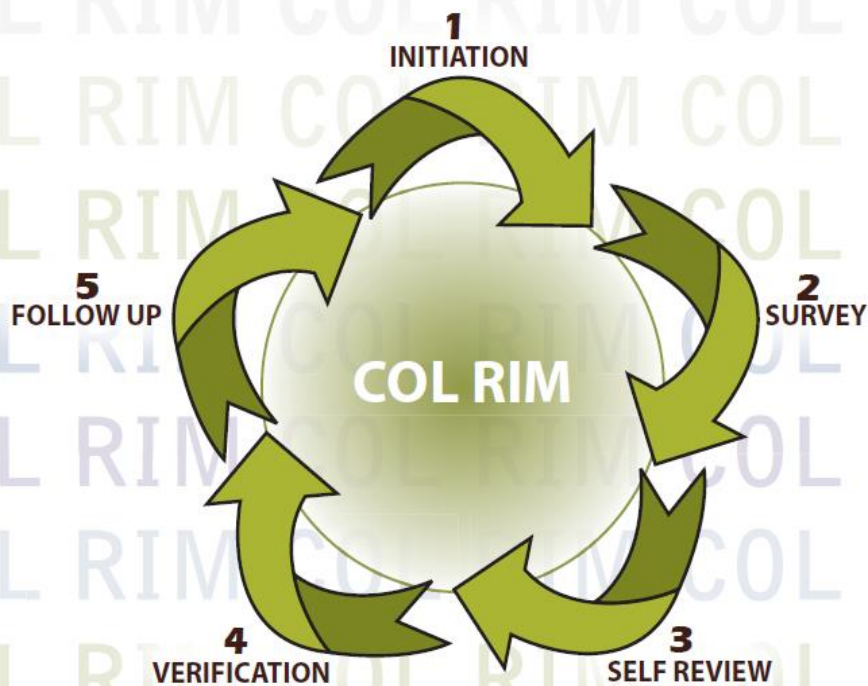




REPORT ON THE COL RIM SELF REVIEW REPORT

UNIVERSITY OF JAFFNA



9th December 2013

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Executive Summary

The University of Jaffna is committed to the search for truth in a diverse field of subjects, as has been emphasized in its motto “Meipporul kanpatharivu” (discernment is knowledge). The Vision of the University is “**to be a leading centre of excellence in teaching, learning, research and scholarship**”. The mission of the University is “**to produce intellectual, professionally competent and capable graduates to meet the emerging needs of the national and international community, with a special emphasis on the social, economic and cultural needs of Northern Sri Lanka**”. Our vision and Mission may be achieved through the Institutional goals and objectives proposed in the corporate plan (2013-2017). The key strengths and the key weaknesses of the Institution identified from the SWOT Analysis of the University are as follows:

Key Strengths

- Adaptable staff with required qualifications
- Academic programmes covers the regional needs
- Increasing student number of multi ethnicity
- Postgraduate courses to meet the needs of the society to consider the cultural aspirations
- Conducting the atmosphere to promote ethnic cohesion
- Majority of senior academic staff are young PhD holders with foreign exposure
- Good team work among the academic staff

Key Weaknesses

- Inadequate number of qualified staff
- Absence of multidisciplinary and job oriented courses
- Weak industry-University link
- Insufficient modernized equipment available in the laboratories
- Inadequate infrastructure facilities for academic and non academic purposes
- Inadequate basic facilities for students
- Limited resources to enhance ICT facilities
- Lack of student self-access learning facilities
- English language training provided by the university is not satisfactory
- Lack of facilities to promote English proficiency to the International level
- Lack of opportunities to practice English language, ICT and soft skills
- Less knowledge and application of soft skills by academic staff
- Staff-student research is minimal

Improvement Plan

In the improvement plan, activities are proposed in order to address the identified problems borne out from the SWOT Analysis and these are summarized in the following Table 1.

Table 1 : Improvement plan

Identified Problem	Proposed activity
Curriculum does not facilitate in securing employment in various sectors	Revising curriculum to meet emerging challenges in the job market
Weak industry-University link	Promoting university-industry linkages to enhance student working skills and employability opportunities
English language training and facilities to promote English proficiency to the International level are lacking.	Improving English language skills
Lack of opportunities to practice ICT and soft skills	Enhancing ICT skills and strengthening soft skills
Inadequate infrastructure facilities	Improving infrastructure facilities for academic and non academic purposes
Staff-student research is minimal	Facilitating to improve staff-student research

1. Introduction to the Self – Review of University of Jaffna (October, November 2013)

1.0 Background and General information

Jaffna campus was the 6th campus of the University of Sri Lanka established in 1974 comprised of faculties of Arts and Sciences and with the implementation of the University act No 16 of 1978 it was upgraded to University status with effect from 1st January 1979 and become an independent autonomous National University named 'University of Jaffna, Sri Lanka'. The University of Jaffna started functioning initially with two faculties, namely Faculty of Science and the Faculty of Arts. At present, it has nine faculties i.e. Agriculture, Arts, Applied Sciences, Business Studies, Graduate Studies, Management Studies and Commerce, Medicine and Science of which two (Applied Science and Business Studies) are at the campus at Vavuniya. A new faculty, Faculty of Engineering is started in 2013 and proposed to intake the students during the academic year 2012/2013. In addition to these, number of different units *viz*; Siddha Medicine Unit, Allied Health Sciences, English Language Teaching Centre (ELTC), Computer Centre, Media Resources Training Centre, Extra Mural Unit, Sports Science Unit, External Examination Unit (for external degree) and Career Guidance Unit are also functioning at the University.

Faculty of Arts, Faculty of Management Studies & Commerce, Faculty of Science and the administrative divisions are situated in Thirunelvely, where the University was started and being functioning until now is generally referred as the main campus of the University of Jaffna. Faculty of Medicine and the Faculty of Graduate studies are situated in close proximity of the main campus but in separate premises. The Faculty of Agriculture and Faculty of Engineering are established in Kilinochchi and Faculty of Applied Science and Faculty of Business Studies are functioning in Vavuniya. Two departments namely, Department of Music, Department of Dance and Art and design unit, under the Faculty of Arts are situated at Maruthanarmadam. This section is known as Ramanathan Academy of Fine Arts (RAFA). The Siddha Medicine Unit of the University of Jaffna is functioning at Kaithady. The Allied Health Sciences unit, Sport Science, Media Resources Training Centre, External Examination Units and Extra Mural Unit are situated in separate locations near to main campus and other units are in the main campus of the University of Jaffna.

Table 2 : Student population among different faculties and study programme

Faculty	Course	Total Number of Students
Faculty of Agriculture	B.Sc. in Agriculture	198
Faculty of Medicine	MBBS	493
Allied Health Sciences	B.Sc. (Nursing)	63
	B.Sc. (MLS)	59
	B.Pharm	37
Faculty of Arts	BA LLB PGD.in ED	1840
Faculty of Science	B.Sc. (Computer Science)	59
	B.Sc.	656
Faculty of Management & Commerce	BBA	836
	B.Com	52
Faculty of Graduate studies	Ph.D.	34
	M.Phil.	121
	MA (Tamil)	47
	MED	143
	M.Sc. (Health Management)	43
	PGD in TESL	25
	M.Sc. (Environmental Science)	29
	PGD (Library science)	20
Faculty of Business Studies Vavuniya Campus	BBM	425
Faculty of Applied Science Vavuniya campus	B.Sc. in Environmental Science	75
	B.Sc in Applied Mathematics and Computing	71
	BICT	159
Unit of Siddha Medicine	BSMS	183
Faculty of Engineering	B.Sc. in Engineering	50 (Proposed)

The University's extend its services mainly to undergraduate and postgraduate students and in some extent to the general community especially to the farmers and rural population for health aspects.

Table 3 : Services from the Units/Centres

	Unit	Services
1	Siddha Medicine Unit	Unit offers degree programmes in indigenous medicine
2	Allied Health Sciences unit	Unit offers degree programmes in Nursing and Pharmacy
3	English Language Teaching Centre (ELTC)	To enhance the English language proficiency levels of undergraduates of all the faculties
4	Computer Centre	Provides Computer literacy course units for undergraduate students and also provides the ICT related services such as networking facilities and repairing and maintaining computing equipments to the University
5	Career Guidance Unit	Provides information and guidance to find appropriate employment to the Graduate
6	External Degree Registration and Examination Unit	Degree programs for external students and online external degree program (Bachelor of Business Management – BBM) through the Distance Education Modernization Program
7	Media Resources Training Centre (MRTC)	Certificate and Diploma courses in Media Studies
8	Extra Mural Unit	Contributes to promote social and community education especially in pre-school education
9	Sports Science Unit	Diploma programme in the field of sports

1.1 The challenges to the University

a) Upgrading the quality of education to the standard of World class Universities

University of Jaffna is one among the seven universities selected to upgrade into a World class university. This is possible when the quality of education meets the standard of those world class Universities with the adequate facilities with respect to teaching, and learning environment.

b) Producing competent marketable skilled Graduates

The University produces graduates in the fields of Agriculture, Arts, Management, Commerce, Business Studies, Science, Applied Science, Information Technology, Medicine, Pharmacy, Nursing, Medical Laboratory Science, Siddha Medicine, Law and Fine Arts. Most of the degree programmes are conducted in English except the degree programmes in Arts. Among the programs in Arts, course units in English and Law are offered in English. The graduates are expected to have adequate hands-on experience with essential skills to be fit especially into the private sector.

- c) Competing with private Universities
- d) Conducting specific degree programmes such as Fisheries, Siddha medicine and Law
- e) Conducting already approved new degree programmes with limited resources
- f) Urge of introducing new degree programmes to fulfill the needs:

The Government of Sri Lanka is introducing the technology stream at A/L students and the students will be ready for the higher education in Universities in 2015. To cater those students in technology stream, new degree programmes have to be designed. The infrastructure facilities have to be strengthened.

- g) Providing external degree

In addition to the regular degree programmes, external degrees are offered through the External Degree Registration and Examination Unit and the Faculty of Management studies and Commerce. The External Degree Registration and Examination Unit are providing the degree programmes in the traditional way while the Faculty of Management studies and Commerce is providing online degree programmes. The University is committed to maintain the standard of the External Degree in par with that of internal degree.

- h) Providing Post graduate degrees

Postgraduate degrees are offered through the Faculty of Graduate Studies. Faculty of Graduate studies conducts Post Graduate Diploma and Post Graduate Degree programmes M.Sc., M.A., M. Phil. and Ph.D. in different disciplines.

1.2 Commonwealth of Learning Review and Improvement Model (COL-RIM)

The COL RIM process is initiated by the Vice Chancellor who informed to the Senate members regarding the implementation of COL-RIM to the University of Jaffna at 374th meeting of the Senate held on 19th March 2013 by referring the e-mail of Prof. Uma Coomaraswamy. A special Senate meeting was conducted on 8th April, 2013 to introduce the COL RIM to the staff members and Prof. Uma Coomaraswamy was invited to explain about the COL RIM process. The Vice Chancellor, University of Jaffna requested the Heads of Departments to send e – mail addresses of all staff members to the Registrar at the 376th meeting of the Senate held on 05 June 2013. Registrar later obtained e-mail addresses of all staff members through the Assistant Registrars of the Faculties and sent to the Commonwealth of Learning.

The Vice Chancellor informed to the Senate that e – mail was received from External verifier, Prof. Uma Coomaraswamy informing that their team would visit in August 2013. The Senate

at its 377th meeting held on 25 June 2013 nominated the following staff members (one member from each faculty) for the University team to carry out self- review process and prepare the report.

- Prof. R. Vigneswaran, Chairman
- Dr. A. Mrurgananthan, Rep. for Faculty of Medicine
- Prof. S.N. Surendran, Rep. for Faculty of Science.
- Mr. V. Subramaniam, Rep. for faculty of Management Studies
- Prof. S.T.B. Rajeswaran, Rep. for Faculty of Arts
- Prof. Fr. Pilendran, Rep for Faculty of Arts
- Dr. T. Sanathanan, Rep for Faculty of Arts.
- Dr.(Mrs).T. Mikunthan, Rep for Agriculture
- Ms. P. Godwin Phillip Rep for Business Studies/Vavuniya campus
- Dr.T.Ketheeswaran, Rep, for Applied Science, Vavuniya campus.

The 378th meeting of the Senate held on 23 July, 2013 approved the Memorandum of Understanding between Commonwealth of Learning (COL) Vancouver, British Colombia, Canada and University of Jaffna. Monkey survey was opened on 3rd of September for one week to carry out the staff survey. The Senate appointed the new coordinator, Dr. (Mrs). T. Mikunthan, in place of Prof. S. N. Surendran who is availing of his sabbatical leave in November, 2013, as Liaison Officer to facilitate the MOU between Commonwealth of learning and University of Jaffna at its 380th meeting held on 22.09.2013.

