

Re-creating and Re-positioning of Sri Lankan Universities to meet Emerging Opportunities and Challenges in a Globalized Environment

WORKSHOP RECOMMENDATIONS



*Re-creating and Re-positioning of Sri Lankan
Universities to meet Emerging Opportunities and
Challenges in a Globalized Environment*

Workshop Recommendations

Compiled by

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Workshop recommendations on Re-creating and Re-positioning of Sri Lankan Universities to meet Emerging Opportunities and Challenges in a Globalized Environment held on 18th & 19th June 2012 at The Sands, Kalutara, Sri Lanka

Organizing Committee:

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ACKNOWLEDGEMENTS

The Workshop on “Re-creating and Re-positioning of Sri Lankan Universities to meet Emerging Opportunities and Challenges in a Globalized Environment” is a follow-up to the “Going Global 2012” Conference held in London from 12-14, March 2012, attended by delegation from Sri Lanka headed by Hon. S.B. Dissanayake, Minister of Higher Education. The visit was facilitated by Mr. Tony Reilly, Director of British Council, Colombo and his staff, which prompted the UGC and the Ministry to conduct the Workshop. Therefore, we wish to express our deep appreciation to the British Council, Colombo for the assistance and cooperation extended in participating at the Going Global 2012. We express our profound gratitude to Hon. S.B. Dissanayake, Minister of Higher Education for being a source of encouragement and a tower of strength to the Organizing Committee of the Workshop.

Special thanks go to presenters of papers and chairpersons for creating a conducive atmosphere facilitating a free and stimulating discussion during the Workshop. Particular mention should be made in this context to the contributions by Dr. Kobena Hanson, Dr. Sunil Jayantha Navaratne, Prof. Gamini Samaranayake, Prof. R.P. Gunawardane, Prof. Arjuna Aluwihare, and Prof. Dayantha Wijeyesekera. Active participation in the deliberations by the galaxy of luminous personalities, including policy makers, planners, intellectuals, institutional builders, institutional leaders, senior dons and entrepreneurs present at the Workshop brought forth many valuable ideas and novel propositions. These along with the recommendations of the presenters of papers constitute this publication.

It has been quite a challenging task to sift the ideas expressed and propositions put forward by the participants during the Workshop and formulate recommendations in order to make our HEIs more robust and dynamic in a competitive globalized environment. The able editorial assistance received from Prof. S. Sivasegaram, retired Professor of Mechanical Engineering, University of Peradeniya, contributed in no small measure to completing this task swiftly and successfully. Dr. Siri Gamage, Senior Lecturer in Education Contextual Studies at the University of New England, Australia and Mr. Chandra Embuldeniya, founder Vice-Chancellor of the Uva-Wellassa University made valuable contributions to the draft recommendations.

Financial assistance for the Workshop was provided by the World Bank Project on “Higher Education for the Twenty First Century”. The support extended by Dr. Harsha Athureupana and Prof. Lakshman Ratnayake in this regard is gratefully acknowledged.

The Workshop was organized by Ms. Gayani Wickramarachchi, Mr. Shammika Wijewardena and Ms Shiromi Rajasuriya of the Office of the Vice Chairman of the University Grants Commission. Their great dedication and indefatigable effort in this regard is appreciated with gratitude. The Proceedings of the Workshop are published as a separate volume.

RECOMMENDATIONS OF THE WORKSHOP

Background

With the advent of knowledge economy and globalization, higher education is emerging as a key industry in the world, with over three million students annually pursuing education in foreign countries. The strategic location, salubrious climate and scenic beauty of Sri Lanka coupled with its high literacy rate and proficiency in English, reputed Universities and relatively low cost of education and cost of living show promise as an attractive destination for higher education.

In order to harness this potential and transform Sri Lanka into an educational hub in the region, the Government has taken several initiatives and offered several incentives. Provision of increased funding for six selected universities to improve their world ranking and offering 100 scholarships for foreign students to read for degree programmes at local universities are two salient examples.

