are not covered in the SER submitted and responses to cover some issues raised.

This is because it was observed by the Review Team that there have not been sufficient deliberations with all sections of the University community in the preparation of the SER. Such a Report should once drafted receive the comments from the sections of the community who contributed to it for further comments if any before the final submission.

Some specific comments from the SER is the lack of indication of a Master Plan, with Physical layout locations of the Faculties and other main buildings (pgs 2/3), no indication of the specific contributions from the Heads of Academic and Administrative divisions on the

preparation of the Draft estimates (pg 6), as to the Vavuniya Camps its submission of separate Annual Reports and Accounts (pg 7), in the absence of sufficient Asst Bursars how the finances are managed in such faculties etc with alternate arrangements (pg 8), in the absence of Chemicals etc for practical work how the practical / laboratory work were conducted and quality and academic requirements maintained (pg 9), the mechanisms adopted for Quality Management and Quality Assurance through various cells / committees at different levels, how the quality of Education in Teacher Training was maintained (pg 17), why the Course Unit system has not been adopted other than in the Medical Faculty (pg 19), lack of uniformity of the appointment of External Examiners across faculties and the reasons for same (pg 19), with the departments being short staffed, either due to lack of cadre or due to cadre not being filled what alternate solutions were adopted (pg 21), a typographical error Clock/Cloak (pg 23), the need to upgrade the ELTC to a ELTD, by doing so how would the service to other departmental students be improved and quality enhanced (pg 27).

According to the guidelines given in the QA handbook (Page 25), the university's SER document should include analysis and comments on the outcome of subject reviews. Although there was no mention of this, in the SER the reviewers were very pleased to note that all subject / programme reviews of all faculties have been conducted in time.

The QA handbook in its appendix to Annex A, gives an excellent guideline for writing the self-evaluation reports. However the specific details / answers required or expected under each of the sections, listed in the QA handbooks have not received much attention of the authors. The reviewer's view that the sections on University Goals and Corporate Planning, Quality Assurance and Research particularly need to be made more comprehensive and updated before the SER document is uploaded into a website by the UGC.

However, the SER submitted indicates that during the Review Period which was mostly during the conflict times, the University has made every effort to satisfactorily sustain its development with much difficulty.

Review teams views/observations of the major sections will be presented under individual titles and overall recommendations will be listed at the end of this document. The observations and comments on the eight aspects have been made solely on the facts presented in the SER, documents submitted to the review team and the discussions held.

### **3. AN OVERVIEW OF THE UNIVERSITY APPROACH TO QUALITY ASSURANCE**

The SER lists the Vision Mission and the eleven objectives (in bullet form) but there is hardly a mention about the University Goals and strategies. The Review Team found difficulties in understanding the progress of achieving these objectives in the absence of the University Goals and Strategies. The Review Team also noted during discussions that almost all sections of the university community, academic, non academic and supporting staff expressing their lack of awareness of the Corporate Plan and commitment in maintaining the quality standards of the university. The documents submitted to the review team, the Faculty Board minutes, Senate minutes, Council minutes and many other statutory committee minutes, convinced the review team that the university has adopted adequate measures to ensure quality, relevance and accountability in all university matters. The Vavuniya campus on its own had also strived hard

to strictly adhere to quality assurance measures according to documents submitted to the reviewers during their visit to the campus.

However there was no reference in the SER to clarify the existence of a Quality Assurance Unit at university level, campus level, faculty level or departmental level. The review team is of the opinion that this detail should be included in SER and also suggest that, QA activities should be in the regular agenda of Senate. There was also neither mention in the SER nor documentary evidence presented to the reviewers about the existence of a Senate sub-committee on curriculum evaluation as required by the universities act No 16 of 1978. The review team however noted that the quality assurance functions of the curriculum committee have been handled at the faculty level by all faculties. The review team therefore believes that QA functions of the university have received inadequate attention by the university management.

#### **4. FINDINGS ON THE EIGHT ASPECTS OF INSTITUTIONAL REVIEW**

##### **4.1 University Goals and Corporate Planning**

The Institutional Review Team when considering the University Goals initially reviewed the Self Evaluation Report (SER) and the Corporate Plan submitted for the Review Period and the Draft Corporate Plan submitted for the ensuing period. In doing so, the contents of the SER were compared with the observations made at the various discussions and visits. The completeness of the SER was a matter of concern and also the achievements as per the Corporate Plan were also a matter of concern. The active participation in the drafting of these documents by the University Community and the feedback from them were also reviewed.

##### **CORPORATE PLAN (2007 - 2010)**

The Corporate Plan (2007 -2010) covered the University Goals and Corporate Planning, during its existence of 35 years the knowledge producing, pedagogical role and its social engagement towards human and social development in a satisfactory manner amidst the unsettled conflict situation with the accompanied strains and pain. It is reported how the University through its Corporate Plan, planned its activities to achieve the Vision and Mission through the goals and objectives. The Vision has been "to be a leading centre of excellence in teaching, learning, research and scholarship."

To achieve the above Vision, the Mission has been "to be a leading centre of academic excellence in producing intellectual, professionally competent and capable graduates to meet the emerging needs of the national and international community, a leading centre of academic excellence in producing intellectual, professionally competent and capable graduates to meet the emerging needs of the national and international community."

##### **The Goals have been:**

to provide Relevant and Quality Academic Programmes  
to be a centre promoting studies relevant for Global, National and Regional needs.

##### **The Objectives have been:**

to provide courses to meet the current and future needs and challenges  
to create an appropriate academic atmosphere in the university for teaching and Learning Processes.

to improve students and staff welfare facilities in the university.  
to introduce suitable academic Programs.

Hence, the different activities and strategies established in the Corporate Plan were to give direction to achieve the stated goals and objectives.

While most of the achievements are apparent, there is no indication that the Corporate Plan submitted is comprehensive in content and whether it has been drafted with the contributions of all sections of the university community. Since the Institutional Review was held rather belated during the year 2011 for various reasons, the Corporate Plan which is relevant is the one submitted for the period 2007 – 2010. It is quite understandable and acceptable that some of the objectives of the Corporate Plan have not been achieved fully due to the conflict situation, transportation difficulties and other hardships. There had been delays in Treasury financial releases due to the situation and also difficulties in capital works and staff recruitment for the same reasons thus making it difficult in meeting the objectives.