COL RIM external Verifier in her preparatory visit to University of Jaffna conducted workshops on self-review and verification processes during 29th August to 3rd September 2013. The Senior management meeting was organized on 30th of August 2013 in which Verifier explained the contents of the staff survey report. During this period some of the nominated staff members were absent due to other commitments, hence new members were nominated for COL RIM self review process.

At the workshop on self-review, it was decided to select five themes; communication, needs orientation, capacity building, quality management and innovation and creativity for review process. The results indicators relevant to each theme were selected for scoping and planning. The available evidence such as documents and information were gathered from different parts of University. Further, focus group discussion and questionnaire surveys were carried out to students, staff, graduates and employer. Finally, based on the discussion by the self-review team on the evidences gathered, judgments were made and recommendations were given.

Table 4 : New members of the self- review team and their Roles

Prof. R. Vigneswaran	Head, Mathematics and Statistics	Chairman
Dr. (Mrs).T. Mikunthan	Senior Lecturer, Agric. Engineering	Coordinator
Dr. S. Darshanan	Head, Music and Senior Lecturer	Member of Communication theme
Dr. (Mrs). K. Sounthararajan	Senior Lecturer, Siddha Medicine	Member of Quality Management theme
Mrs. A. Kirupairajah	Head, Dance and Senior Lecturer	Member of Communication theme
Mrs. S. Srisatkunarajah	Head, Linguistics and Senior Lecturer	Member of Capacity building theme
Dr. (Mrs). V. Sathiyaseelan	Senior Lecturer, Siddha Medicine	Member of Quality Management theme
Dr. T. Ketheesan	Head, Physical Science, Vavuniya campus.	Member of Innovation and creativity theme
Mrs. P. Godwin Phillip	Senior Lecturer, Business studies, Vavuniya campus	Member of Innovation and creativity theme
Mr. K. Thabotharan	Senior Lecturer, Dept. of Computer science	Member of Capacity building theme
Mrs. K. Karuna	Senior Lecturer, Dept. of Music	Member of Quality Management theme
Mrs. S. Prabhakaran	Senior Lecturer, Dept. of Dance	Member of Need orientation theme
Mr. V.A. Subramaniam	Head, Dept. of Financial management and Senior Lecturer	Member of Need orientation theme
Mr.S. Sivesan	Lecturer, Dept. of Marketing	Member of Need orientation theme
Dr. T. Eswaramohan	Senior Lecturer, Dept. of Zoology	Member of Communication theme
Mrs. J. Thevananth	Senior Lecturer, Dept. of Financial management	Member of Innovation and creativity theme
Dr. A. Muruganathan	Senior Lecturer, Dept. of Pathology	Member of Capacity building theme

2. Scope of the Self-Review

The scope of the self-review is to investigate outcomes of the institution, focusing both on good practice and on areas for improvement. It is guided by the six thematic questions about the institution's results, which are:

- How effectively does the institution communicate with its stakeholders?
- How well does the institution provide the outcomes that its stakeholders need and value?
- How effectively does the institution engage with local and international communities?
- How effective are the institution's innovative and creative responses to a changing environment?
- How effectively does the institution develop the capacity of its people to provide valued outcomes for stakeholders?
- How well does the institution monitor and improve its performance?

All of the quality outcomes of the process are formative outcomes. It is the most valuable part of the process for the institution.

The aim of this exercise to answer the key thematic questions, dealing with issues such as communication with stakeholders, community engagement, capacity development and performance monitoring and making judgments on the evidence and recommendations for improvement..These evaluative questions are relevant to the all modern evaluation institutions under the following six cross cutting themes:

Table 5 : Cross-cutting Themes

No	Theme	Evaluative questions
1	Communication	How effectively does the institution communicate with its stakeholders?
2	Need Orientation	How well does the institution provide the outcomes that its stakeholders need and value?
3	Engagement	How effectively does the institution engage with local and international communities?
4	Innovative and Creativity	How effective are the institution's innovative and creative responses to a changing environment
5	Capacity Building	How effectively does the institution develop the capacity of its people to provide valued outcomes for stakeholders?
6	Quality Management	How well does the institution monitor and improve its performance?

For detailed consideration of these schemes, COL-RIM includes 48 quality indicators which are given in the Appendix 8 of the COL-RIM Handbook (2010). These indicators

can be grouped according to the themes which are most relevant to those groups of indicators. In particular, those indicators can be divided into 10 key Performance Areas (PA) and further divided into two groups; **Enablers** (28 indicators) and **Results** (20 indicators) The 10 PA are grouped under Enabler and Results in the following table. The details of the enabler indicators and results indicators are given in the COL-RIM Handbook (2010).

Table 6 : Performance Areas group into Enablers and Results

	Performance Areas (PA) (Enablers)		Performance Areas (PA) (Results)
1	Managing change strategically	6	Impact on Society Outcomes
2	Stakeholders and Partnership Orientation	7	Teaching Learning outcomes
3	Lerner Knowledge and Society Focus	8	Research, Innovation and Entrepreneurial Outcomes
4	People Management	9	Staff Outcomes
5	Resource Knowledge and Information Management	10	Support system Outcomes

As we move from the staff survey to self-review, we start to focus on results and what they are telling us about the performance of the institution. The process of self-review evaluates the results and asks whether the enablers are effectively enabling to achieve the goals.

Due to time constraints, we, the self-review team, focus on four essential themes; Communication, Need orientation, Capacity Building, Quality Management and on one optional theme; Innovative and Creativity.. We concentrate to focus on results indicators with rating(based on staff survey) less than one (Appendix 1 of the staff survey report) which are relevant to each theme since these indicators, which are given below, need improvement.

Theme 1: Communication

Performance (Results)	Areas	Results Indicators	Rating based on Staff survey
6. Impact on Society Outcomes		6.2 The institution engages positively with its stakeholders and demonstrate accountability	0.81
		6.4 The institution demonstrates leadership in public and academic debate and contributes to the development of local and international communities.	0.87
7. Teaching and Learning Outcomes		7.3 Learners are generally satisfied with all aspects of their academic, social and personal development experiences	0.92
10. Support System Outcomes		10.1 The institution is making progress towards achieving the goals of lifelong learning.	0.94
		10.2 The institution practices fact based decision making and continuous improvement in all key performance areas	0.79

Theme 2: Need Orientation

Performance (Results)	Areas	Results Indicators	Rating based on Staff survey
6. Impact on Society Outcomes		6.1 Practices and operations in all parts of the institution are legal and ethical and financially stable and sustainable	0.93
7. Teaching and Learning Outcomes		7.3 Learners are generally satisfied with all aspects of their academic, social and personal development experiences	0.92
8. Research, Innovation and Entrepreneurial Outcomes		8.2 Research outputs are relevant to national development goals and institutional goals and meet	0.92

	international standards	
10. Support System Outcomes	10.1 The institution is making progress towards achieving the goals of lifelong learning	0.94
	10.3 Uptake and satisfaction with internal and external services shows that these continue to meet stakeholder needs	0.77

Theme 4: Innovation and Creativity

Performance (Results)	Areas	Results Indicators	Rating based on Staff survey
8. Research, Innovation and Entrepreneurial Outcomes		8.1 Innovation and creativity and partnerships are used to develop relevant products and services	0.82
		8.4 Creative and innovative approaches to meeting the needs of learners are recognized and rewarded	0.71

Theme 5: Capacity Building

Performance (Results)	Areas	Results Indicators	Rating based on Staff survey
7. Teaching and Learning Outcomes		7.5 Improvement and excellence in teaching are recognized and rewarded	0.75
8. Research, Innovation and Entrepreneurial Outcomes		8.3 Excellent research performance is recognized and rewarded	0.90
9. Staff Outcomes		9.1 Staff are retained and empowered to achieve performance targets and progress their careers within the organization	0.80
		9.2 Staff are actively involved in the	

	organizational, social/cultural and academic life of the institution	0.89
	9.3 People's performance contributes to the achievement of institutional goals and shows ongoing development of new knowledge and skills	0.98

Theme 6: Quality Management

Performance (Results)	Areas	Results Indicators	Rating based on Staff survey
6. Impact on Society Outcomes		6.1 Practice and operations in all parts of the institutions are legal and ethical and financially stable and sustainable	0.93
		6.2 The institution engages positively with its stakeholders and demonstrate accountability	0.81
9. Staff Outcomes		9.3 People's performance contributes to the achievements of institutional goals and show ongoing development of new knowledge and skills	0.98
10. Support System Outcomes		10.2 The institution practices fact based decision making and continuous improvement in all key performance areas	0.79
		10.3 Uptake and satisfaction with internal and external services shows that these continue to meet stake holder needs	0.77
		10.4 Information management and communication systems effectively support the achievement of Institutional goals.	0.69

3. Implementation of the self-review

3.1. How we decided to go about the review and the rationale for our approach.

Having the information gathered from the staff survey report as a basis for further investigation, we have discussed and analyzed the number of results indicators, with rating less than one, relevant to each of five themes we selected to review and have identified a number of scoping for each indicator. The information and the respective evidence that need to be gathered under each scoping have also been identified. Analysis of each of the scoping has indicated us on the categories of people that need to be interviewed and the types of documents that we need to look for, for information gathering and evidence gathering. Therefore, it was decided to go and interview senior management committee and the officials in charge of personnel, for focus group discussion, and to collect the relevant documents as proof of activities. Further, to get the opinion of the stakeholders, we carried out questionnaire based survey on internal stakeholders (students and staff members of all categories) and on some external stakeholders (Employers). Accordingly, different questionnaires for relevant themes were designed and distributed among a sample population (about 50) of selected students from all faculties and circulated among a good sample population of staff of all categories. In order to get a good representation, the sample size was calculated proportionally based on the population of each faculty by incorporating both academic and non-academic staff members.

Table 7 : Scoping and planning for communication

Indicator	Scoping	Planning (Methods)	Evidence
<p>6.2 The institutions engages positively with its stakeholders and demonstrated accountability</p> <ul style="list-style-type: none"> • Rating 0.81 • I don't Know 4 • Skipped 39 	<p>6.2.1 Does this institution have effective infrastructure for communication, both with internal & external stakeholders.</p>	<p>Looking for availability of infrastructure and human resources</p>	<p>Organizational documents Obtaining relevant documents from SAR/Establishments, SAR/Administration Documentary evidence from Computer Centre</p>
	<p>6.2.2 How does the institution honour timely communication with its stakeholders.</p>	<p>Looking for documents</p>	<p>Official email record, notice board, website uploads, letter delivery Book of the departments/Sections</p>
	<p>6.2.3. Is the communication flow regularly monitored and what is the mechanism.</p>	<p>Looking for documents</p>	<p>Documents from the SAR/Establishments Relevant records from Computer Centre</p>
	<p>6.2.4 Is Feedback from stakeholders obtained and response to stakeholder feedback.</p>	<p>Questionnaire survey with students, Focus group discussion staff and external stakeholders</p>	<p>Feedback analysis Document</p>
	<p>6.2.5 Does this institution have a policy for engagement with external stakeholders.</p>	<p>Looking for Records for Industrial developments polices & Community development policies</p>	<p>Minutes of the Faculty Boards, Senate & the Council</p>

<p>6.4 The institution demonstrates leadership in public and academic debate and contributes to the development of local and international communities.</p> <ul style="list-style-type: none"> • Rating 0.87 • I don't Know 2 • Skipped 39 	<p>6.4.1 Does this institution have any community development programme.</p>	<p>Searching for institutional records</p>	<p>Senate minutes , faculty minutes, department minutes, Faculty handbook</p>
	<p>6.4.2 How effectively and efficiently the institution is running the community development programme.</p>	<p>Interviews with relevant stakeholders</p>	<p>Results from the interviews Completion records</p>
	<p>6.4.3 Is the institution effective in scheduled time frame of community development programme.</p>	<p>Looking for the institutional records</p>	<p>Minutes of Faculties and Senate</p>
	<p>6.4.4 Are there any monitoring mechanism regarding this programme.</p>	<p>Looking for Monitoring committee feedbacks</p>	<p>Reports from monitoring committee</p>
<p>7.3 Learners are generally satisfied with all aspects of their academic, social and personal development experiences.</p> <ul style="list-style-type: none"> • Rating 0.92 • I don't Know 3 • Skipped 40 	<p>7.3.1 How the graduates satisfied with their waiting time for the first job.</p> <p>7.3.2 Are the graduates able to create self employment.</p>	<p>Survey among the Graduates</p>	<p>Survey analysis Reports</p>