However, following the establishment of off-shore and satellite campuses of world renowned universities of USA, UK, Australia etc. in Sri Lanka, higher education in the country has become fiercely competitive. Moreover, several weaknesses and impediments to growth have entered our higher education system over the years for various reasons, and need to be addressed with a strong sense of urgency. In the context of making Sri Lanka a regional educational hub, the lack of important facilities, want of an appealing physical environment, a limited reputation for academic research, and a system geared to cater exclusively to local students and the consequent lack of international flavour in the degree programmes offered are among the most visible weaknesses. Accompanying these shortcomings are the absence of an adequate academic infrastructure to administer quality assurance and enable credit transfer between universities at home and abroad and a competent body to guide, encourage, fund and monitor research of national and international relevance. In all faculties and universities, interruption of the academic programmes by student unrest and industrial disputes has hampered the streamlining and concurrent running of programmes, an important prerequisite for effective credit transfer as well as institutional credibility.

Besides, South East Asian countries like Malaysia, Singapore and, to a less extent, South Asian countries like India, Bangladesh and Nepal already cater to foreign students in a variety of fields of higher education. Thus, breaking into an established market will not be easy, and without ensuring consistent performance, the market share will be unsustainable.

In these circumstances, a sea change is needed in the national higher educational institutions in order to capture the emerging opportunities while dealing with the challenges in the higher education landscape of the country in a globalized environment. This, among other things, demands changes and re-structuring of the higher educational institutions and research funding organisations in matters of governance, management and administration, appointment of a new breed of

administrators equipped with right mindset, skills and attributes and continued support and cooperation of the relevant Ministries and institutions through policy interventions, financial assistance and provision of requisite support services.

A workshop on **“Re-creating and Re-positioning of Sri Lankan Universities to meet Emerging Opportunities and Challenges in a Globalized Environment”** was therefore conducted by the University Grants Commission jointly with the Ministry of Higher Education on 18-19, June, 2012 at the Sands, Wadduwa, Kalutara with the participation of Hon. S.B. Dissanayake, Minister of Higher Education and a cross section of key stakeholders representing the Ministry of Higher Education, Ministry of Economic Development, the University Grants Commission, universities and private higher educational institutions, and relevant departments such as the Department of Emigration and Immigration and the Board of Investments. The programme of the workshop and the list of participants are given in Annex 1 and 2, respectively.

There was active deliberation and reflection on the following topics related to the theme by policy makers, planners, intellectuals, institutional builders, institutional leaders, vice-chancellors, senior dons and entrepreneurs present at the Workshop.

1. Policy interventions
2. Institutional leadership
3. Governance and management
4. Academic climate and physical environment
5. Research & innovation culture
6. Quality Assurance and credit transfer

Its outcome is presented here as suite of recommendations towards making Sri Lanka an educational hub in the region in line with the government policy. The recommendations, presented in itemized form, are based mainly on the papers presented and the views expressed by the participants at the Workshop by way of comment and discussion on each paper. Differences in view on individual issues have been accommodated without defeating the purpose of arriving at conclusions that will be realistic in the context of the globalized environment and national needs. The recommendations are sufficiently specific to the extent of offering essential guidelines for redesigning higher education policy, while avoiding matters of detail which can only be determined in the course of implementation. The recommendations have been circulated in draft version to the main contributors for comment and edited to accommodate the views expressed. Thus the recommendations herein can be considered as a statement of broad consensus of the views expressed although contributors of papers and other participants may, individually, differ on specific issues or on matters of detail.

The recommendations are grouped under three separate headings, namely (A) Ministry of Higher Education; (B) University Grants Commission; (C) Higher Educational Institutions, thereby identifying the principal body responsible for their implementation. However, in most instances the UGC and HEIs need to work in concert with the support of the MoHE as a catalyst and facilitator.