However, with the improved situation with freedom for mobility and travel, recruitments, procurements the period of restricted development could be overcome with new strategies and activities.

#### **DRAFT CORPORATE PLAN (2011 – 2015)**

A draft Corporate Plan (2011 – 2015) was also submitted to the Review Team. It was apparent that it has not received the approval of the University Council, nor there was evidence that it had been deliberated with all sections of the University Community. Furthermore, such a plan is expected to be in the format specified by the Ministry of Higher Education indicating; "performance strategies on a time based plan". As such the Review Team did not scrutinize this draft Corporate Plan (2011-2015), but advised the Vice Chancellor to conform to the stated requirements in finalizing the document for submission to the UGC.

In summarizing this section, the Corporate Plan submitted has a clear Vision and Mission, together with identified objectives to meet the University Goals. Despite, the conflict situation which existed for decades in the peninsular surrounding the University causing much hardships and restrictions to progress, every effort seems to have been made by the University community to maintain quality of teaching and research.

When redrafting or improving the Corporate Plan (2011 -2015) for the future, in the format expected by the Ministry of Higher Education while it should be a Performance Strategic Plan, it also should include a Master Plan along with the Physical layout plan incorporating the locations of the existing buildings, buildings approved for construction and the proposed locations. This exercise if not or done already, should be done with professional advice. The long standing controversy of the location of the proposed Engineering Faculty, should be resolved as early as possible in view of the rapid development of the infrastructure and industries expected in the Province. In doing so, decisions should be taken not only with the views of the University community but also with the views of the existing industries and the potential industries and along with the Engineering fraternity and the respective professional bodies.

From the academic point of view the availability of visiting staff at the initial stages of the development of the proposed faculty would be essential to launch the further development and the consolidation of such a faculty. The availability and cost of land, the accessibility together with recurrent cost of transportation would also be some criteria for the decision process.

The Vavuniya campus has developed its own (04 year) Corporate Plan (2011-2014) with a different Vision and a Mission from the main University UoJ. The CP has developed 06 Goals for the campus. Under each goal minimum three objectives and strategies have been formulated. Due to few constraints (financial and other) encountered during last few years the campus has not been able to reach its targets.

#### **4.2 Financial Resources and Management**

There are clearly defined policies and procedures adopted by the University in relation to Financial Resources and Management. The disbursement of funds is done as per guidelines in the Financial Regulations and instructions issued by the respective institutions (UGC/Treasury). The Finance Committee, Tender Board Committees, Procurement Committee, Library Committee, Land, Buildings and Maintenance Committee, Deans' Committee are met regularly. In addition budget committee is met as required. The composition and assigning responsibilities for each committee is clearly defined and they are strictly followed. The financial matters are scrutinized and controlled by these committees as per instructions and guidelines given in the "**Financial Management Manual of the University of Jaffna, Sri Lanka**". This manual has come into effect from 01.01.2002, replacing the "**Delegation of Financial Powers**" which explained the powers and functions in connection with financial matters in the University approved by the Council of the Jaffna University on 15.10.1998.

The University gets funds from three main sources, namely;

1. The Consolidated Fund (CF) from the General Treasury
2. Funds generated through Extension/Fee Levying Programs conducted by the Faculties, institutes, and Units functioning under the university
3. Local and Foreign Donor Agencies, IRQUE Project, and Research grants etc.

The Treasury through CF provides funds for the university under two main headings: Recurrent and Capital. The recurrent funds are basically spent on personal emoluments and this fund provision is adequately made available to the University by the Treasury. The allocations provided under capital are for five basic areas of expenditure, namely, rehabilitation of buildings, furniture and equipment, books and periodicals, ongoing projects and new projects. Annual grants received by the University has been reasonably consumed in respective years (2006 – 2010) under both recurrent and capital expenditure.

However, it was noted that resource availability from all the different sources, such as through donor assistance, NGO/ INGO participation has not been adequately presented in the SER. Furthermore auditor general's queries and responses to some records of proceedings at COPE meetings were not available to justify strong financial management.

The University conducts a number of fee levying programs under different entities (i.e. Faculty of Postgraduate Studies (FGS), Vavuniya Campus), and earns funds for the University. The University, whenever necessary, exercises the powers of transferring funds from the surpluses available in these accounts to meet urgent requirements in the University.

Information regarding such transfers was not mentioned in the SER. On request, information in connection with net income from other activities for five years (2006 – 2010) was obtained and the balances appeared at the end of the respective years in these accounts were as follows:

2006	2007	2008	2009	2010
Rs. 11,652,978	5,251,000	8,077,662	11,578,911	11,591,455

The University has taken action to recover money from the “bond violators”. Such recoveries are saved in the Fixed Deposit Accounts and the balances appearing in those deposits as at 31.12.2010 are as follows:

Faculty of Science Rs. 9,896,120.00, Faculty of Arts Rs. 6,885,024.00, Faculty of Medicine Rs. 1,283,131.00, Examinations Rs. 24,000.00, Administration Division Rs. 79,976.00, Library Rs. 856,933.00, External Unit Rs. 119,178.00, Health Rs. 25,000.00, Faculty of Agriculture, Rs. 4,784,010.00, Total FD Rs. 23,953,372.00.

The interest earned on these deposits can be utilized especially for staff development activities in the University and this aspect seems to be very inadequately attended and discussed at respective forums.

The 3<sup>rd</sup> source of income for the University is the foreign and local agencies including Non Government Organizations (NGOO) and International Non-Governmental Organizations (INGOO). Almost all the Faculties especially Agriculture, Science, Medicine, and Arts and the Vavuniya Campus had received substantial amounts of funds from the IRQUE Project and HETC project. The Vavuniya Campus had received funds from "Vadakin Vasantham"(Uturu Wasanthaya) as well.

The Vavuniya Campus has received funds annually for its recurrent and capital expenditure from the parental University (UoJ). It was evident that the Campus had received funds little below what the campus had requested for recurrent expenditure. In some years the deficit was close upon 18% (2010) for recurrent Expenditure.

The following funds allocations were communicated to Vavuniya Campus for the last five years for capital expenditure. 2006 – 78%, 2007 – 48%, 2008 – 42%, 2009 – 41% and for 2010 – 51%.

There is a Certificate program and a Diploma program in English and a Diploma program in Community Development. The Certificate programs in English have been commenced in 2003/2004 and the Diploma in English has been commenced in 2005. The Diploma in Community Development program has been commenced in 2006/2008. All these 03 programs are conducted on a fee levying basis. The surplus(es) (income over expenditure) is/are retained in the campus for the use developmental activities.