	<p>7.3.3 Are the graduates able to continue their education.</p> <p>7.3.4 Are the graduates feel that they can compete with other university graduates.</p>		
<p>10.1 The institution is making progress towards achieving the goals of lifelong learning</p> <ul style="list-style-type: none"> • Rating 0.94 • I don't know 3 • Skipped 41 	<p>10.1.1 Whether present curriculum encourages stakeholders for lifelong learning.</p>	<p>Examining the curriculum for embedded components for lifelong learning</p> <p>Student survey and focus group discussion</p>	<p>Student hand books printed by the faculty and faculty hand books</p> <p>Survey report Document</p>
	<p>10.1.2 How efficiently the institution providing lifelong learning to the community.</p>	<p>Looking for documents</p>	<p>Course attendance record books, course plans, course proposals and course conducting records</p>
	<p>10.1.3 How many recognized research outputs from staff and student & how many workshops conducted by the institution annually.</p>	<p>Looking for documents</p>	<p>Annual reports, Senate book for awards</p> <p>Relevant records from SAR/Establishment</p> <p>Relevant records from the Director/SDC</p>

	10.1.4. Does the Institution have policy about research grant distribution and how the research grants of the university have been distributed among the staff members.	Looking for documents	Minutes of the university research committee Finance branch records of research grant
10.2 The institution practices fact based decision making and continuous improvement in all key performance areas <ul style="list-style-type: none"> • Rating 0.79 • I don't know 7 • Skipped 41 	10.2.1 Does the institution have defined key performance areas and any guidelines for evaluating key performance areas.	Discussion with Senior administrative and SAR/Establishments	Document Co-operate plan & other policy documents
	10.2.2 How the institution handled the disputes raised against institutional decision.	Looking for relevant documents	Appeals from the staff members - Academic, Non Academic and Administrative
	10.2.3 How accurately and how long criteria followed in the decision makings.	Searching for the decisions of administrative authorities	Council minutes
	10.2.4 Is there any key performance monitoring process available in the institution.	Discussion with Senior administrative	Documents

Table 8 : Scoping and planning for Need orientation

Indicator	Scoping	Planning (Methods)	Evidence
<p>6.1</p> <p>Practices and operations in all parts of the institution are legal and ethical and financially stable and sustainable</p> <ul style="list-style-type: none"> • Rating 0.93 • I don't Know 10 • Skipped 39 	<p>6.1.1</p> <p>Does the institution have policies, bylaw, rule, and regulation. Are they implemented in proper way</p>	<p>Searching Organizational documents</p>	<p>Establishment code</p> <p>University Act</p> <p>Procurement Guidelines</p>
	<p>6.1.2</p> <p>How recourses are allocated for effective and efficient teaching learning and research.</p>	<p>Searching Organizational documents and Records</p>	<p>Discussion with Senior Management Committee (SMC)</p> <p>Faculty minutes and Department minutes</p>
	<p>6.1.3</p> <p>Does this university have adequacy and effective collaboration to meet the expectation of stakeholders.</p>	<p>Searching Organizational documents regarding MOU, Collaborative Research grant and outreach activities</p>	<p>Senate minutes</p> <p>Faculty minutes</p>
	<p>6.1.4</p> <p>Are the programme financial sustainable.</p>	<p>Organizational documents</p> <p>Records</p>	<p>Finance Branch</p> <p>Interview with Dean/ Faculty of Graduate Studies.</p>
<p>7.3</p> <p>Learners are generally satisfied with all aspects of their academic, social</p>	<p>7.3.1</p> <p>Have good critical thinking and analytical skills of the learners, in developing short –term and long term</p>	<p>Third party evidence</p>	<p>Learners/employers feedback, sector survey</p>

<p>personal development experiences.</p> <ul style="list-style-type: none"> • Rating 0.92 • I don't Know 3 • Skipped 40 	<p>strategic plan and problem solving capacity.</p>		
	<p>7.3.2</p> <p>How well academic and professional knowledge of learners contribute to improve the social and institutional development.</p>	<p>Discussion with SMC and Searching citations of research articles of academic staff</p>	<p>Reports</p> <p>Web site</p>
	<p>7.3.3</p> <p>How far university's academic programme revitalizes the learner's creativity, innovation and problem solving capacity to meet the expectation of modern world.</p>	<p>Discussion with Deans</p> <p>Survey</p>	<p>Reports</p> <p>Need assessment for learners through Questionnaire</p>
<p>8.2</p> <p>Research outputs are relevant to national development goals and institutional goals and meet international standards</p> <ul style="list-style-type: none"> • Rating 0.92 • I don't Know 6 • Skipped 40 	<p>8.2.1</p> <p>How far research discloses relevant to the national development goals as well as institutional goals.</p>	<p>Searching the Records</p> <p>Discussion with Deans</p>	<p>Documents (Best Research Evaluation form, faculty of Agriculture)</p> <p>Interview with Deans</p> <p>ARC and JUICE conference proceedings</p>
	<p>8.2.2</p> <p>Are there any research project won the</p>	<p>Searching the Records</p>	<p>Senate minutes</p> <p>Faculty minutes</p>

	national or international awards.		Mass media
10.1 The institution is making progress towards achieving the goals of lifelong learning <ul style="list-style-type: none"> • Rating 0.94 • I don't Know 3 • Skipped 41 	10.1.1 What kind of the policies and strategies are adopting to enhance the lifelong learning.	Searching Organizational documents Discussion with Chairman of the research committee	Establishment code University Act Minutes of the University research committee
	10.1.2 How effective and efficient is the lifelong learning plan.	Searching Organizational documents and Records	Discussion with SMC Faculty minutes
10.3 Uptake and satisfaction with internal and external services shows that these continue to meet stakeholder needs <ul style="list-style-type: none"> • Rating 0.77 • I don't Know 11 • Skipped 41 	10.3.1 How far graduates perform basic performance on working place.	Third party evidence	Employers feedback
	10.3.2 Have good understanding and appreciation of the roles and responsibilities of the graduates in society.	Third party evidence	Employers feedback

Table 9 : Scoping and planning for Innovative and creativity

Indicator	Scoping	Planning (Methods)	Evidence
8.1 Innovation and creativity and partnerships are used to develop relevant products and services <ul style="list-style-type: none"> • Rating 0.82 • I don't Know 6 • Skipped 40 	8.1.1 Does the institution have policies on collaboration, partnership and exchange program with external stakeholders.	Looking for the records.	Senate minutes, Annual report, MOU agreements.
	8.1.2 How effect to ensure innovative initiative.	Looking for organizational records and Discussion with Deans of the faculties.	Annual research reports, faculty minutes,
	8.1.3 Has the policy been implemented and if so, then which area.	Looking for relevant documents and discussion with relevant Person In charge.	Community projects, Research project, Industrial project, Exchange program.
	8.1.4 Adequacy and resource for implementation of the policy in terms of Infrastructure, Finance and Human resource	Looking for relevant documents.	Minutes of the Project Management Committee. Faculty Minutes Agriculture. Council Minutes. Finance Committee Minutes.
	8.1.5 Is there effective communication about the initiative to all stakeholders.	Looking for relevant records.	Advertisement, Web site news, Circulars.
	8.1.6 What are the outputs from implementation of the initiatives.	Looking for relevant records and Discussion.	MRTC reports, publications, awarding prizes

<p>8.4</p> <p>Creative and innovative approaches to meeting the needs of learners are recognized and rewarded.</p> <ul style="list-style-type: none"> • Rating 0.71 • I don't Know 4 • Skipped 40 	<p>8.4.1</p> <p>Does the institution have policies to conduct the innovative competition, inter faculty and inter university sports meets, Cultural competition.</p>	<p>Looking for the records and discussion with Director physical education.</p>	<p>Sports council constitutions</p>
	<p>8.4.2</p> <p>Does the university arrange the innovative competition, inter-faculty and inter-university sports/competition and cultural programmes.</p>	<p>Looking for documents</p>	<p>Colours nite book, Sports council records, Finance branch records,</p>
	<p>8.4.3</p> <p>How this institution communicates about this competition to the stakeholders.</p>	<p>Looking for documents</p>	<p>Notice board, Web advertisements, News paper advertisements</p>
	<p>8.4.4</p> <p>Does the institutions library have the latest edition books, subscription for indexed journals.</p>	<p>Looking from the Library records and finance branch</p>	<p>Records from the library finance committee minutes</p>
	<p>8.4.5</p> <p>How the institution communicate about the new arrival of the books to the stakeholders.</p>	<p>Looking from the Library records – Display board</p>	<p>Records from the library</p>

Table 10 : Scoping and planning for capacity building

Indicator	Scoping	Planning (Methods)	Evidence
<p>7.5</p> <p>Improvement and excellence in teaching are recognized and rewarded</p> <ul style="list-style-type: none"> • Rating 0.75 • I don't Know 2 • Skipped 40 	<p>7.5.1</p> <p>Does the University have a policy for measuring staff performance, incentivize and rewarding for excellence in teaching</p>	<p>Searching for UGC / University (Senate / Council) approved organizational documents</p>	<p>copy of the approved documents</p>
	<p>7.5.2</p> <p>Does the university have a mechanism for staff appraisal and does it incentivize / reward excellence in teaching</p>	<p>Searching for UGC /University (Senate / Council) approved staff appraisal documents</p>	<p>copy of the relevant Council and Senate approved staff appraisal forms and approved incentive and rewards documents</p>
	<p>7.5.3</p> <p>Have the staff been evaluated based on the staff appraisal form and given relevant recognition and awarded</p>	<p>SAR/ establishments Searching for documents</p>	<p>hardcopies of awarding</p>
	<p>7.5.4</p> <p>Does the university set apart adequate resources for rewards.</p>	<p>Searching for council and senate minutes</p>	<p>Council and Senate minutes, Finance committee minutes, endowment committee minutes</p>
	<p>7.5.5 Does the university maintain the records of past achievements of staff</p>	<p>Looking for records at the departments /faculty/ university database</p>	<p>Institutional repository, Annual reports, Senate minutes, faculty board minutes.</p>

<p>8.3</p> <p>Excellent research performance is recognized and rewarded</p> <ul style="list-style-type: none"> • Rating 0.90 • I don't Know 5 • Skipped 40 	8.3.1	Does the University have a policy for measuring staff research performance, incentivize and rewarding for excellence in research	Searching for UGC / University (senate/council) approved organizational documents	copy of the approved documents
	8.3.2	Does the university have a mechanism for staff appraisal and does it incentivize / reward excellence in research	Searching for UGC/ University (senate/council)approved staff appraisal documents	copy of the relevant council and senate approved staff appraisal forms and approved incentive and rewards documents
	8.3.3	Have the staff been evaluated based on the staff appraisal form and given relevant recognition and awarded	Looking for documents with the SAR/ Establishments	hardcopies of awarding
	8.3.4	Does the university set apart adequate resources for rewards.	Searching for council and senate minutes	Council and Senate minutes, Finance committee minutes, endowment committee minutes
	8.3.5	Does the university maintain the records of past research achievements of staff members	Looking for records at the departments/faculty/university database	Institutional repository, Annual reports, senate minutes, faculty boards minutes.

<p>9.1</p> <p>Staff are retained and empowered to achieve performance targets and progress their careers within the organizations</p> <ul style="list-style-type: none"> • Rating 0.8 • I don't Know 4 • Skipped 40 	9.1.1	Does the University have a policy to retain and empower staff to achieve performance targets	Searching for UGC/University (council/senate) approved documents on staff retainment	copy of the approved documents
	9.1.2	Does the university have formulated any indicators to measure staff empowerment	Searching for UGC/University (senate/council) approved staff performance indicator formulation documents	copy of the relevant council and senate approved staff performance indicators
	9.1.3	Does the University have a mechanism to retain and empower staff to achieve performance targets	Searching for UGC/University (senate/council) approved staff performance evaluation documents	copy of the relevant council and senate approved staff performance evaluation forms
	9.1.4	Does the University encourage or motivate its staff for empowerment	Searching for documents with SAR/ Establishments for correspondence and Searching for SDC correspondence for staff empowerment activities	Copy of relevant information passed to the staff by the university, details of conducted staff development programmes, attendance of staff for such programmes, Staff survey
	9.1.5	Does the university regularly monitor	Searching for documents with the SAR/	copy of the staff skill development and leadership and

	the empowerment of staff	Establishments	other qualities development from the SAR / Establishments
	9.1.6 Does the university have any stimulation mechanism to encourage staff who lack in achieving performance targets and do not progress well in their career.	Searching for documents with SAR/ Establishments for correspondence and Searching for SDC correspondence for staff empowerment activities	details of crash courses and other training programmes conducted by the SDC in staff empowerment , attendance of staff for such programmes, staff survey
9.2 Staff are actively involved in the organizational, social/cultural and academic life of the institution <ul style="list-style-type: none"> • Rating 0.89 • I don't Know 2 • Skipped 40 	9.2.1 Does the institution have a policy in encouraging staff to be actively involved in the organizational, social/cultural and academic life of the institution	Searching for UGC/University (council/senate) approved documents on staff encouragement	copy of the approved documents
	9.2.2 Does the university have a mechanism to measure staff contribution to the institution's organizational social/cultural and academic life	Searching for UGC/University (senate/council) approved staff contribution evaluation documents	copy of the relevant council and senate approved staff performance indicators
	9.2.3 Does the university have training programmes to educate its staffs on contributing towards the organizational, social/cultural and	Searching for documents with SAR/ Establishments for correspondence and Searching for SDC	Copy of relevant information passed to the staff by the university, details of conducted staff development programmes,

	academic life of the institution	correspondence for staff training	attendance of staff for such programmes
	9.2.4 Have the staff been evaluated based on their contribution to the institution's organizational social/cultural and academic life and given relevant recognition and awarded	Looking for documents with the SAR/ Establishments	Hard copies of performance evaluations documents
	9.2.5 Is the University committed to encouraging staff to be involved in organizational social/cultural and academic life of the institution	Searching for UGC/University (council/senate) approved documents on staff encouragement	Hardcopies of staff empowerment activities from SAR/Establishments and Director SDC.
9.3 People's performance contributes to the achievement of institutional goals and shows ongoing development of new knowledge and skills • Rating 0.98	9.3.1 Does the university recognize the need in or have a policy in accommodating peoples performance towards the development of new knowledge and skills	Searching for UGC/University (council/senate) approved documents on staff encouragement	copy of the approved documents
	9.3.2 Does the university have a mechanism to accommodate peoples performance	Searching for UGC / University (senate/council) approved staff	copy of the relevant council and senate approved staff performance indicators,