It is hoped that the implementation of these recommendations will trigger a constructive and far sighted change in the higher education landscape of the country. However, this demands an integrated approach where, besides the Ministry of Higher Education, the University Grants Commission and the institutions of higher education, the relevant Departments and Ministries such as the Department of Emigration and Immigration, the Board of Investment, and the Ministries of Finance, Economic Development/Tourism, and External Affairs play their respective roles with an understanding of the common mission and goals. Given the need for a multitude of ministries and institutions to work in a concerted and sustained manner to make Sri Lanka an educational hub in the region, it is proposed that a high-powered body with requisite powers and authority be appointed by His Excellency the President to facilitate and monitor the implementation of the recommendations.

RECOMMENDATIONS

(A) Ministry of Higher Education

1. It should ensure increased sustained funding to improve national and international academic standing and quality of teaching, and enhance the research culture and physical environment of HEIs so as to induce a climate conducive to foreign students
2. It should, jointly with the Ministry of External Affairs, formulate strategies to market Sri Lanka as a destination for higher education in the region. This also implies the need to re-position Sri Lankan foreign missions in order that they conduct vigorous and effective awareness programmes in target countries on the academic strengths and comparative advantages of Sri Lanka.
3. It should effectively coordinate between the relevant bodies such as Ministry of Tourism, Board of Investment, and Department of Emigration & Immigration to attract foreign students, since it would also involve promoting foreign and local investment in higher education in Sri Lanka and amending Emigration & Immigration rules, procedures, processes, visa fees etc. to make them foreign student-friendly.
4. Opportunities for higher education in the private sector should be expanded and promoted. This demands removal of current legal and other restrictions and impediments, creation of an environment conducive to private investment and provision of requisite incentives and concessions while instituting necessary

checks and balances to safeguard the interests of students as well as core higher educational principles and goals of the nation.

(B) University Grants Commission

1. It should provide greater functional autonomy to HEIs in regard to recruitment of administrative staff, commencement and running of postgraduate programmes and, among other things, undertaking of entrepreneurial academic and research ventures in collaboration with national and international entities.
2. The admission policy and criteria formulated almost 20 years ago should be comprehensively reviewed through dialogue at national level with the participation of key stakeholders. The process should, desirably, be completed within six months to formulate a new admission policy based on new criteria.
3. The Division of International Cooperation and Research of the UGC should be strengthened, and its scope of functions broadened to play a proactive role in establishing close relations with the foreign missions in Sri Lanka and offices of the World Bank, ADB, EU etc. to secure more opportunities for capacity building in HEIs.
4. It should review and revise the outdated criteria and circulars related to scheme of recruitment and promotion to all grades of academic and non-academic staff so as to ensure improved productivity in line with technological advances and changing economic circumstances.
5. Outdated financial rules and regulations which have become a hindrance to creative, innovative and entrepreneurial activities of HEIs should be reviewed and revised to suit the present context and needs. Discussion with relevant officers of the Treasury and the Department of the Auditor General with the participation of representatives of senior dons would prove useful in this regard. This, while reducing audit queries, will contribute to promoting a culture of creativity and innovation in HEIs.
6. Outsourcing of non-core services should be encouraged as policy where appropriate, and up to one third of both academic and non-academic appointments could be on a fixed term basis. The administrative staff should be trained on outsourcing non-core services and dealing with service providers for optimum results.
7. Introduction of appropriate multidisciplinary and interdisciplinary degree programmes with national and international appeal by HEIs should be encouraged as a matter of policy, as this would engender a culture of sharing of human and physical resources across academic and administrative boundaries leading to rationalization of resources, complementarity, cost-effectiveness and, most importantly, well rounded graduates.