These funds from all the sources are supplied with little attention paid to the Corporate Plan. The review team observed considerable amounts of surpluses in the accounts maintained for self financing courses both in the University and the Vavuniya Campus. Had there been a close Monitoring and Evaluation system in the University, these surpluses could have been effectively utilized for further improvement of different aspects in the University/Campus. In this context it is felt that the funds are requested on a routine basis with least attention paid to

requirements stated in the CP. On the other hand, the funds providers as well have not given adequate consideration to the CP and its action plans for the year when supplying funds.

The Vavuniya campus follows the financial guidelines issued by the UoJ in its Financial Management Manual of the University of Jaffna. During last few years the Vavuniya Campus has launched few extension programs through which the generated funds have been initiated. The IRQUE as well has provided some funds for the campus.

#### 4.3 Research

As stated in the Self Assessment Report (SER) and presented by the VC the “Vision” of the Jaffna University is to be a leading centre of excellence in teaching, learning, research and scholarship. The University over its 35 years existence has attempted working towards achieving the research component as stated in the vision statement, by focusing on the following aspects:

Research goals and strategy

Funding

Staff support and opportunities

Research infrastructure

Monitoring and evaluation

Initially each faculty at department level has attempted to develop research proposals and programs with contributions from academic staff. They have sustained this mechanism continuing research in respective domains and also to disseminate the new knowledge within and outside the University.

The need for a proper monitoring and evaluation was felt by the University, which gave birth to the new Faculty of Graduate Studies (FGS). The FGS coordinates and conducts all postgraduate level courses and research degree programs of this University. Board of study of FGS oversees the postgraduate courses, functions as a monitoring and evaluation committee which makes their recommendations to the Senate for approval. The degree program me comprised a range of areas such as Postgraduate Diplomas, MSc, MPhil and PhD. While PhD and MPhil are purely research based degree programs the other postgraduate Diplomas and Masters degree programs consists of dissertations as one of the modules. The FGS is instrumental in organizing Annual Research sessions, workshops on research methodology to improve the quality of research. All postgraduate degrees have to be registered at the FGS to maintain quality . Ethics and Higher Degrees committees in Faculties monitor the ethical aspects and research methodologies of the submitted proposals before registering at the FGS. Funding is not a responsibility of the FGS but applications to funding organizations are recommended by the FGS.

Research goals and strategy – The Jaffna University gives importance to applied research than fundamental research, which benefits and serves the needs of the society. Under dissemination of knowledge, the review team understood that the FGS encourages wider presentation of results and publishing them in referred journals, local and international.

**Research published by Faculties (from Annual reports- 2007 & 2008)**

Faculty	2008	2007
Agriculture	75	16
Arts	103	59
Management & Commerce	25	20
Medicine	67	35
Science	89	47
Vavuniya Campus	74	54

Funding Body	Number
NCAS	03
SIDA	03
UGC	02
IRQUE	06
SAARC	01
CARP	01
ICCR	01

**Number of staff who received funds for research**

**Some Research awards and financial awards received by some staff**

SCOPUS/NSF Young Scientist Award for Scientific Excellence- 2008 in Physics

A Royal Society Grant

“Research Student Award” – 2008 From the Institute of Biochemistry and Molecular Biology and Biotechnology

“Lawrence Award”- North Eastern University for Research

Gold Medal for the Invention –From Sri Lanka Inventors Commission

Presidential Awards

Rs. 7 Million- for Medical Physics – By NRC

**Some Strengths observed at Faculty and Department level**

\*Vavuniya Campus organizing three Annual Research Conferences

\*Annual Research Conference organized by the University

\* A large number of academic staff presenting their work in outside Jaffna Sessions, Conferences Eg:-

SLAAS, Annual sessions of other professional Bodies and International Conferences.

\*Cinthani- by Faculty of Arts

\*Journal of South Asian Studies – By Arts Faculty

\*Journal of Faculty of Business Studies – by Faculty of Management Studies and Commerce

\*”Vignanam” Journal of Science – by the Faculty of Science

\* Student Research Projects – Biochemistry Department Faculty of Medicine  
- Community Medicine Faculty of Medicine

\*Endowment funds for research – By Faculty of Medicine

\*Several Sociological Research projects – By Department of Sociology

- \* Studies on Socio Cultural issues – by Departments of Economics and Geography
- \* Several pure and applied researches – by Faculty of Science and Agriculture
- \* Research project funded by SIDA, SAREC – department of Biochemistry
- \* Research funded by NSF – by Departments of Zoology, Botany and Physics
- \* Research in collaboration with Medical Faculty – Siddha Medicine Unit

### **Research Infrastructure**

The Review Committee observed that infrastructure facilities for research is lacking in most departments. The following were our observations –

- Insufficient facilities for literature survey as the library has limited access to journals due to lack funds.
- Inadequate facilities for internet use
- There were no special research laboratories or centers of excellence in any faculty
- Physics Department in Science, Biochemistry in Medicine appeared to have equipment and machinery needed for research.
- Agriculture Faculty too didn't have proper laboratory facilities for research.  
Due to a very long conflict period these faculties have not been able to develop and equip their laboratories. Procurement and transporting these equipment had been very difficult during this period. Also it was revealed that twice during this period the University lost a lot of equipment.

### **Publication of books**

It was noted that many staff in all the faculties have embarked in publishing books of all grades. Quite a number of books have been published.

### **Research Degrees**

It was noted that a substantial number of MPhil and PhD degrees have been offered through FGS, supervised by respective staff from departments. It appeared that supervisors were mainly from Jaffna University. But now that there is freedom for getting outside supervisors will not be difficult

### **Collaborative research**

It appeared that attempts have been made by staff to carryout inter-departmental, inter Faculty, and rarely with international organizations, collaborative research

- Eg:- Faculty of Agriculture with dept . of Biochemistry and Microbiology  
 Botany with dept of Microbiology  
 Dept of Physics with International collaborator

### **Research and Publication Committee**

Vice Chancellor's presentation indicated that a Research and Publication Committee in the University is the key body to look after the research and publications by academic staff. Existence of such a unit can be very useful in maintaining quality of publications.