<ul style="list-style-type: none"> • I don't Know 6 • Skipped 40 	towards the development of new knowledge and skills	contribution evaluation documents, student achievement records	recording of student achievements
	<p>9.3.3</p> <p>Have the staff performance been accommodated towards the development of new knowledge and skills</p>	Looking for documents with the SAR/ Establishments	Hard copies of documents
	<p>9.3.4</p> <p>Does the university maintain a record of staff / student performance which have contributed to the development of new knowledge and skills</p>	Looking for records at the departments/faculty/university database	Institutional repository, Annual reports, senate minutes, faculty boards minutes, patents,

Table 11 : Scoping and planning for Quality management

Indicator	Scoping	Planning	Evidence
6.1 Practice and operations in all parts of the institutions are legal and ethical and financially stable and sustainable <ul style="list-style-type: none"> • Rating 0.93 • I don't know 10 • Skipped 39 	6.1.1 Is there University policy regarding practice and operations in all parts of University.	Interview with Registrar & Bursar	UGC circulars, University Establishment Regulations
	6.1.2 Does the University have policy documents for financial management.	Interview with Registrar & Bursar	Financial Regulation and policy documents.
	6.1.3 Are the practices and operations in all parts of the institution financially sustainable.	Interview with Registrar & Bursar	Budget 2013 Establishment Regulations
6.2 The institutions engage positively with its stakeholders and demonstrate accountability. <ul style="list-style-type: none"> • Rating 0.81 • I don't know 4 • Skipped 39 	6.2.1 Does the University collect or responsive to stake holder's feedback and concerns.	Interview with Internal stakeholders (students and Staff). Interview with SMC	Questionnaire Survey report Documents.
	6.2.2 Does the University involve stakeholders in planning and decision making; demonstrate high levels of responsiveness to stakeholders concerns and meet all accountability requirements.	Focus group discussion with internal stakeholder Interview with SMC	Survey reports documents Documents
9.3 People's performance	9.3.1 Does the University appraise the	Interview with SMC	Copy of the appraisal performance and approved

<p>contributes to the achievements of institutional goals and show ongoing development of new knowledge and skills</p> <ul style="list-style-type: none"> • Rating 0.98 • I don't know 6 • Skipped 40 	<p>performance with institutional goals for internal stakeholders.</p>		<p>incentive and rewards documents</p>
	<p>9.3.2 Does the University implement projects to develop the new knowledge and skills to achieve the institutional goals.</p>	<p>Interview with SMC</p>	<p>Reports</p>
	<p>9.3.3 Does the University have systems for ongoing development of new knowledge and skills.</p>	<p>Interview with SMC</p>	<p>Records or Documents Co-operates plans.</p>
<p>10.2 The institution practices fact based decision making and continuous improvement in all key performance areas.</p> <ul style="list-style-type: none"> • Rating 0.79 • I don't know 7 • Skipped 41 	<p>10.2.1 Does the University have policy or regulations for fact based decision making.</p>	<p>To look for policy document Interview with SMC</p>	<p>Financial regulation and Establishment code.</p>
	<p>10.2.2 Does the University have defined key performance areas.</p>	<p>Interview with SMC</p>	<p>Reports or documents</p>
	<p>10.2.3 Does the University have performance targets to plan improvements and records positively progress towards targets.</p>	<p>Interview with SMC</p>	<p>Documents from Sub committee, Senate and council minutes</p>
	<p>10.2.4 Does the University continuously review these performance targets.</p>	<p>Interview with SMC</p>	<p>File documents</p>
<p>10.3 Uptake and satisfaction</p>	<p>10.3.1 Does the University have schedules for</p>	<p>Interview with SMC</p>	<p>Documents</p>

<p>with internal and external services shows that these continue to meet stakeholder needs.</p> <ul style="list-style-type: none"> • Rating 0.77 • I don't know 11 • Skipped 41 	<p>internal and external services.</p>		
	<p>10.3.2 Do these services fulfil to stakeholders needs.</p>	<p>Interview with focus group of students and staff. Interview with SMC for external stake holders.</p>	<p>Students and Staff feedback Documents</p>
	<p>10.3.3 Does the University have mechanism to monitor those services.</p>	<p>To look for document. Interview with SMC</p>	<p>Records</p>
<p>10.4 Information management and communication systems effectively support the achievement of Institutional goals.</p> <ul style="list-style-type: none"> • Rating 0.69 • I don't know 2 • Skipped 41 	<p>10.4.1 Does the University have a policy for information management and communication systems.</p>	<p>To look for policy documents Discussion with Head/Computer center</p>	<p>Co-operate plans</p>
	<p>10.4.2 Does the University have an infrastructure for communication to achieve the goals.</p>	<p>To look for documents</p>	<p>Co-operate plans Records.</p>
	<p>10.4.3 Does the University implement the information management and communication system to achieve the goals.</p>	<p>Interview with Head/Computer Centre and Director/HETC</p>	<p>File documents</p>
	<p>10.4.4 Does the University have mechanism for obtaining the feedbacks</p>	<p>Head/ Computer Centre</p>	<p>IT Records Computer documents</p>

	<p>10.4.5 Does the University have the effective and efficient infrastructures for communication flow to achieve the goals</p>	<p>Head/ Computer Centre and Interview with Heads</p>	<p>Documents</p>
	<p>10.4.6 Whether the information management and communications system has facilities to collaborate with relevant external stake holders</p>	<p>To look for documents</p>	<p>Information and communications Records (ICT Records),Policy documents</p>

3.2 Our observation on the methods we used to gather evidence and on the quality and quantity of evidence gathered.

The methods, which we used to gather evidence for each theme, were satisfactory and most of the officials were corporative with our review team in gathering necessary information. It was noted that the university does not maintain records on staff achievements and awards unless the staff member concerned reports it to the Vice Chancellor and also does not maintain records on other social and cultural activities related to the development of the university. Lack of a centralized electronic database at the university is a serious drawback in accessing such information instantly.

The review team feels that in many instances the only evidences available with the university are just the UGC circulars, other funding agency correspondence and the staff intimation with the university administration and there are no proper policy documents for most of the activities. Though a number of evidences gathered for each scoping of each theme, the quality of some evidences were not satisfactory.

3.3. How (as a team) we made judgments based on evidence and decide on ratings.

Judgments were made based on the discussions(as a team) on the evidences gathered and on the statistically analyzed data collected by the questionnaire survey for each scoping of results indicators using three levels of performances and these three levels of performances were used to decide on rating of each theme.

3.4 Record of Evidence used

Table 12 : Record of evidence for Communication

Scoping	Departments where we made observations		People we interviewed		Document we look at	
	Dept.	Date	Name	Role	Title	Location
6.2.1	Computer Science	07/11/2013	Dr.E.Y.A. Charles	Head	Discussion	Document 1
	Computer Centre	07/11/2013	Dr.S. Mahesan	Head	Discussion	Document 2
	Academic Establishments	08/11/2013	Mr. T. Anpananthan Mr.Sahayanathan	SAR Subject Clerk	Discussion	Document 3
	Administration	08/11/2013	Mr.Athiyaman	SAR	Discussion	Document 4
6.2.2	Music	11/11/2013			Letter Delivery	Letter delivery book
	Music	11/11/2013			Notice	Notice Board Music
	Faculty of Agriculture	11/11/2013	Prof. G.Mikunthan	Dean/ Agriculture	Web page	Faculty Agriculture Web page
	University Web	07/11/2013	Dr.S.Ananthkrishnan	Person In charge	Web page	University Web page
	Computer Science	11/11/2013	Dr.E.Y.A. Charles	Head	Discussion regarding e-mail communication	Document 5
6.2.3	Establishments	11/11/2013	Mr. T. Anpananthan Mr.Sahayanathan	SAR Subject Clerk	Discussion	Document 6
	Computer Centre	07/11/2013	Dr.S. Mahesan	Head	Discussion	Document 7
6.2.4	Eastern	14/11/2013	Ms. J. Priyadarshini	Coordinator/	Discussion	Document 8

	University			Music		
	NIE, Maharagama	03/11/2013	Ms. T. Nishantharagini	In charge for Dance	Discussion	Document 9
	Focus Group staff	07/11/2013			Discussion	Document 10
6.2.5	Academic Branch	08/11/2013	Mr.Senthilselvan	AR	Discussion	Document 11
	Faculty of Commerce and Mgt	03/11/2013	Prof.T. Velnamby	Dean	Discussion	Document 12
6.4.1, 6.4.2 & 6.4.3	Community Medicine	08/11/2013	Dr. Surendrakumar	Head	Discussion	Document 13
	Agric. Biology	08/11/2013	Dr. G. Thirukkumaran	Head	Discussion	Minutes of the faculty board of Agriculture
	Faculty of Commerce and Mgt	08/11/2013	Prof.T. Velnamby	Dean	Discussion	Document 14 /
	Zoology	08/11/2013	Dr. (Mrs).R. Gnaneswaran	Head	Discussion	Document 15
	Extra Mural studies	08/11/2013	Dr. Arunthavarajah	Coordinator	Discussion	Document 16
	Faculty of Graduate studies	08/11/2013	Prof. Saththiyaseelan	Dean	Discussion	Document 17
6.4.4	Community Medicine, Agric. Biology, Faculty of	03/11/2013			Discussion /Documents	Progress reports submitted and Documents received from funding source

	Commerce and Mgt, Zoology					
7.3.1, 7.3.2, 7.3.3 & 7.3.4		07/11/2013	Graduates		Focus group Discussion	Document 18
		07/11/2013	Graduates		Survey	QIG reports of Agriculture, Commerce and Mgt., and Science
10.1.1	All faculties	07/11/2013		Deans	Discussions	Curriculum documents of all faculties
					Student survey	Feedback Analysis
			Graduates		Focus group Discussion	Document 19
10.1.2	Extra Mural Unit		Dr. S.Arunthavarajah	Coordinator	Documents	Extra Mural Curriculum
	Faculty of Graduate studies		Prof. S. Saththiyaseelan	Dean	Documents	Minutes of the faculty / Senate minutes
10.1.3	Academic branch		Mr. S.Senthilselvan	AR	Annual Report 2012	10 -100
	SDC		Prof.P. Ravirajan	Director	Discussion	Document 20
10.1.4	Finance	08/11/2013	Mr.S. Sivakumaran	AB	Minutes of the Finance committee	
	Academic	08/11/2013	Mr. S.Senthilselvan	AR	University Research	

					committee minutes.	
10.2.1 10.2.3 & 10.2.4	Academic Establishments	08/11/2013	Mr. T. Anpananthan	SAR	Discussion	Document 21
	Vice Chancellor office		Prof. V. Arasaratnam	VC	Discussion	Document 22
10.2.2	Academic Establishments	08/11/2013	Mr. T. Anpananthan Mr.Sahayanathan	SAR Subject Clerk	Court Case Records	Appeal Files

Table 13 : Record of evidence for Need orientation

Scoping Number	Departments where we made observations		People we interviewed		Documents we looked at	
	Dept	Date	Name	Role	Title	Location
6.1.1	Finance branch	13.11.2013	Mr. C.Ramakrishnan	Bursar	Finance Committee Minutes (11/02/2013), University Act Procurement guidelines	Number 171
	Registrar office	14.11.2013	Mr. Kandeepan	Registrar	Establishment code	UGC Website
6.1.2	Finance branch	13.11.2013	Mr. C.Ramakrishnan	Bursar	Document from Bursar	Document -1
	Deans Office Faculty of Management Studies and Commerce	11.11.2013	Prof.T.Velnampy	Dean	Minutes of the faculty board of Management Studies and Commerce	Number 92