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8. A consortium of libraries of HEIs should be set up and financial support secured to establish an e-library. This, while obviating the need for individual libraries to subscribe to journals of interest, will providing the staff and students of all HEIs unhindered access to a breathtakingly wide range of internationally reputed journals, which is an essential to cutting-edge research and attracting foreign students and faculty.
 9. A competency building and capacity enhancement programme for the administrative staff of the HEIs should be implemented forthwith. (Presently only about 20% of the staff have Masters' or equivalent/higher postgraduate qualifications compared to about 75% for the academic staff. The figure is even lower in some HEIs). In view of the need to take the HEIs to greater heights, a special allocation should be provided for capacity building of the administrative staff as a matter of high priority, with an immediate target of postgraduate training for 50% of the administrative staff (including financial officers) in the next five years. Short courses provided by reputed institutions could be used as an interim measure.
 10. A comprehensive database on expertise, and intellectual and infrastructural resources in the HEIs, including the availability and utilisation of laboratory, analytical, computer, library and recreational facilities, should be developed. This will facilitate and prompt university-industry partnerships, and academic cooperation and research collaboration with foreign universities, and reduce unnecessary duplication of high-end equipment.
 11. A database of retired and emeritus professors should be developed and their assistance obtained to provide academic, intellectual and professional leadership as necessary, and particularly in the newly established universities.
 12. A database of Sri Lankan expatriates holding high academic and scientific positions in reputed educational and scientific institutions should be developed with the assistance of the Ministry of External Affairs and Sri Lankan foreign missions; and their services should be obtained to enhance existing degree programmes, to introduce novel, relevant degree programmes, and to develop academic cooperation and research collaboration with foreign universities.
 13. The procedure adopted in nominating candidates for the post of Vice-Chancellor should be completely recast, and the remunerations attached to the post should be increased to attract outstanding candidates with proven track record. Here the following are proposed:
 - (i) The role and responsibilities of the Vice Chancellor should be clearly defined and the attributes required to play such role and discharge such responsibilities effectively should be identified.
 - (ii) Advertisements calling for applications for the post of Vice Chancellor should be widely placed at home and abroad.

- (iii) A high-powered independent Search Committee should be appointed at the national level.
 - (iv) An objective evaluation scheme including criteria and marking scheme for recruitment should be established.
 - (v) A competent and independent University Council should be appointed that can evaluate and recommend candidates based on merit.
 - (vi) The ranking of the candidates should be based on the performance at a structured interview and the UGC should act proactively in the nomination of candidates for the post of Vice Chancellor.
 - (vii) The appointment of the Vice Chancellor should be announced at least three months prior to the expiry of the term of office of the incumbent Vice Chancellor to ensure smooth transition.
 - (viii) Key performance indicators and benchmarks should be established for the post of Vice Chancellor to monitor, evaluate and promote the contribution and accomplishments of the Vice Chancellor in line with the corporate plan and national policy.
14. A procedure matching that for the appointment of Vice Chancellors should be adopted in appointing the Chairman and Vice Chairman of the UGC so that the holders of these posts will be of outstanding stature with a proven track record.
15. A high-profile national institution similar to SLIDA should be established for the training of the key administrators of HEIs

(C) Higher Educational Institutions

(a) Governance and Management

1. Duties and responsibilities of all administrative positions including the Dean and the Head of Department should be clearly identified and should be included in the letter of appointment. A prime duty and responsibility of holders of all administrative positions shall be the development of faculty wise strategic plans with a three to five year time frame and targets.
2. The governance and management of the HEI should be improved for a speedy turn-around. Here the attention should be paid, particularly to the following:
 - (i) The administrative processes should be re-engineered for improved efficiency and effectiveness
 - (ii) A new management paradigm should be put in place in line with the knowledge economy. This demands a shift from strongly regimented

and regulated working environment to an enabling and empowering working environment.

3. An MIS system should be introduced at each HEI including a digitally maintained movement register (IN/OUT) for **all** categories of staff.