Research at Vavuniya Campus:

In spite of meager facilities for research at the Vavuniya campus, the reviewers noted that some good research work had been carried out and published in both national and international journals. The individual departments have formed their own research committees and had been able to secure grants from a number of organizations. The campus has its own annual research sessions (VCARS)

During last few years Research Grants received by the Vavuniya Campus are as follows. Three research sessions have been conducted by the Vavuniya Campus up to 2010.

Year	No of Research Grants	Total amount
2007	08	Rs. 314,700.00
2008	04	Rs. 121,000.00
2009	04	Rs. 78,000.00
2010	03	Rs 79,000.00
Total	19	Rs. 592,700.00

#### 4.4 Quality Management and Administration

The Quality Management and Administration (QMA) is an important aspect in an organization/in order to ensure a quality product or service. The stake holders in a university as well are very much concerned about the QMA because the quality of the policies and procedures adopted and practiced by QMA plays a vital role in satisfying their expectations. On the other hand the quality policies and procedures adopted and practiced in management and administration runs across all the functional aspects of the organization and a poor QMA will definitely bring down the quality of the institution as a whole. The University QMA is no exception to this requirement and having a well thought out QMA helps ensuring a conducive teaching and learning environment and viable research culture in the University.

The University has an approved cadre of 627 for the academic and academic support staff. 70% (350) of this cadre has been filled. The approved cadre for the Non-academic staff is 664 and 75% (496) of this cadre has been filled. The filled cadre is consisted of Professors, Senior Lecturers and Lecturers in the academic staff and the non academic cadre consists of Registrar, Bursar, Deputy Registrar, Senior Asst. Bursar and Senior Asst. Registrars. In addition there is a Works Engineer and Heads of departments with required experience.

The CP 2007/2011 emphasizes the close collaboration with the Administration in achieving targets set by the University, but there is hardly any performance appraisal mechanism implemented to assess, individual and collective performance in order to motivate the employees in the University. An absence of a mechanism to formulate policies in relation to QMA in the university as a whole seems a drawback and requires early rectification. A fragmented and isolated QMA system is in existence at faculty and campus level.

Absence of adequate administrative plans and lack of a progress monitoring and reviewing process have affected, QMA in the University to a considerable extent. The individuals perform duties assigned to them in a routine manner with least interest and enthusiasm. Quality Management and Administration can always be enhanced by promoting regular dialogue between university authorities and different levels of staff and students. It may be necessary to establish regular dialogue using student-staff liaison committees and regular meetings of SAR/AR with their supporting staff.

The non academic staff has least benefited from the Staff Development Centre in the University. Staff development programs conducted for both academic and non-academic staff plays an important role in QMA. Members of the Review team are of the view that a Staff Development Centre needs infrastructure and other facilities for efficient functioning.

Inter divisional, inter unit collaboration in many administrative divisions appears to be minimal. Resources and space seem inadequate to meet the day to day requirements of some divisions/units. The available academic permanent carders are as follows:

Fac. of Arts	Fac. of Science	Faculty of Medicine	Faculty of Management & Commerce	Fac. of Agriculture	Library	Vavuniya Campus
74%	76%	38%	92%	72%	70%	70%

In non-academic cadres almost all the higher grade posts are filled and there are vacancies in the lower grades. Long delays can be seen in filling the vacancies in the lower grades due to administrative delays to be followed along with UGC directives.

Most of the Academic and non academic staff members were unaware of the existing CP in the University. The proposed five year (2011- 2015) CP is still to follow the procedures and it has so far not obtained the approval of the Senate.

The lack of a Higher Education Management Information System (HEMIS) was seen as a shortcoming for proper improvement of quality management.

During the discussions with the academic and non-academic staff, it was revealed that there are lots of grievances to be addressed by the management. The library staff seems discontent due to internal misunderstandings and short comings in the system. The staff of the Siddha medicine Unit and the Ramanathan Academy of Fine Arts (RAFA) also seems discontent due to lack of resources and less recognition given to these two units by the relevant authorities. There is a separate department of Fine Arts under the Faculty of Arts while RAFA is an Academy of Fine Arts in the same University. The RAFA has a long history. From its inception it had developed as a reputed centre of Oriental Classical dance and music. This trend did not continue after its affiliation to the university. It may have only grown in numbers. The affiliation has stultified its development. It is rather odd to have a department of Art and Design in the RAFA. There is a department of Fine Arts at the university and a course in art and design could have been conducted by that department. It is rather improper to have almost the same course (Art and Design should come under the Department of Fine Arts by its very nature) in two institutions of the same faculty. Besides, such practices distort the scheme of admissions and confer advantage on students of a particular discipline to the detriment of others. The university should have thought about this rather carefully. The Dean/Arts made the observation that there is a scheme to bifurcate the Faculty of Arts. There will be no need for such a step provided the RAFA with its five departments is detached from this faculty. There is a museum in the department of History. The collections of this museum are largely increasing because of surface explorations and archeological excavations conducted jointly by the national Department of Archeology and the staff and students of the Department of History. It is utopian to think in terms of an institution like the Boston Museum of Fine Arts in the provincial Jaffna setting. In the larger universities there is no intention of establishing a museum for the study of Fine Arts and civilizations (Buddhist). They have thought in terms of an art gallery, a project that had proved difficult of accomplishment.

The number of students has dropped to alarming levels in the departments of Hindu civilization, Tamil and Sanskrit. Some years ago the number was in three digit figures in the last two of these departments. The senate and council have an obligation to conduct investigations as these two subjects have a close bearing on the cultural heritage of the

people. In fact they should have now developed as centres of excellence. But presently they have strayed far away from this objective. Sufficient care should be taken when persons are recruited to the post of Probationary Lecturer in these departments. There has to be a stress on the multidisciplinary character of the courses provided. The curricula and syllabi should be revised accordingly and attention should be paid to the contemporary requirements of academic scholarship and employment opportunity. There should be avenues for the employment of graduates in Hindu civilization in the tourist industry, through negotiations with the Tourist Board.

The Siddha Medicine unit and the RAFA are experiencing severe space problems. The Vavuniya Campus being located nearly 100km away from the main University (UoJ), the closer administration and supervision by the parental University seems difficult.