6.1.3	Academic branch	14.11.2013	Mr. Senthilchelvan	AR	Minutes of the Senate	Number 167
	Deans Office Faculty of Agriculture	10.11.2013	Prof.G. Mikunthan	Dean	Faculty board minutes	Number 157
6.1.4	Deans office Graduate Studies	12.11.2013	Prof.S.Sathiyaseelan	Dean	Interviewed with Dean	Document 2
	Finance branch	13.11.2013	Mr. C.Ramakrishnan	Bursar	Document from Bursar	Document 3
7.3.1					Learners/employe rs/ Graduates feedback survey,	Feedback report 1
7.3.2	Deans Office Faculty of Medicine	10.11.2013	Dr.T. Balakumar	Dean	Interviewed with Dean	Document 4
	Deans Office Faculty of Science	10.11.2013	Prof. S. Srisakunarahah	Dean	Interviewed with Dean	Document 5
					Web site	Google scholar Research gate Academia

7.3.3	Deans Office Faculty of Management Studies and Commerce	11.11.2013	Prof. T. Velnampy	Dean	Interviewed with Dean	Document 6
	Deans Office Faculty of Agriculture	10.11.2013	Prof. G. Mikunthan	Dean	Interviewed with Dean	Document 7
					Learners feedback survey	Feedback report 2
8.2.1	Deans Office Faculty of Agriculture	14.11.2013	Dr.(Mrs).T. Mikunthan	Examiner / Senior Lecturer	Evaluation form – (Best Research)	Document 8
	Deans Office Faculty of Management Studies and Commerce	11.11.2013	Prof. T. Velnampy	Dean	Interviewed with Dean	Document 9
	Department of Accounting	11.11.2013	Prof. T. Velnampy	Convener 2011 of the Annual Research Conference	Documents	Proceedings of Annual research Conference (ARC) and Proceedings of Jaffna University

						International conference JUICE
8.2.2	Academic branch	12.11.2013	Mr. Senthilchelvan	AR	Minutes of the Senate – certificates presidential awards	Number 335
	Dept. of Physics	25.11.2013	Prof. Ravirajan	Head/ Professor in Physics	Details of awards /Faculty board minutes	Number133
10.1.1	Bursar office	13.11.2013	Mr. C.Ramakrishnan	Bursar	Finance Committee Minutes (11/02/2013), University Act Procurement guidelines	Number 312
	Registrar office	14.11.2013	Mr. Kandeepan	Registrar	Establishment code	UGC Website
	Dept. of Physics	25.11.2013	Prof. K. Kandasamy	Professor in Physics	Details of research grant / minutes of the Research Committee	

10.1.2	Finance branch	13.11.2013	Mr.C. Ramakrishnan	Bursar	Document from Bursar	Document 10
	Deans Office Faculty of Management Studies and Commerce	13.11.2013	Prof. T.Velnampy	Dean	Minutes of the faculty board of Management Studies and Commerce	Number 88
10.3.1					Employers/ Graduates feedback survey,	Feedback report 3
10.3.2					Employers/ Graduates feedback survey,	Feedback report 4

Table 14 : Record of evidence for Innovation and Creativity

Scoping number	Department where we made observation		People we interviewed		Documents we looked at	
	Dept	Date	Name	Role	Title	Location
8.1.1	Academic Branch	13/11/2013	Mr.Senthilchelvan	AR	MOU documents Annual report Senate Minutes	Document 1 Report 2012 Document 2
8.1.2	Dean's office management studies & commerce Dean's Office Arts	13/11/2013	Prof.T.Velnampy Ms.Vigitha Mr. Jeyakumar Mr.Baskaran	Dean AR Clerk SAR	Discussion with Deans Senate minutes Discussion	Document 3 No 377,378, 380, 381 Document 4
8.1.3	Finance Branch Community Medicine Sidtha Medicine Dean's office	14/11/2013 04/11/2013 07/11/2013 07/11/2013	Mr.M.G.L. Maveekumbura Mr. S.Sriskantharajah Dr.Surendrakumar Dr. (Mrs). K.Sountharajah Prof.T.Velnampy	SAB/supplies AB/Payment Head Senior Lecturer Person In charge	Finance records Discussion Discussion Discussion	Copy of financial records Document 5 Document 6 Document 7

	Management studies & commerce					
	Agric. Biology	07/11/2013	Prof.G. Mikunthan	Person In charge	Discussion	Document 8
	MRTC	06/11/2013	Mr.T.Thevananth	Director/ MRTC	Discussion	Document 9
8.1.4	Capital works	14/11/2013	Mr.Rajavishagan	Deputy Registrar – capital work	PMC minutes	2013 PMC minutes
	Faculty of Agriculture	07/11/2013	Prof.G. Mikunthan	Dean	Faulty board minutes	
	Registrar Office	07/11/2013	Mr.Kandeepan	Registrar	Council Minutes	
	Bursar Office	06/11/2013	Mr.C. Ramakrishnan	Bursar	Minutes of the Finance committee	
8.1.5	Registrar Office	14/11/2013	Mr.Kandeepan	Registrar	Relevant documents	Document 9
	Dean’s Office	07/11/2013	Prof.T.Velnamby	Dean/Management Studies & Commerce		Web pages (www.jfn.ac.lk)
		13/11/2013	Prof.Srisatkunarajah	Dean/ Science		
		13/11/2013	Prof.V.P.Sivanathan	Dean /Arts		
8.1.6	MRTC	13/11/2013	Mr.T.Thevananth	Director	Reports	Narrative Report 2012(MRTC)
	Dean’s Office	14/11/2013	Prof.T.Velnamby	Dean/Management Studies & Commerce	Discussion	Implemented Plan 2012, 2013(MRTC)
		19/11/2013	Prof.V.P.Sivanathan	Dean/ Arts		Document 10

8.4.1	Physical Education Unit	15/11/2013 18/11/2013	Mr.Gneshsanathan	Director	Record books Colors Nite book	Colors Nite book 2012 Secretary report
8.4.2	Physical Education Unit Finance branch	15/11/2013 18/11/2013 18/11/2013 19/11/2013	Dr. P.Ingaran Mr.Gneshsanathan Miss.Janani Mr .C. Ramakirishnan	Chairman sports advisory board Director/Physical Education Unit Secretary/sports Bursar	Relevant documents	Colours Nite book 2012 Minutes of Advisory board 2013 Document 11
8.4.3	Physical Education Unit Registrar Office	15/11/2013 15/11/2013	Mr..Gneshsanathan Mr. Kandeepan	Director Registrar	Discussion Discussion	Document 12 Document 13
8.4.4	Library Finance branch	13/11/2013 13/11/2013	Mr.S.Keetheeswaran Mr.C.Ramakirishnan	SAL Bursar	Discussion and Latest books list Minutes of the finance committee	Received book list 2012,2013 Minutes 2012

Table 15 : Record of evidence for Capacity building

Scoping number	Department where we made observation		People we interviewed		Documents we looked at	
	Dept	Date	Name	Role	Title	Location
7.5.1	Academic Establishment Branches	8/11/2013	Mr. S. Anpananthan	Senior Assistant Registrar	UGC Circulars	Document
7.5.2	Academic Establishment Branches	8/11/2013	Mr. S. Anpananthan	Senior Assistant Registrar	UGC Circulars	Document
7.5.3	Academic Establishment Branches	8/11/2013	Mr. S. Anpananthan	Senior Assistant Registrar	UGC Circulars,	Document
7.5.4	Academic Establishment Branches	8/11/2013	Mr. S. Anpananthan	Senior Assistant Registrar	UGC Circulars,	Document
7.5.5	Academic Establishment Branches	8/11/2013	Mr. S. Anpananthan	Senior Assistant Registrar	UGC Circulars,	Document
8.3.1	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar	UGC Circulars,	Document
	OTS office	7/11/2013	Dr. (Mrs). M. Senthilnathanan	Director	Communication with HETC .	Document 1
8.3.2	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	Document

	OTS office	7/11/2013	Dr. (Mrs). M. Senthilnathanan	Director	Communication with HETC .	Document 1
8.3.3	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	Document
8.3.4	Establishment (Academic and non-academic) Branches of the University of Jaffna	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar	UGC Circulars,	Document
	Finance branch	11/08/2013	Mr.C.Ramakrishnan	Bursar	Minutes of the Finance and Endowments committee	Document
8.3.5	Establishment (Academic and non-academic) Branches	8/11/2013 and 11/08/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar	.Senate Minutes Annual report	
	Dept of Physics		Prof.K.Kandasamy	Chairman	Minutes of the research committee	Document 2
9.1.1	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
9.1.2	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	

9.1.3	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
9.1.4	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
	SDC	13/11/2013	Prof. P.Ravirajan	Director	Staff development programmes	Document 3
9.1.5	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
9.1.6	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
	SDC	13/11/2013	Prof. P.Ravirajan	Director	Staff development programmes	Document 3
9.2.1	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
9.2.2	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
9.2.3	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
	SDC	13/11/2013	Prof. P.Ravirajan	Director	Staff development programmes	Document 3

9.2.4	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
9.2.5	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
	SDC	13/11/2013	Prof. P.Ravirajan	Director	Staff development programmes	Document 3
9.3.1	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
9.3.2	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
	OTS office	7/11/2013	Dr. (Mrs). M. Senthilnathanan	Director	Communication with HETC .	Document 1
9.3.3	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars,	
9.3.4	Establishment (Academic and non-academic) Branches	8/11/2013	Mr. S. Anpananthan and Mrs. S. Sumithra	Senior Assistant Registrar of the Branch	UGC Circulars, Annual report Senate minutes	

Table 16 : Record of evidence for Quality management

Scoping Number	Department where we made observation		People we interviewed		Documents we looked at	
	Dept	Date	Name	Role	Title	Location
6.1.1 & 6.1.2	Registrar office Finance branch	04.11.2013 03.11.2013	Mr.Kandeepan Mr.Sivanadarajah	Registrar SAB	UGC circulars Program budget- 2013	Document 1 Document 2
6.1.3	Deans office, Faculty of Agriculture Finance branch	04.11.2013 07.11.2013	Prof. G. Mikunthan Mr. Sivanadarajah	Dean SAB	Faculty board Minutes Program budget 2013	
6.2.1	Faculty of Agriculture	04.11.2013	Prof.G.Mikunthan	Dean	Student feedback summary	
	Faculty of Agriculture	04.11.2013	Prof.G.Mikunthan	Dean	Peer Evaluation summary	Document 4
6.2.2	Faculty of Commerce and Management	04.11.2013	Prof. T.Valnamby	Dean	Documents prepared with discussion	Document 5
		07.11.2013	Dr. S.Sivanantharajah	UGC appointed Council Member	Documents prepared with discussion	Document 6
					Focus group discussion	Document 7
9.3.1	Establishment branch Academic and non academic	04.11.2013 & 06.11.2013	Mr.T.Anpananthan	SAR/Academi c SAR/Nonacade mic	Documents	Document 8

9.3.2	Establishment non academic	04.11.2013 & 06.11.2013	Mrs.S.Krishnsmoorthy	SAR	Document prepared with discussion	Document 9
	Examination branch	06.11.2013	Mrs.S.Kumarasamy	SAR/ Examination	Convocation Brochure	Document 10
	Admission	04.11.2013 & 06.11.2013	Mr.M.Thavarajah	SAR	Summary of students population	Document 11
9.3.3	OTS office	04.11.2013 & 06.11.2013	Dr. (Mrs) M.Senthilnathan	Director/OTS	Documents	Document 12
	SDC	04.11.2013	Prof.P. Ravirayan	Director	Reports	Document 13
10.2.1	Registrar Office Finance Branch	04.11.2013	Mr. Kandeepan Mr. Ramakrishnan	Registrar Bursar	Administrative Regulation Financial Regulation	
10.2.2, 10.2.3 and 10.2.4	Vice Chancellor office	19.11.2013	Prof. V.Arasaratnam	Vice Chancellor	Document prepared with discussion	Document 14
	Siddha Medicine	06.11.2013	Dr.S.Sivashanmugarajah	Head	Minutes of the library committee	Document 15
10.3.1	Administration Maintenance Welfare Computer Center	06.11.2013 07.11.2013 06.11.2013 06.11.2013	Mr. S.Athiyaman Eng.T.Sivananthan Mr.J.Jayakumar Dr. S. Mahesan	SAR Works Engineer AR Head	Records Document prepared with discussion	Document 16 Document 17
10.3.2					Questionnaire survey	
10.3.3	Administration Maintenance	04.11.2013 06.11.2013 13.11.2013	Mr. S.Athiyaman Eng.T.Sivananthan	SAR Works Engineering	Document	Document 18

10.4.1	Capital works & planning Computer Center	04.11.2013	Mr.N.Rajavisakan Dr. S. Mahesan	Deputy Registrar Head	Corporate plan Document prepared with discussion	8, 20
10.4.2	Administration branch Computer Center	06.11.2013 06.11.2013	Mr. S.Athiyaman Dr. S. Mahesan	SAR Head	Corporate plan Document prepared with discussion	32
10.4.3	Computer Center HETC Office	04.11.2013 & 06.11.2013	Dr. S. Mahesan Dr.S.Senthilnathanan	Head Director	Document prepared with discussion	
10.4.4	Computer Center	04.11.2013 & 06.11.2013	Dr. S. Mahesan	Head	Document prepared with discussion	
10.4.5	Computer Center Siddha Medicine Mathematics and statistics	04.11.2013 & 06.11.2013	Dr. S. Mahesan Dr.S. Sivashanmugarajah Prof. R. Vickneswaran	Head Head Head	Documents Faculty Minutes and Senate Minutes	Document 19 Document 20
10.4.6	Faculty of Agriculture Siddha Medicine Computer Center	04.11.2013 & 06.11.2013	Prof. G. Mihunthan Dr.S. Sivashanmugarajah Dr. S. Mahesan	Dean Head Head	Document prepared with discussion	Document 21 Document 22

3.5. What we learned from the process, what we think the benefits are

What we learned from this self-review process is that this process develops systemic thinking and organizational learning ; encourages a holistic processing of organizational information and de-emphasizes point scoring and also encourages real reflection; offers a systematic view of our institution based on information from multiple sources and perspectives.