(b) Recruitment, Evaluation and Promotion

1. Recruitment should be mainly at the level of Senior Lecturer and above. A doctoral degree should be a pre-requisite for appointments as Senior Lecturer or above. Deviations from this practice shall only be under exceptional circumstances, as in the case of recruiting promising candidates from the private sector. Provisions should, nevertheless, be made for absorbing truly outstanding graduates to HEIs as Lecturers, by allowing up to 10% of the total approved academic cadre for such appointments.
2. Proficiency in English as appropriate to the discipline should be made mandatory for all academic appointments. A test similar to TOFEL or IELTS should be introduced forthwith and administered by an accredited national institution. The University concerned and the UGC should give adequate time as well as provide the necessary leave, facilities and opportunities as appropriate to academic staff in service without proficiency in English to acquire proficiency.
3. Benchmarks should be established for evaluation of performance of Senior Lecturers and above. Minimum performance levels with regard to institutional development, and academic, research and out-reach activities should be defined for eligibility to annual increments and other incentives.
4. A rigorous and fair method of teacher evaluation by students should be introduced, in line with schemes successfully adopted in other parts of the world.
5. Possession of a PhD should be made a pre-requisite to become an Associate Professor or Professor.
6. Recruitment of overseas academics on a fixed term or indefinite basis should be encouraged and enabled where necessary.
7. A central Web Portal listing all academic and non-academic vacancies in all universities and updated at regular intervals, desirably on a weekly basis, will be of particular help in attracting potential applicants.

(c) Academic Climate

1. Mode of delivery of courses should be shifted from teacher-centred education to student-centred education. This requires clear identification of course

objectives and outcomes at the outset so that the teachers and students are well informed in advance.

2. Syllabi of courses should be amended and improved as appropriate to give them an international character, standard and relevance since the courses currently offered are essentially geared for local students.
3. Each University should identify and assess its academic and intellectual strengths, competitive advantages over other local universities and its potential to contribute to regional development and to conduct academic, research and outreach programmes accordingly without losing sight of national needs.
4. Provision should be made for multiple entry and exit points to degree programmes in line with the Sri Lanka Quality Framework (SLQF).
5. Access to higher education should be expanded though distance education augmented by e-learning, franchises to appropriate private educational institutions to conduct relevant degree programmes, and where possible through links with international institutions.
6. HEIs should offer relevant courses for knowledge workers to update their knowledge and skills in line with life-long learning.
7. All courses offered at undergraduate and postgraduate level by HEIs (both public and private) should be thoroughly reviewed at regular intervals by an independent National Quality Assurance and Accreditation Council for quality, relevance and value for the money paid. The process may be supplemented by internal reviews by the relevant academic unit.
8. Mechanisms should be developed and implemented for credit transfer between HEIs at home and abroad
9. Marked examination answer scripts should be made accessible to students.
10. Databases should be developed for intellectual and infrastructural resources of the HEIs and the resources should be shared across academic and administrative boundaries for efficient utilization of resources, greater cost-effectiveness and complementarity.

(d) Research and Innovation Culture

1. An annual competitive research grant scheme should be introduced to award grants to academics in all major streams to conduct research related to regional/national development in line with government policy. The government may in advance determine national priorities for research in this context.

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2. A high profile academic and research centre comprising outstanding scientists, scholars and innovators should be established at each HEI to conduct high impact, cutting edge research and promote innovations
 3. Well established universities should augment and expand their postgraduate programmes forthwith with a view to increasing the ratio of PhD's produced annually to the number of professors and reflecting good research standards. Financial resources should be allocated as appropriate for the purpose.
 4. HEIs should offer necessary incentives such as Visiting Professorships, Honorary Professorships etc. to the movers and shakers of industry so as to get their services to promote research and innovation
 5. Each HEI should establish a Technology Transfer Office (TTO) with adequate staff and facilities, and guided by a staff member knowledgeable in IPR.
 6. HEIs should be empowered to commence postgraduate programmes as appropriate, subject to approval by the Governing Council and in compliance with the guidelines set out by the UGC. Such programmes should be periodically reviewed by the National Quality Assurance and Accreditation Council.
 7. All teachers above the grade of Senior Lecturer Grade II should be encouraged to supervise graduate students.
 8. Copies of all theses and dissertations submitted for the award of postgraduate degrees shall be deposited in a central archive, with digitised versions available for wider use.