The laboratory facilities in the Faculty of Science and in the Faculty of Medicine are at an acceptable level. However the Dept. of Fisheries is still housed at a temporary location with hardly any space available either for teaching or research. The computer Laboratories pooled in one place gives lots of benefits for both students and University Administration. Both human and physical resources are optimally utilized with this arrangement. Computer laboratories are housed in the same building where the library is also located. The lectures are conducted frequently in the computer laboratories and this has created enormous noise for the readers in the library.

Laboratory facilities at the Vavuniya campus seemed adequate though the available space and the equipment are not properly utilized due to lack of planning. The students (245) as well as staff (17) in the Faculty of Business Studies suffer a lot due to lack of space.

#### **4.5 Quality Assurance**

During the Review, the team noted a number of encouraging, positive features and developments in the area of quality assurance. Following are some of the good practices initiated at the University of Jaffna: mentoring services, second marking of answer scripts, moderation of question papers, regular curriculum revision, continuous assessments, teacher evaluations, peer observations and feedback from graduates and research.

With regard to curriculum revision, it is observed that there is a general awareness of the importance of regular revision of curricula and some faculties are doing it as a continuous process. The faculties have now realized the importance of having the industrial training component as an integral part of their curriculum and taking action to develop industry training placements / programs.

Vice Chancellor, Deans and some Senior Academics including some of the former Heads of Departments have realized the importance of the Quality Assurance. All other stake holders of the university have a general idea of Quality Assurance, but the importance they have attached appears to be not sufficient.

The university does not have any control over the quality of undergraduate students who are admitted to the University because they are selected by the UGC on the basis of Z score obtained by them at the GCE (Advanced Level) Examination and the student's preference to enter into a particular university.

The Internal Quality Assurance Unit (IQAU) has established in 2006. The IQAU was dormant during last three years and with the new Vice Chancellor it has reactivated and started some activities. Internal Quality Assurance Cells at the faculty level have not been formed. Some academics are of the view that it is not compulsory to implement the recommendations made by the subject review reports. IQAU has not monitored the implementation of the recommendations made by the subject review panels for each department. The department of Hindu civilization is one of them. However certain faculties (e.g. Faculty of Medicine and Faculty of Agriculture) have improved the quality of their academic programmes by implementing the recommendations of subject review panels and introducing innovative teaching-learning practices.

The panel observed that quality assurance has not been an agenda item in any of the statutory bodies such as Faculty Board, Senate and Council. However, the present Vice Chancellor has realized it and has included in the agenda of Senate at the last meeting held in April 2011. When recruiting staff, the University administration follows circulars issued by the UGC. However these procedures were not properly documented in the establishment branch and it needs to be more transparent. Both academic departments and administrative branches are seriously lacking the required number of staff. This situation is worse at the Vauniya Campus. Lack of Senior Academics was observed in all most all disciplines. Even the available academic staff, mostly consist of newly recruited members. This may be mainly due to the volatile situation prevailed during last three decades in the area which was beyond the control of the University administration. Now the situation is changed and the university has a much better conducive environment to attract and retain quality staff and improve quality in all respects. However, the review team observed the commitment and enthusiastic involvement of the duty conscious young members in all most all the Faculties. They have contributed much to the smooth functioning of the university and to the progress it has made so far. Even the student representatives the team met did not have much to complain about the quality of teaching and the knowledge imparted to them.

The university has a Staff Development Center (SDC) to train young academic staff and offers Certificate Course in Professional Development in Higher Education (CCPDHE). In addition to the above course, SDC has conducted several workshops for non-academics in order to enhance the quality. The review team was satisfied with the training offered by the SDC.

Teacher and course evaluation procedures by students are in place in all faculties. However, use of students' feedback in the policy development and decision making has not been taken place yet. The peer evaluation procedure has initiated only in certain faculties (e.g. Agriculture). The review team considers the lack of a mechanism to recognize the services of academic staff and rewarding them (e.g. Vice Chancellor's awards) as a major drawback in enhancing the quality of teaching and research.

All the faculties in University of Jaffna except Faculty of Medicine have adopted a credit-based course unit system with a Grade Point Average assessment scheme. Second marking of answer scripts is done in all faculties. But in most departments especially in Faculty of Arts, no marking schemes are prepared to mark the answer scripts. There is no mechanism for students to verify their results. Furthermore, there is no formal setup for students to make any appeals regarding their examination results. Certain Senior Academics have shown their displeasure in introducing the verification of marks. One good remarkable feature observed by the review team is that the university has made arrangements to award prizes and medals to students topping at each examination with the support from well-wishers. The maintenance

of 80% attendance for both theory and practical classes at undergraduate level is commendable.

The review team is of the view that the university has given adequate weightage to the continuous assessment process. The review team was informed that the delaying in releasing the results has become a common feature in most of the faculties and it has adversely affected the performance of the students.

Most of the internal circulars issued by the university have not tabled at the university Council for approval. Non-academic staff has no clear idea about the steps being taken by the University Authorities regarding their transfers, promotions and increments. Long delay in the process of promotions of academic staff has adversely affected the quality. Communication of official documents through e-mail is yet to be established. The main obstacle to promote an e-culture in the university is the low speed of the internet (only 2 mb band width) and insufficient number of computers.

As infrastructural facilities play a vital role in the enhancement of quality, all the Faculties are trying their best to overcome the problem of insufficient space by requesting new buildings from the UGC. Mainly the faculties of Agriculture and Arts are suffering from acute problems of class rooms and office rooms for the staff. Especially the infrastructure situation at the Faculty of Agriculture is pathetic as they are running the faculty for the last 15 years in rented houses.

#### **4.6 Learning Resources and Student Support**

##### ***i. Students' Welfare Branch***

The welfare branch assists students in securing financial assistance and accommodation. The major financial assistance for students comes through the Mahapola and Bursary scholarship schemes. Financial assistance is also provided to needy students from the University Students' Welfare Fund and the Vice Chancellor's Fund. These two funds had been very active during the war periods and many students had been looked after using these funds. Staff constraints in the welfare branch were brought to the notice of the reviewers.

##### ***ii. Library***

The spacious Vithiananthan Library is the main library of the University which houses a large collection of books (over 90,000, among them some very rare publications) and periodicals. All books have been bar-coded. The major sections among others in the library include the stack area, reading room, Graduate Research Room, archives and a Government Document section. The scheme of classification adopted is a modified version of the Dewey decimal classification. The library provides information for students on usage of this system. Very comprehensive Author /title/subject catalogues are available. Library automation has not been completed yet, though the Actg. Librarian confirmed that 80% work has already been completed. There are also a number of branch libraries at the Faculty of Medicine, Ramanathan Academy of Fine Arts, Sidha Medicine Unit and at the Vavuniya Campus. Their administration is through Assistant Librarians coordinated through the Librarian of the central library.