The one of the benefits of this process is to identify problems of our Institution that need improvement. Since the time frame for this process is limited, we were unable to gather evidences in each and every part of the University. Hence the time frame for this process should be extended.

4. Findings of the Self review

4.0 Finding by Themes

Rating for each theme is arrived at by averaging ratings (by staff survey) of all relevant enabler indicators, ratings(by staff survey) of relevant results indicators whose ratings are above one and the new ratings of the rest of the relevant results indicators considered for review under the respective theme. Rating for each results indicator is obtained by applying three levels descriptive statements.

4.1 Theme 1 - Communication

Table 17 : Three levels performance for communication

Indicators	scoping	Opportunity for Improvement	Threshold-improvement Orientation	Good Practice
6.2 The institutions engages positively with its stakeholders and demonstrated accountability	6.2.1 Does this institution have effective infrastructure for communication, both with internal & external stakeholders		The communication infrastructures; email, telephone, fax, internet, and network facilities are available in most of the departments and branches. However the utilization for official communication except the telephone is in minimum level. Because the hard copy with original signature is the only one acceptable official communication in the University.	
	6.2.2 How does the institution honour timely communication with its stakeholders		Some faculties are practicing timely communication through email for official matters. Also they publish their announcements on web page. But, in overall consideration to the all departments timely communication is inadequate.	
	6.2.3 Is the communication flow regularly monitored and what is the mechanism	There is no mechanism to monitor the timely communication.		
	6.2.4 Is feedback from stakeholders obtained and response to	More internal and external stake holders are not satisfied with		

	stakeholder feedback	obtaining the feedback.		
	6.2.5 Does this institution have a policy for engagement with external stakeholders.	There is no such policy found but Institution engages with external stakeholders.		
Rating				0.4
6.4 The institution demonstrates leadership in public and academic debate and contributes to the development of local and international communities.	6.4.1 Does this institution have any community development programme.		There are community development programs organized in the department of community medicine, the Faculty of Agriculture, unit of Siddha and the unit of extra mural studies.	
	6.4.2 How effectively and efficiently the institution is running the programme .		Most of the community development programmes are running satisfactorily. But some of the programmes are not progressive.	
	6.4.3 Is the institution effective in scheduled time frame of development programmes.		Community based programmes, which imbedded in the curriculum, are running within the scheduled timeframe. But the Unit of extra mural studies & the faculty of Graduate Studies face major delays beyond the time-schedules, due to difficulties in finding the experts in respective discipline.	
	6.4.4 Are there any		Progress reports prepared by the respective faculties / Departments are sending to the funding agencies for	

	monitoring mechanism regarding this programme		monitoring and evaluation. But there is no monitoring mechanism to Unit of extra mural studies.	
Rating				1.0
7.3 Learners are generally satisfied with all aspects of their academic, social and personal development experiences	7.3.1 How the graduates satisfied with their waiting time for the first job		The average waiting time for the first job differs among the faculties. In the faculties of Commerce & Management, Science and Agriculture, survey reports show average waiting time for the first job improved satisfaction over time. But, the Arts faculty graduates face difficulties to find their first Job within a short period.	
	7.3.2 Are the graduates able to create self-employment		In the faculties of Commerce & Management, Visual & Performing Arts; graduates are able to create their self-employment to a certain extent.	
	7.3.3 Are the graduates able to continue their education		The results of the survey report shows that about 20% of graduates are able to continue their high studies.	
	7.3.4 Are the graduates feel that they can compete with other university graduates.		Graduate survey and the focus group discussion indicate that our graduates are performed well in the national level competitive examinations.	
Rating				1.0

10.1 The institution is making progress towards achieving the goals of lifelong learning	10.1.1 Whether present curriculum encourages stakeholders for lifelong learning		The evidence shows that present curriculum encourages the lifelong learning of learners and student feedback analysis shows moderate level (44%) of satisfaction with the education given by the University. The results of the feedback of the students supported by the focus group discussion.	
	10.1.2 How efficiently the institution providing lifelong learning to the community		Most of the lifelong learning activities, diploma courses, post graduate courses, updating the library collections, and uploading the staff publication in the web are on progress. Evidence shows that the numbers of lifelong learners are increased.	
	10.1.3 How many recognized research outputs from staff and student & how many workshops conducted by the institution annually.	Recognized research outputs from staff and students & workshops conducted by the institution are insufficient.		
	10.1.4 Does the Institution have policy about research grant distribution and how the research grants of	There is no such policy to approve the research grant. However the research committee		

	the university have been distributed among the staff members.	evaluates the applications case by case with the procedures agreed by the members.		
Rating				0.5
10.2 The institution practices fact based decision making and continuous improvement in all key performance areas	10.2.1 Does the institution have defined key performance areas and any written interpretations or guidelines for evaluating key performance areas.		The institution have defined key performance areas but doesn't have a written interpretations or guidelines for evaluating key performance areas	
	10.2.2 How the institution handled the disputes raised against institutional decision		The institution won all disputes raised in the USAB, but few loses and settlements at the court of appeal.	
	10.2.3 How accurately and how long criteria followed in the decision makings?		UGC circulars and act are followed by the University for decision marking in most of the key performance areas.	
	10.2.4 Is there any key		There is no such monitoring process but progress reports are being submitted to the Head of Institution	

	performance monitoring process available in the institution?		by the relevant sub committees.	
Rating				1.0

	Reviewed results Indicator	Rating through the Staff survey	Rating through the self review
6.2	The institutions engages positively with its stakeholders and demonstrated accountability	0.81	0.4
6.4	The institution demonstrates leadership in public and academic debate and contributes to the development of local and international communities	0.87	1.0
7.3	Learners are generally satisfied with all aspects of their academic, social and personal development experiences.	0.92	1.0
10.1	The institution is making progress towards achieving the goals of lifelong learning	0.94	0.5
10.2	The institution practices fact based decision making and continuous improvement in all key performance areas	0.79	1.0

4.2 Theme 2- Need orientation

Table 18 : Three levels performance for Need orientation

Indicator	Scoping	Opportunity for improvement	Threshold (improvement orientation)	Good Practice
6.1 Practices and operations in all parts of the institution are legal and ethical and financially stable and sustainable	6.1.1 Does the institution have policies, bylaw, rule, and regulation. Are they implemented in proper way			<p>The institution has polices, bylaw, rule and regulations which are clearly implemented in proper way to prevent issues that are no legal and ethical.</p> <p>The institution has won many cases in courts which appealed by employees. It is very strong evidence that university is functioning in indisputable manner.</p>
	6.1.2 How recourses are allocated for effective and efficient teaching learning and research.		The institution has systematic methods to allocate the fund received from the UGC among the faculties and units. But the allocation made by UGC is inadequate to develop the infrastructure as well as common platform for research.	

	6.1.3 Does this university have adequacy and effective collaboration to meet the expectation of stakeholders.		The institution has signed several memorandum of understanding (MOU) with academic and profession institutions at national and international level. But the progress of MOU has not been monitored yet. HETC project supports the staff members of the university for capacity building and also to expand the physical infrastructure facilities	
	6.1.4 Are the programme financial sustainable		Many self finance courses are successfully conducted but few study programmes are temporally suspended due to not reach the breakeven point on the basis of financial deficit.	
Rating = 1.25				
7.3 Learners are generally satisfied with all aspects of their academic, social	7.3.1 Have good critical thinking and analytical skills of the learners, in developing short –term			Graduates and learners have good research skills; consist of analytical and critical thinking.

personal development experiences.	and long term strategically plan and problem solving capacity			According to survey, 70% of the employers have high level satisfaction with the performance of the employees.
	7.3.2 How well academic and professional knowledge of learners contribute to improve the social and institutional development.		Learner's support and encourage the creative use of new technologies, new modes and methods to meet the needs of society. Learners are working with community based project to enhance the health, living standard of community and reduce the poverty.	
	7.3.3 How far university's academic programme revitalizes the learner's creativity, innovation and problem solving capacity to meet the expectation of modern		Institution is well known for its innovative "cutting edge" responsiveness to the emerging needs of its learners. Most of the curriculum of the study programme impeded	

	world.		with creativity and innovation skills.	
Rating = 1.33				
8.2 Research outputs are relevant to national development goals and institutional goals and meet international standards	8.2.1 How far research discloses relevant to the national development goals as well as institutional goals.		<p>Ongoing research works of the academic and learners of some faculties are mainly concentrated on community based problems.</p> <p>Institution has organized two international conferences in different themes. These types of conferences are very important to revitalize the knowledge of learners. Furthermore, this activity facilitates to achieve the national and institutional goals of the Institution.</p>	
	8.2.2 Are there any research		A limited number of Institutional staff members has received	

	projects won the national or international awards		awards for their achievements; won the best award for their research articles and presentation. Few Institutional members have received grant from funding agencies to do the research which reflects the culture of the research.	
Rating = 1.00				
10.1 The institution is making progress towards achieving the goals of lifelong learning	10.1.1 What kind of policies and strategies are adopting to enhance the lifelong learning	There is no policy but Institution has regulation to plan for lifelong learning.		
	10.1.2 How effective and efficient is the lifelong learning plan		Each department has good strategic planning to develop the lifelong learning. Meanwhile, institution is motivating	

			<p>their staff to do the research as well as continuous study. Institution has more facilities to uplift lifelong learning.</p>	
Rating = 0.5				
<p>10.3</p> <p>Uptake and satisfaction with internal and external services shows that these continue to meet stakeholder needs</p>	<p>10.3.1</p> <p>How far graduates execute basic performance on working place</p>		<p>Most of the graduates are satisfying the employer's expectation. Anyhow according to the survey, our graduates have well theoretical knowledge than the practical knowledge and also they are very keen in the working place. The following skills are dominated on graduate ability namely communication skill, proper body language, leadership skill, managerial skill, risk taking mentality.</p>	

	10.3.2 Have good understanding and appreciation of the roles and responsibilities of the graduates in society.		Our institutional graduates are contributing to the society in different manner and also they have good socialization skills.	
				Rating = 1.0

	Reviewed results Indicator	Rating through the Staff survey	Rating through the self review
6.1	Practices and operations in all parts of the institution are legal and ethical and financially stable and sustainable	0.93	1.25
7.3	Learners are generally satisfied with all aspects of their academic, social personal development experiences.	0.92	1.33
8.2	Research outputs are relevant to national development goals and institutional goals and meet international standards	0.92	1.0
10.1	The institution is making progress towards achieving the goals of lifelong learning	0.94	0.5
10.3	Uptake and satisfaction with internal and external services shows that these continue to meet stakeholder needs	0.77	1.0

4.3 Theme 4 – Innovation and Creativity

Table 19 : Three levels performance for Innovation and Creativity

	Results Indicator	Opportunity for Improvement	Threshold (Improvement orientation)	Good Practice
8.1 Innovation and creativity and partnerships are used to develop relevant products and service	8.1.1 Does the institution have policies on collaboration, partnership and exchange program with external stakeholder.		There are procedures on collaboration and partnership programmes between University of Jaffna and National and International institutions to develop human resources and technical development as well. This supports new opening and lead to meet the need of current and future students.	
	8.1.2 How effect to ensure innovative initiative.		Direct foreign intervention programme successfully implemented in certain unit. Institutional initiation or direct implementation are not being taken place in timely or effectively on most of the initiated programmes. But signed programmes are on progress.	

	8.1.3 Has the policy been implemented and if so, then which area.			Separate and outside funding programme are being implemented timely and monitored by progress report.
	8.1.4 Adequacy and resource for implementation of the policy in terms of Infrastructure, Finance and Human resource.		Infrastructure facilities are progressive for new initiatives. Financial assistance are inadequate for new initiatives. Institutional Human resources are shared with new programmes.	
	8.1.5 Is there effective communication about the initiative to all stakeholders.		Communications to stakeholders are taking place using web pages, advertisement in news papers and circulars. Mobile communications are used by the students for transferring the messages.	
	8.1.6 What are the outputs from implementation of the initiatives.			The innovative new ideas are gathered and disseminated. Human resource development has been enhanced. New technologies and lab facilities with equipments are established.

			Rating	1.33
8.4 Creative and innovative approaches to meeting the needs of learners are recognized and rewarded	8.4.1 Does the institution have policies to conduct the innovative competition, inter faculty and inter university sports meets, Cultural competition and exhibitions.		There are constitutions for sports activities. Cultural competitions are organized. But innovative competitions and exhibitions are not organized frequently.	
	8.4.2 Does the university arrange the innovative competition, inter-faculty and inter-university sports/competition and cultural programmes.		Annual events are organized by the Institution and improved and excellent practice in sport and culture are recognized and rewarded. But now the time for initiation of exhibitions and innovative competitions.	
	8.4.3 How this institution communicates about this competition to the stakeholders.		The institution communicates these competitions through news paper, web pages and student notice board of the faculties.	

	8.4.4 Does the institutions library have the latest edition books, subscription for indexed journals.		Users are not very much satisfied in getting the latest edition books on time. Subscription are available for limited indexed journals but the awareness to the stakeholders should be enhanced.	
	8.4.5 How the institution communicate about the new arrival of the books to the stakeholders.	Poor communication to the stakeholders regarding new arrival. Only displayed board method is used for communication.		
Rating				0.80

	Reviewed results Indicator	Rating through the Staff survey	Rating through the self review
8.1	Innovation and creativity and partnerships are used to develop relevant products and services	0.82	1.33
8.4	Creative and innovative approaches to meeting the needs of learners are recognized and rewarded	0.74	0.8

4.4 Theme – 5 Capacity building

Table 20 : Three level performance for capacity building

Indicator	Scoping	Opportunity for Improvement	Threshold (Improvement orientation)	Good Practice
7.5 Improvement and excellence in teaching are recognized and rewarded	7.5.1 Does the University have a policy for measuring staff performance, incentivize and rewarding for excellence in teaching	The University does not have a policy towards recognizing and awarding improvement and excellence in teaching		
	7.5.2 Does the university have a mechanism for staff appraisal and does it incentivize / reward excellence in teaching	The university does not have a mechanism for staff appraisal. It does not incentivize or reward excellence in teaching		
	7.5.3 Have the staff been evaluated based on the staff appraisal form and given relevant recognition and awarded		Staff have been evaluated based on the UGC common guidelines in promotional aspects and have been promoted to various posts if they achieved the target.	
	7.5.4 Does the university set apart adequate resources for rewards.	The university does not have any resources set apart for rewards.		

	7.5.5 Does the university maintain the records of past achievements of staff members		Other than the selection committee minutes, council minutes and annual reports there is no any such specific record keeping mechanism exist in the University.	
	Rating			0.2
8.3 Excellent research performance is recognized and rewarded	8.3.1 Does the University have a policy for measuring staff research performance, incentivize and rewarding for excellence in research	The University does not have a policy towards recognizing and awarding improvement and excellence in research		
	8.3.2 Does the university have a mechanism for staff appraisal and does it incentivize / reward excellence in research	The university does not have a mechanism for staff appraisal. It does not incentivize or reward excellence in rewards.		
	8.3.3 Have the staff been evaluated based on the staff appraisal form and given relevant recognition and awarded		Staff have been evaluated based on the UGC common guidelines in promotional aspects and have been promoted to various posts if they achieved the target.	

	8.3.4 Does the university set apart adequate resources for rewards	The university does not have any resources set apart for rewards for research findings.		
	8.3.5 Does the university maintain the records of past research achievements of staff members		Other than the selection committee minutes, council minutes and annual reports there is no any such specific record keeping mechanism exist in the University.	
Rating				0.4
9.1 Staff are retained and empowered to achieve performance targets and progress their careers within the organizations	9.1.1 Does the University have a policy to retain and empower staff to achieve performance targets		Though the university does not have policy towards retainment of highly qualified staff, it has facilitated the staff members to empower themselves in their career by sending them to training programmes, workshops and other programs intermittently	
	9.1.2 Does the university have formulated any indicators to measure staff empowerment	The university only follows the common UGC guidelines to measure staff empowerment.		

	9.1.3 Does the University have a mechanism to retain and empower staff to achieve performance targets		There is no such mechanism exist in the university to retain qualified staff. Up to some level the university does have mechanisms to empower staff.	
	9.1.4 Does the University encourage or motivate its staff for empowerment	There is no mechanism to encourage staff to empower themselves.		
	9.1.5 Does the university regularly monitor the empowerment of staff	Not exactly. There is no such mechanism available in the University.		
	9.1.6 Does the university have any stimulation mechanism to encourage staff who lack in achieving performance targets and do not progress well in their career.	Not exactly. There is no such mechanism available in the University.		
Rating				0.33
9.2 Staff are actively involved in the	9.2.1 Does the institution have a policy in encouraging		The University does not have such a policy towards encouraging staff members	

organizational, social/cultural and academic life of the institution	staff to be actively involved in the organizational, social/cultural and academic life of the institution		to actively involve in the organizational, Social / cultural and academic life of the institution. But those are included in the promotional aspects of the academic and executive staff	
	9.2.2 Does the university have a mechanism to measure staff contribution to the institution's organizational social/cultural and academic life.	There is no such mechanism available in the University		
	9.2.3 Does the university have training programmes to educate its staffs on contributing towards the organizational, social/cultural and academic life of the institution	Not exactly. There is no such mechanism available in the University.		
	9.2.4 Have the staff been evaluated based on their contribution to the institution's organizational	Not exactly. There is no such mechanism available in the University.		

	social/cultural and academic life and given relevant recognition and awarded			
	9.2.5 Is the university committed to encouraging staff to be involved in organizational social/cultural and academic life of the institution	Not exactly. There is no such mechanism available in the University.		
Rating				0.2
9.3 People's performance contributes to the achievement of institutional goals and shows ongoing development of new knowledge and skills	9.3.1 Does the university recognize the need in or have a policy in accommodating peoples performance towards the development of new knowledge and skills		The university does not have any policy towards adopting new knowledge and skill developed by staff members. But, it has encouraged its staff members to share such knowledge with their student groups and include such innovations in to the classroom teaching.	
	9.3.2 Does the university have a mechanism to accommodate people	Not exactly. There is no such mechanism available in the University.		

	performance towards the development of new knowledge and skills			
	9.3.3 Have the staff performance been accommodated towards the development of new knowledge and skills	Not exactly. There is no such mechanism available in the University.		
	9.3.4 Does the university maintain a record of staff / student performance which have contributed to the development of new knowledge and skills		University records the performance of staff and students in the Senate minutes and Annual reports	
Rating				0.5

	Reviewed results Indicator	Rating through the Staff survey	Rating through the self review
7.5	Improvement and excellence in teaching are recognized and rewarded	0.75	0.2
8.3	Excellent research performance is recognized and rewarded	0.9	0.4
9.1	Staff are retained and empowered to achieve performance targets and progress their careers within the organizations	0.8	0.33
9.2	Staff are actively involved in the organizational, social/cultural and academic life of the institution	0.89	0.2
9.3	People's performance contributes to the achievement of institutional goals and shows ongoing development of new knowledge and skills	0.98	0.5

4.5 Theme 6 - Quality Management

Table 21 : Three level performance for quality management

Indicator	Scoping	Opportunity for Improvement	Threshold	Good Practice
6.1 Practice and operations in all parts of the institutions are legal and ethical and financially stable and sustainable	6.1.1 Is there University policy regarding practice and operations in all parts of University		Institution has frame work on policies and procedures to ensure that there are no maltreatment in the system	
	6.1.2 Does the University have policy documents for financial management		University has policy to allocate the funds in all parts of the Institution. The allocated funds to certain parts of the Institution are not fully utilized.	
	6.1.3 Are the practices and operations in all parts of the institution financially sustainable	Some of the operations are not financially sustainable.		
Rating				0.66
6.2 The institutions engage positively with its stake	6.2.1 Does the University collect or responsive to stake holder's feedback		Some of the faculties in the University collects and responsive to the	

holders and demonstrate accountability	and concerns.		feedback from students, graduates and staff.	
	6.2.2 Does the University involve stakeholders in planning and decision making; demonstrate high levels of responsiveness to stakeholders concerns and meet all accountability requirements		University involve stakeholders in planning and decision making but high levels of responsiveness to stakeholders is limited	
Rating				1.0
9.3 People's performance contributes to the achievements of institutional goals and show ongoing development of new knowledge and skills	9.3.1 Does the University appraise the performance with institutional goals for internal stakeholders		University appraise the performance of all internal stakeholders	
	9.3.2 Does the University have systems for ongoing development of new knowledge and skills.		Technical staff officers are trained in their discipline to promote their skill and knowledge for a certain extent. Language skills of the students are	

			developed due to the intake of multi ethnic group. Award of gold medal, prizes and scholarships are given to most of the discipline.	
	9.3.3 Does the University implement projects to develop the new knowledge and skills to achieve the institutional goals.		Collected project documents show that there are efficient programme scheduled to promote knowledge and skills to non academic and academic staff.	
Rating				1.0
10.2 The institution practices fact based decision making and continuous improvement in all key performance areas	10.2.1 Does the University have policy or regulations for fact based decision making.			The University has regulations for fact based decision making through statutory committees.
	10.2.2 Does the University have defined key performance areas.		The University has identified key performance targets.	
	10.2.3 Does the University have performance targets to plan improvements		The University uses performance information to plan development and to monitor positive	

	and records positively progress towards targets.		progress towards targets	
	10.2.4 Does the University continuously review these performance targets		The statutory committees and sub committees review the performance continuously for improvement.	
Rating				1.25
10.3 Uptake and satisfaction with internal and external services shows that these continue to meet stake holder needs.	10.3.1 Does the University have schedules for internal and external services.		Internal and external services are not scheduled. However evidence shows that these services are meeting the needs of the stakeholders.	
	10.3.2 Do these services fulfill to stakeholders needs.		Even though the services are given to the stakeholders, satisfaction level is moderate for some services.	
	10.3.3 Does the University have mechanism to monitor those services.		There is no formal mechanism to monitor those services but committee is appointed for each service to look after its performance.	
Rating				1.0

<p>10.4 Information management and communication systems effectively support the achievement of Institutional goals.</p>	<p>10.4.1 Does the University have a policy for information management and communication systems</p>	<p>Corporate plan indicates the goals of the University but no any written documents regarding policies of information management and communication system.</p>		
	<p>10.4.2 Does the University have an infrastructure for communication to achieve the goals</p>		<p>Well established infrastructure facilities are available within the main premises and these facilities are inadequate in certain units, departments and faculties out side of the main campus. Centralized electronic database is not created yet.</p>	
	<p>10.4.3 Does the University implement the information management and communication system to achieve the goals</p>		<p>The implementation of Information management and communication system initiated through the computer centre and HETC project.</p>	

	10.4.4 Does the University have mechanism for obtaining the feed backs	There is no formal mechanism to obtaining the feedback.		
	10.4.5 Does the University have effective and efficient infrastructures for communication flow to achieve the goals		The infrastructures for communication flow is available through internet, institutional network and distance learning.	
	10.4.6 Whether the information management and communications system has facilities to collaborate with relevant external stakeholders			Information management and communication system has own web site and email facilities to collaborate with external stakeholders.
Rating				0.83

	Reviewed results Indicator	Rating through the Staff survey	Rating through the self review
6.1	Practice and operations in all parts of the institutions are legal and ethical and financially stable and sustainable	0.93	0.66
6.2	The institutions engage positively with its stake holders and demonstrate accountability	0.81	1.0
9.3	People's performance contributes to the achievements of institutional goals and show ongoing development of new knowledge and skills	0.98	1.0
10.2	The institution practices fact based decision making and continuous improvement in all key performance areas.	0.79	1.25
10.3	Uptake and satisfaction with internal and external services shows that these continue to meet stake holder needs.	0.77	1.0
10.4	Information management and communication systems effectively support the achievement of Institutional goals	0.69	0.83

4.6 Findings

1. Communication

The average rate for this scheme is 0.87, indicating that this theme needs improvement. This rating is less than the rating based on staff survey. Two out of five results indicators considered for review, relevant to this theme have been rated below 1.00. These relate to impact on society outcomes and support system outcome. This review shows that the university does not have a policy to engage with stakeholders who are not satisfied with obtaining feedback and the University is not responsive to stakeholder's feedback and concerns. It also indicates that recognized research outputs from staff and students are inadequate, making slow progress towards achieving the goals of lifelong learning.