In spite of the good infrastructure, most facilities seemed insufficiently utilized. The library environment on the whole was gloomy without a proper lighting system. User information

was not available for review. According to the actg. Librarian however, around 300 students visit the library daily and 100-200 books are issued on lending. The Audio Visual section was not functioning. There seemed to be lack of coordination and harmony between the Librarian and the rest of the staff of the library, causing serious lapses in the efficient running of the library. Librarian does not function as a permanent member of Faculty Boards (except in the case of the Faculty of Medicine where a library representative attends on invitation) The Library Committee has not been meeting regularly though the Librarian (Actg.) is the convener.

A Senior Assistant Librarian is in charge of the Library at the Vavuniya campus. It holds around 12,000 books to cater to all departments. At present there are adequate staff to run the library and about 100 students use the library daily. The reviewers are of the view that the library at the Vavuniya Campus is run very efficiently at present. It has 4 computers with internet facility and also a photocopying service for students.

### **iii. Hostel Facilities**

It was noted that only limited accommodation facilities had been provided to the students due to space constraints.. University has 4 hostels of its own providing residential facilities primarily to the first year and final year students. The review team visited the Balasingham hall for female students which accommodate about 100 girls. This hostel is efficiently managed by the present Warden. In contrast, the Anandakumaraswamy hostel for boys (280 boys), lacked even some basic facilities and was badly maintained under poor hygienic conditions. According to the welfare division a total of 890 students (610 girls and 280 boys) have been provided with hostels. The total student population of the University stands at present at 4611. Though the welfare branch supports students to find accommodation at private homes, the cost of rooms and food were found to be often beyond reach of students. At the Vavuniya campus, only the final year students (out of a total of 500 students) had been provided with hostel accommodation. On a visit to the hostels, it was revealed that one permanent sub warden looks after two hostels (74 students in both) which are 2 km. apart. There is neither facility for the Sub Warden to reside at the hostels nor for a common room for students.

### **iv Physical Education Unit**

The Physical Education Unit handles provision of sports facilities to students of all Faculties of the Jaffna University .Its main sports complex has a large playground located at a picturesque site where courts for Tennis, Basketball, Hockey, Cricket, Soccer, Netball and Volleyball have been set up. The grounds and the courts are fairly well maintained, but being an excellent facility the Authorities need to consider the improvements for the grounds to cater to the City of Jaffna. A gymnasium with keep fit exercise machines, a weight lifting room, facilities for table tennis and badminton are available but seemed to be hardly used. The University should embark on a popularization of sports through Faculties by organizing more social activities as student participation in all sports activities seemed minimal. The Sports Council seemed to be quite inactive in this aspect. According to the Director of the Unit, only Soccer and cricket to some extent had come up to good inter-university standards. Reviewers are of the view that the Director and the present staff of the Unit strive hard to improve the standards of sports at the Jaffna University, but the necessary encouragement from the Faculties have not been forthcoming.

At the Vavuniya campus, the physical instructor is available for students from 4.00 p.m. to 7.00 p.m. There is a well equipped Gymnasium but due to its location and bad maintenance, it appeared that is hardly used by the students. Lack of a female Instructress was highlighted by students.

v. Health Centre

The Health Centre within the Medical Faculty has 2 doctors, a nurse, 2MLTS and the necessary supporting staff and is kept open between 8.00.a.m. and 4.00 p.m. Medical Attention to staff and students are given free of charge. The lack of a waiting room for patients was a serious constraint. Though there had been multiple requests for a more spacious area for this very important facility, it had not been fulfilled to date. The Health Centre is the body responsible for maintaining proper sanitation conditions in the University as well as in the hostels. A Public health Inspector operates directly under the Health Centre doctor, but however due to insufficient staff and difficulties in coordinating the work, the sanitation conditions within the University complex are unsatisfactory.

At the vavuniya campus, both the medical officer and the nurse are on visiting basis and are available only during 12.00 noon and 1.30 p.m. The students have to use the Vavuniya hospital during other times. The doctor assured the reviewers that she is helpful to secure quick medical attention. The medicines are given to both staff and students free of charge. It is recommended that the campus explores the possibility to employ a private medical practitioner to run the medical centre.

The sanitary conditions at the campus seemed favorable as these services had been outsourced.

vi. Students' Centre;

A large two storied building functions as a multipurpose student Complex. The building houses the main student canteen, offices of the Senior Student Counselor, University Students' Union, Career Guidance Officer, the Student Welfare Branch, and a large hall for social functions. Additionally, the complex has the University Welfare Cooperative Stores, a Sub-post Office, a branch of the Bank of Ceylon, the University Alumni Office, and the Office of the World University Service. A board room and a meditation room are also present. At the time of the visit of the reviewers to the complex, the Senior Student Counselors office remained closed and there was no indication of opening hours either. The concept of bringing all offices directly linked to student activities within a single roof is commendable. However, it is regrettable that most facilities within the complex are not been properly utilized by the students, due to lack of a good organizational structure.

The World University Service (WUS) runs photocopying services to the students at the Main Library, Student Complex and at many other sites. This is operating very efficiently. The reviewers did not have the opportunity to visit the students' centre at the Vavuniya campus. The present auditorium in the campus can accommodate only 120 students and is the only facility available to hold all social activities for both Faculties.

vii. Computer Units

Computer facilities available for Jaffna University students seemed inadequate especially with reference to internet facility. There is a computer laboratory reserved for both staff and students with internet facility and another laboratory reserved for final year students and for research..There is also an IT Resource Center housed in the central Library. The Review team was informed that various departments and Faculties have their own facilities for IT.

The major concern of the students was the inadequacy in internet facility. Lack of computer facilities for students was brought to the notice of the reviewers by the students of the Vavuniya campus as well. The students mentioned for example that for 253 students doing Business Studies, there are 36 computers but only 10 computers are with the internet facility. However an adequate computer facility was seen by the reviewers at the main building. It was recommended to explore the possibility to redesign the seating arrangement to accommodate more students. The Rector informed of future plans to expand this facility.

*viii. Canteens.*

Canteens are located in the Students Complex of the main University, Medical Faculty Premises, Ramanathan Academy Hostel premises, Anathakumaraswamy hostel premises, Balasingham Hall premises, and Sidha Medicine Unit and Agriculture Faculty. However at present only the canteens at the main University and at the Medical Faculty seemed to be functioning favorably. The food prices at these canteens are low in comparison to outside outlets, though students find them still too high.

At the Vavuniya campus, there are canteens at the hostels, but seemed inadequate to cater to all students. The reviewers had no opportunity to visit a main canteen.

*ix. Student Counseling*

A Senior Student Counselor and Counselors from different Faculties ( 7 nos.) are appointed by the Vice-Chancellor for provision of help to students especially on personal matters encountered by the students. The student counselors are also responsible for maintaining student discipline. In addition, there are also 4 volunteer counselors for the University. Though there had been no formal training to these counselors, especially to deal with students' psychological situations whenever such students are encountered with,, the student counselors along with the staff of the University had been carrying out yeomen services to large numbers of war affected students during the past years with immense dedication and sometimes under great risk.

There is also a Marshal system in the University, responsible for student discipline. The Deputy Chief Marshal is required to be present in the office of the Senior Student Counselor located in the students' Centre. The opening hours of this office were not displayed and the office remained close when the review team visited the Student's Complex. This lapse needs to be rectified. There is an orientation program for new entrants to the University which is supposed to vary from Faculty to Faculty. The review team could not gather much information on this programme. However each Faculty has its own Faculty Hand Book giving comprehensive information to students on services and academic programmes, examination criteria etc. The hand books are given free to students at the orientation programme. The SER gives some extensive information on the orientation programme conducted during the period of admission of new students. Accordingly, it seems that all aspects of orientation are dealt with during this programme. However due to time constraints, the reviewers could not get much information on the programme.

There is a functioning student counseling system at the Vavuniya Campus and the students expressed their satisfaction on the assistance they get from their counselors.

*x. English Language Teaching Centre (ELTC)*

The English Language Teaching Centre of the Jaffna University functions as an independent Unit and is the body responsible for enhancing the English proficiency of all students. Undergraduates on admission to the University are grouped into different levels through the

conduction of an English Placement Test. All undergraduates are required to follow two Auxiliary Courses in English during the 3 years ( except medicine and Agriculture-1 year, Science 2 years) .A minimum grade of C in English is an requirement for the award of any degree. This is an important development to enhance English knowledge of students.

The review team had the opportunity to meet the members of the staff of the *ELTC* .It was evident that the available curriculum has not been revised according to the needs of students who are very weak in their knowledge. It was also evident that there was apparently a lack of competency among some members to realize the need to identify courses that could create an interest for English among weaker students. The so called language laboratory had been established without proper knowledge on the basic requirements of that facility and as a result is not serving the objectives of a language laboratory. Weak leadership in the Centre seems to be a major reason for lack of harmony and team work.

The reviewers had the opportunity to meet the staff of the *ELTU* at the Vavuniya campus and had the impression that some good work to enhance English proficiency of the students is being carried out.The *ELTU* also conducts a 1 year certificate course and a 2 year Diploma course in English. Both courses had a success rate of around 80%.

#### 4.7 External Degree Programmes

The UoJ conducts 04 External Degree programs under 04 disciplines as follows:

Arts	(since 1991)
Commerce	(since 1991)
Fine Arts (Music and Dance)	(since 1998)
Business Management	(since 2009)

The UoJ has established an "External Degree Registrations and Examinations Unit", in 1991. This Unit functions under an Academic Co-ordinator who is assisted by the Administrative and other supportive staff.

The number of candidates registered under these programs since its commencements are as follows:

Discipline	Number Registered	Number Graduated	Rate of Completion
Arts	15919	2167	14%
Commerce	3163	418	13%
Music & Dance	364	58	16%
Business Management	86	yet to be completed	

The numbers of candidates who register for external degree programs annually are close upon 2000. The majority are for the Arts degree.

These programmes are validated and approved by the relevant bodies such as University Senate, University Council and Standing Committee on External Degrees of the UGC. External Degree programmes are monitored and reviewed by the Board of Management and the Deans of the Faculties and Heads of the departments are the members of this Board.

Examination papers are moderated and scrutinized by second examiners in order to maintain the quality and standard. Outside institutions conduct tuition classes for the external degree students. These institutions are not assisted, supported or monitored by the University. There is no mechanism adopted by the university to guide, interact or support the external degree

SAARC, CARP, ICCR, NSF and also under the IRQUE program, department of RAFA has received funds and utilized same for the domestic non degree training programmes for the staff members which enhanced the interaction with other University communities in the country. Also through the IRQUE fund, Faculty of Arts utilized funds for inter University visit of the academic staff to make interaction with other Universities, and arranged non degree overseas training programmes for some academic staff to gain the knowledge of foreign University environment.

The other forms of interaction which the University has benefitted as reported has been through the Faculty of Management Studies with the industries in Jaffna where the Jaffna Managers Forum as an organized body had discussed the important issues related to the industry where the Faculty members are reported to have actively participated. Furthermore, the Industrial training programme for final year students has been arranged by the Faculty of Management Studies and Commerce at the Bank of Ceylon, Peoples Banks and other private companies, which has benefitted the university students. It has been reported that the Vavuniya campus operates Industry Community Interaction Cell of Vavuniya Campus to have the better Industry Community Interaction. Extension programme on Diploma in Community Development and Management are reported to have been conducted in the Faculty of Business Studies. The final year students who specialize in Accountancy have been sent to the Peoples Bank and those who specialize in Marketing were sent to NGOs, Bank of Ceylon & Peoples bank for their industrial training programme.

Hence the interaction has been somewhat limited to contributions to society , financial assistance from Research Funding Agencies ,IRQUE funding, placement of students for industrial training from which indications are that the university benefits from the interaction are not considerable.

It has to be noted that there could be very much more benefits which can accrued by the University from the professional expertise from outside the university such as specially from the Legal Profession, Engineering Profession, Medical Profession (traditional and indigenous), Commerce and Managerial Profession, Scientific Profession and Agricultural Profession, in the development of existing curricula to make the graduates more employable, establishment of new faculties and development of existing facilities etc either through Professionals in their individual capacity or through the respective Professional Bodies or branches / sections / centres of the main bodies. These interactions would not only enhance knowledge building but would also pave the way for greater income generation and production of more employable graduates.