2. Need Orientation

Average rate for this theme is 0.95 which falls under descriptor 'opportunity for improvement'. Five results indicators are reviewed to evaluate the theme. Among these five indicators two have been rated above 1.00. They relate to impact on society outcome, and teaching learning outcome. The rate for the two indicators, which relates to research, innovation and entrepreneurial outcome and support system outcome, are just 1.00 while the rate for the indicator, the institution is making progress towards achieving the goals of lifelong learning, is less than 1.00 indicating that the institution does not have policy adopting to enhance the lifelong learning.

3. Innovation and creativity

Average rating for this theme is 0.93, which shows that the institution is in the opportunity for improvement. Two indicators are reviewed to evaluate the theme. The indicator, Innovation and creativity and partnerships are used to develop relevant products and service, has been rated above one while the rate of the indicator, Creative and innovative approaches to meeting the needs of learners are recognized and rewarded, has less than one. This indicates that process for recognition and rewards for innovative creative approaches needs improvement.

4. Capacity building

The average rating for this theme is 0.65, which shows that this theme requires substantial improvement in all reviewed result indicators which have been rated below one. This clearly indicates that the University does not have adopted any policies to reward staff excellence in teaching, excellence in research and towards empowering its staff.

5. Quality Management

The average rating for the theme of quality management is 0.93. In the three levels of performance, the quality management is placing in the category of opportunity for improvement. The quality management system is the vital area in the all key performance areas. It is a measurement of the man, material, resource and infrastructure of the University. All six result indicators have been rated below one in the report of the COL RIM staff survey. In our self review out of six results indicators two have been rated below one which are related to legal and ethical and financially stable and sustainable and Information management and communication systems.

5. Rating by Theme, Based on our evidence based judgements

Theme	Rating by Staff survey report	Rating of the self review team	Comment on Why this rating seems appropriate
How effectively does the Institution communicate with its stakeholders.	0.9	0.87	The communication infrastructures are available in most of the departments and units. Some faculties are practicing timely communication through email for official matters. And also they publish their announcements on web pages. However there are no policies regarding information management and communication system and no mechanism to monitor the timely communication. External stakeholders are engaging with the institution for certain level without any policies. Obtaining the feedback from internal stake holders are limited and feedback from the external stakeholders are not initiated.
How well does the institution provide the outcomes that its stakeholders need and value	0.93	0.95	The institution operates all the activities as per the regulations given by UGC and has systematic methods to allocate the fund among the faculties and units. According to the survey report of Learners, the knowledge and skills given by the Institution are satisfied. Academics are satisfied with involvement of social, personal development experiences of learners. There is no policy for lifelong learning but Institution has regulation to plan for it. Lifelong learning are launched through the curriculum,

			collaboration with national and international institution by signing MOU, conducting distance learning programmes, organizing post graduate programmes, conducting conferences and symposiums and receiving research grants.
How effective are the Institutions Innovative and creative responses to a changing environment.	0.77	0.93	<p>The institution has partnership programmes with National and International institutions to enhance the capacity of human resources, technical development and increase the facilities of laboratories. The annual sports competitions are organized within the Institution and inter universities. The cultural events are organized within the institution and inter university cultural events are initiated. But innovative competitions and exhibitions are not organized frequently. Infrastructure facilities are progressive for new initiatives and financial assistance are inadequate for new initiatives.</p> <p>The resource available in Institutional library is inadequate due to financial constrain, delay in getting the latest edition books and limited indexed journals.</p>
How effectively does the Institution develop the capacity of its people to provide valued	0.86	0.65	The University follows UGC procedures for appointments and promotions for staff of all categories. The University does not have a policy towards recognizing and awarding for improvement and excellence in teaching and research performance and also no mechanism for staff appraisal. The

<p>outcomes for stakeholders.</p>			<p>Institution does not have a policy towards encouraging staff members to actively involve in organizational, social / cultural and academic life of the institution</p>
<p>How well does the Institution monitor and improve its performance.</p>	<p>0.91</p>	<p>0.93</p>	<p>The University has regulations for fact based decision making through statutory committees with identified key performance targets. The statutory committees and sub committees review the performance continuously for improvement of key performance targets. University appraises performance of stakeholders which contributes to the achievements of institutional goals. Centralized electronic database, which is important for quality management, is not created. The University could not achieve its goals completely due to limited Information management and communication services.</p> <p>The internal and external services are given to the stakeholders with moderate level of satisfaction for some services. There is no formal mechanism to monitor those services but committee is appointed for each service to look after its performance.</p>

6. Recommendations of the self review

6.1 Communication

Statement of the problem	Proposed solutions	Expected outcome
<p>The communication infrastructures are inadequate in some departments and units.</p> <p>There is no mechanism to monitor the timely communication and communication flow.</p>	<ul style="list-style-type: none"> • It should be developed with the facilities; e-mail, telephone, fax, internet, website and network in each units and departments to facilitate timely communication in official correspondence. • Also Institution should bring the notice to the stakeholders regarding the acceptance of electronic communication for official purpose in addition to hard copy with original signature whenever possible and wherever necessary. • There should be a powerful screening mechanism to avoid forged or malpractices in communication. • Liaison office should be established to facilitate effective communication flow to the stakeholders • COL can provide the facilities and direction to familiarize the best model in communication infrastructures exist in identical Universities by COL. 	<ul style="list-style-type: none"> • The improvement in communication facilities will ensure smooth running of the Institution. • Timely communication that ultimately increases the efficiency of the Institution at all levels. • The institution is becoming more dynamic and pragmatic.
<p>Web pages of the Institution are not</p>	<ul style="list-style-type: none"> • It is recommended to update the web pages of all the faculties and units (University website, library website, Faculty 	

updating frequently	<p>websites, Department websites, Unit websites, and Unions websites) frequently to provide updated information to the stakeholders on time. Also it is recommended to permit independence of functioning at different levels however it should be connected with University website.</p> <ul style="list-style-type: none"> • There should be a mechanism to observe the visits to the website by the stakeholders to monitor the efficiency of the communication. 	
More internal and external stake holders are not satisfied with obtaining the feedback	University should develop a mechanism to get the feedback regarding the gap in communication from the stakeholders, evaluate the issues raised and develop action plan to mitigate the problems by responding to stake holders.	There will be an effective communication in the Institution which facilitates the smooth running of the Institution.
Some of the community development programmes are not financially sustainable and beyond the time-schedule	<ul style="list-style-type: none"> • A strong mechanism to be developed for encouraging/facilitating the role players to be dynamic and to execute the programme on time. • The requirements of the community programmes should be revised periodically and based on the need, the programmes are to be designed, revised and updated. • The Coordinators of the community programme could be trained by COL experts to develop financially sustainable and knowledge enriched programmes for society. 	<ul style="list-style-type: none"> • The effectiveness of the programme will be enhanced. • Institution will satisfy the community in providing services to fulfill their expectation • will sustain the delivery of the programs with active participation of the community

6.2 Need Orientation

Statement of the problem	Proposed solutions	Expected outcome
<p>There is no policy for making progress towards achieving the goals of lifelong learning and to develop research culture among the academics.</p>	<ul style="list-style-type: none"> • Institution should develop feasible, efficient and independent lifelong learning policies and possess an effective mechanism to implement it. • University should develop the research culture by organizing research sessions, symposia, and allocating more funds for research, sending the staff for short term training for research and capacity building in order to promote the lifelong learning. University should promote and facilitate independence in organizing symposia/conferences as a means of testifying competence • University should empower the University Research Committee to monitor and evaluate the research programs carried out at various levels in the University and promoting interdisciplinary and collaborative research among staff members including non academics and students • Establishing a research fund of the University in addition to the general allocation by UGC. COL 	<ul style="list-style-type: none"> • The capacity of stakeholders (Staff of the Institution, under graduates, graduates and post graduates) will be improved and enhanced. • Will explore more opportunities towards self income generating activities and empowering them with the support of the research • The well equipped laboratories and expertise will support the standards of the products and develop confidence in carrying out the entrepreneurship • Ensuring new career pathways especially in private sectors to create employment to all and enhancing their standard of living

	<p>would help to generate research and dissemination fund to accelerate University community activities</p> <ul style="list-style-type: none"> • Institution has to monitor the progress of the MOU by an Authorized body through monitoring and evaluation once in three months. • Institution should maintain a good relationship with industries and professional bodies by implementing exchange programme, sandwich research programme, collaborative research, and internship program. • Obtaining consultancy and advisory services from Commonwealth of Learning for obtaining affirmative endorsement to excel in teaching, research and dissemination 	
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6.3 Capacity Building

Statement of the problem	Proposed solutions	Expected outcome
The University does not have a	<ul style="list-style-type: none"> • The University has been an academic 	The level of the productivity and capacity

<p>policy towards recognizing and awarding for improvement and excellence in teaching and research performance and also no mechanism for staff appraisal. It does not incentivize or reward excellence in teaching and research. The university does not have any resources set apart for rewards.</p>	<p>institution for more than three decades. Therefore Institution itself needs to revise its guidelines with the stakeholder participation frequently in order to encourage staff for their performance.</p> <ul style="list-style-type: none"> • As a leading higher education institute to move towards world class University, the University should adopt policies and strategies to encourage its staff members to involve in good quality research. • University needs to adopt various policies and appropriate methodologies in order to appreciate and accommodate staff excellence in teaching and research • COL could facilitate the Senior Management Committee for effective Institutional policy planning and 	<p>building will be improved by the academic community. The quality of graduates of the Institution will be improved in terms of their performance and employability. These recommendations will ameliorate the research output from the Institute and further encourage active and community participatory research programs in the Institution. The academic standards will be raised in terms of quality and quantity. Finally all these proposed solutions will collectively contribute on earmarking the organizational identity.</p>
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	decision making through knowledge and experience sharing.	
The Institution does not have a policy towards encouraging staff members to actively involve in organizational, social / cultural and academic life of the institution	The University should encourage the staff members to involve in the organizational, social / cultural and academic life of the institution by recognizing their services and the best services could be recognized by COL.	The community will get the service from the experts through transfer of knowledge. Also academia will be recognized by the community.
University does not recognize the need in accommodating peoples performance towards the development of new knowledge and skills.	Many staff are now active in doing research and developing new skills and knowledge. The University should bring new policies towards accommodating such inventions and make them as innovations.	The quality and efficiency of education and training will be improved. The graduates will be produced with required skills and knowledge to meet the current trend.

6.4 Innovation and creativity

Statement of the problem	Proposed solutions	Expected outcome
<p>Innovative competitions and exhibitions are not organized frequently.</p>	<p>The University needs to organize exhibition annually to enhance the innovation and creativity of the stakeholders and transfer the knowledge to the community</p>	<p>The recommendation will promote inventors to be more active and helps to recognize them. It also accommodates inventions of stakeholders and makes them productive role players to the community.</p>
<p>Poor communication to the stakeholders regarding new arrival of books and journals</p>	<p>The library should communicate about new arrival of books and journals to all staff members and postgraduate students through the e-mail and website. The University Library should explore the development of visualization system in order to provide information to all stakeholders. The Institution should develop collaboration with overseas full-fledged libraries for sharing the reference materials. Library should facilitate quick, updated and dynamic delivery of the specific reference materials to the stakeholders. COL could facilitate to collaborate with high standard libraries in Commonwealth countries.</p>	<p>The communication regarding the new arrivals of books and journals will motivate the stakeholders for learning and enhance their knowledge in their respective fields.</p>

6.5 Quality management

Statement of the problem	Proposed solutions	Expected outcome
No any written documents regarding policies of information management and communication system	Policy document needs to be prepared for information management and communication systems	The goals of the Institution could be achieved by efficient management, disseminating the knowledge to the stakeholders.
Centralized electronic database is not created.	The Institution should develop and maintain a centralized electronic database for all components (staff details, student details, accommodation facilities, financial records, library etc) in accessing information instantly.	
Information management and communication systems not effectively support for achievement of Institutional goals as Inadequate capacity of internet and network and limited number of distance learning programmes.	Though the infrastructures for communication flow are available through internet, institutional network and distance learning facilities, the capacity of internet and institutional net work should be enhanced and the number of distance learning programme should be increased. COL could strengthen distance learning programme by facilitating resource support.	