As an example the building up of the Law degree programme would be vital with the participation of Senior Lawyers from the legal Profession from the Bar of the Jaffna Courts. Most Law departments / Faculties have developed with the assistance of visiting staff and for this purpose even the deployment of a Senior Lawyer on consultant / contract basis could promote the interaction with the Legal Profession. .

There appears to be considerable amount of extension courses in the university. However, while extension courses to outsiders could enhance income generation it should not be at the expense of the internal academic programmes and if there is neither academic nor developmental benefit to the University.

The only extension courses at the Vavuniya Campus as highlighted during the visit are the English Certificate and the Diploma courses. Both are conducted primarily by the lecturers of

the Vavuniya Campus. Apart from these there seemed to be no links between industries or other organizations and the Vavuniya Campus. Reviewers could not observe the practice of industrial training components incorporated into the students' curriculum at both Faculties.

## **5. OVERALL JUDGMENT OF THE LEVEL OF CONFIDENCE IN THE UNIVERSITY QUALITY ASSURANCE ARRANGEMENTS.**

The Review team is very pleased to award an overall judgment of "CONFIDENCE", the highest achievable level in QA to the University of Jaffna.

## **6. COMMENDATIONS AND RECOMMENDATIONS**

### Commendations

The Review team would like to express their satisfaction on the following aspects of the QA programme of the University.

1. The commitment and the support extended to the review team – during the review process.
2. The enthusiasm shown by all the relevant parties of the university to improve and maintain the quality assurance procedure, by completing all subject reviews.
3. De-Centralizing administrative and financial procedures in different faculties.
4. Promoting communication between authorities and students by adopting "open-door policy" and taking measures to reduce student unrest.
5. Improved facilities for students support activity and good sports complex.
6. Promoting students' IT capability and facility to learn English language.
7. Most of the faculties have taken initiations to introduce student feedback measures and peer observation exercises in relation to Quality Assurance
8. The present Vice Chancellor and the Rector of the Vavuniya Campus are well aware and very positive to improve quality assurance in the University
9. Attempts have been taken to control ragging
10. Active participation of external members of the Council is commendable
11. Awarding prizes and medals to students topping at each examination with the support from well-wishers
12. Maintenance of 80% attendance at both theory and practical classes is commendable
13. Despite various hardships and threats extreme dedication demonstrated by the Vice Chancellor, the Chief Student Counselor, Student Counselors and other members of the University to assist students during difficult periods in every possible manner.
14. The concept of bringing most of the important student facilities within the Student Complex building is noteworthy.
15. English competency made compulsory for students in all Faculties
16. Academic activities have been conducted during the conflict period of three decades quite satisfactorily.

17. Research and Publications have been carried out consistently
18. Student hostels have been occupied up to maximum capacity despite meager facilities
19. Steps being taken by the University and the Vavuniya Campus for the FGS to monitor and evaluate research, and the Research Publications Committee to monitor the publications
20. Having a lot of student research projects at department level
21. The number of M.Phil and PhD produced by the University
22. The large number of research presentations and publications
23. Considerable number of awards won for research
24. Availability of collaborative research
25. Publication of number of monographs and books
26. Organizing research conferences by Faculties
27. Steps taken by Some departments to publish journals

### Recommendations

1. Re-writing of some sections of the SER as indicated in the text under relevant sections.
2. Progress review of Corporate Plan, by having a regular agenda item in the Senate meeting
3. Preparation of a university calendar in keeping with the traditions of the university system.
4. A staff student liaison committee in each department to be established Regular meetings to be held in each of the administrative unit in the university to improve relations among non-academic, administrative staff members Establishment of an appropriate management information system (HEMIS)
5. RAFA should be de-affiliated from the faculty of arts and allowed to function independently probably under the vice-chancellor. It should be promoted to the grade of faculty or institute.
6. The Archaeological and historical museum should be provided with adequate floor space and equipment.
7. An art gallery should be established and developed for the benefit of students engaged in the study of Hindu civilization and Fine Arts.
8. The health centre should have larger floor space and improved facilities. It should carefully monitor the sanitary conditions in the environment and particularly the canteens about which both students and staff have complained.
9. A sufficient number of computers should be provided particularly to the Arts Faculty. The computer facilities available for students in the Arts Faculty are glaringly poor. Students should have access to the computer labs throughout the day and the seven days of the week except on public holidays. There is a great deal of discontent among students on this matter.
10. The buildings of the Faculty of Management Studies do not measure up to the level of those of a university faculty.

11. There ought to be a scheme for providing air conditioning facilities for offices and halls of the university.
12. Making all stakeholders aware about the importance and need of quality assurance
13. Taking immediate action to fill the vacant positions in both academic and administrative posts with qualified staff
14. Reactivation of IQAU of the university
15. Establishment of Internal Quality Assurance Cells at the faculty level
16. Taking immediate action to rectify the weaknesses identified in subject reviews.
17. Taking action to release results without delay, and this in particular was noted at the Vavuniya campus where long delays in the release of examination results were brought to the notice of the reviewers.
18. Curricular revisions in all faculties incorporating modern developments in the respective fields
19. Making the academic staff aware of the Codes of Practices developed by the QAAC of the UGC.
20. Establishment of a regular forum for the staff to present their grievances to the Vice-Chancellor.
21. Large sports ground is available, maximum utilization is recommended
22. There should be encouragement among students to participate in sports by probably introducing a non GPA credit
23. The internet facilities should be expanded and freely available
24. The access to Library and better liaison and collaboration between the Library staff and the rest of the university community should be improved
25. Recoveries from violations of Bonds and agreements should be recycled for staff development as per UGC circular
26. Quality Management and Administration should be streamlined and formalized through committees / cells at various levels
27. Interaction with industry , Professional bodies and Professionals from outside should be strengthened for university academic development
28. The curricula should be redesigned with employability of graduates as a major outcome
29. There should be Council approved scheme in conformity to PA circular 380, on the distribution of income generated as a motivating factor for those generating income
30. The income being generated should be in line with the stature of a reputed university in the respective fields of specializations
31. In the present period of normalcy being restored it is recommended that the Cost per student for each discipline be continuously calculated for the purpose of seeking funds from the UGC or for the purpose of external assistance
32. Every effort should be made to fill the allocated number of places within each programme of undergraduate study
33. Curricula in the Faculty of Arts and Science should be made "job oriented"