(e) Incentives and Encouragements

1. PhD holders should be given a special allowance to induce Senior Lecturers, numbering more than 1750, with only with Masters' degrees to register for doctoral degrees.
2. An appropriate 'Attraction and Retention' allowance should be paid in disciplines where academic positions have remained vacant for long owing to lack of suitable candidates.
3. Any teacher securing a foreign grant should be paid an (one-off) honorarium to the value of 1 % of the grant.
4. Any teacher who scores over and above the minimum requirements for annual increments should be given incentives on a sliding scale. This will lead to healthy competition among academics to enhance the academic standing and intellectual stature of the teacher and the institution.

5. A competitive encouragement awards scheme to facilitate publication of quality papers and books, obtain research equipment, hire analytical services, attend/organize international conferences, provide counterpart funding for research and to obtain patents and licences should be established. Chairs may also be established as necessary to attract outstanding academics, researchers and innovators from the public and private sector institutions at home and abroad.

(f) Internationalization

1. Restrictions on international travel should be relaxed where public funds are not used. Where foreign travel is supported by external agencies, the academic should be permitted to travel abroad with the approval of the Governing Council of the HEI and after informing the UGC and the Ministry.
2. Each HEI should establish a Centre for International Affairs (CINTA) with properly trained staff and adequate resources to encourage and facilitate admission of foreign students and to provide requisite student services.
3. Websites of the HEIs should be designed, catering to the needs and interests of prospective foreign students and faculty with links to appropriate institutions, and degree programmes.
4. The physical environment of all HEIs should be improved to make them more visually appealing to all visitors. This should, among other things, include landscaping, better cafeteria, bookshops, residential facilities, sports & recreational facilities and cultural ambience. A curator's department should be established for the purpose of ensuring the maintenance of standards. Alternatively, this service may be outsourced

(g) Ensuring uninterrupted academic programmes

1. Recruit up to one third of academic, academic support and non-academic staff, including those from overseas, on a fixed-term basis
2. Obtain the services of graduate students to conduct lectures, practical classes, tutorials, field visits etc. as appropriate as done in many parts of the world
3. Outsource support services as feasible and acceptable to the university community. The unskilled and semi-skilled labour force in HEIs, currently exceeding 1500, should be gradually phased out, while encouraging the existing staff to retrain for a more productive role.
4. Introduce new recruitment criteria and yardsticks in keeping with changes in technology to avert encumbering HEIs with redundant staff. (The ratio of non-academic to academic staff is around 2.5 except at the Uwa-Wellassa University with around 0.5).

PROGRAMME OF THE WORKSHOP

Day 1 (18th June)

- 08:30 - 09:00** **Registration**
- 09:05** **Lighting of the Oil Lamp**
- Inaugural Session** Chair Hon. S.B. Dissanayake, Minister of Higher Education
- 09:10** **Welcome Address and Opening Remarks**
By *Prof. Ranjith Senaratne, Vice Chairman, UGC*
- 09:25** **Address by Prof. Gamini Samaranyake, Chairman, UGC**
- 09:40** **Address by Hon. S.B. Dissanayake, Minister of Higher Education**
- 10:00** Keynote Address
“Rethinking Institutional Leadership in a Globalized Era: Strategic Imperatives for Higher Education”
By *Guest Speaker Dr. Kobena Hanson, Head- Knowledge and Learning, African Capacity Building Foundation, Zimbabwe*
- 10.40** **Refreshments**
- Session 01** **Policy Interventions in Higher Education**
Chair *Prof. Arjuna Aluwihare, Rapporteur Prof. Sampath Amaratunge*
- 11:10** **The Role of the Ministry of Higher Education**
By *Dr. Sunil Jayantha Navaratne Secretary, Ministry of Higher Education*
- 11:40** **The Role of the UGC as Catalyst and Facilitator**
By *Prof. Gamini Samaranyake and Prof. H. Abeygunawardena*
- 12:10** **Discussion**
- Session 02** **Enabling Environment through Governance and Management**
Chair *Prof. R.P. Gunawardane, Rapporteur Prof. Danny Atapattu*
- 12.40** **Remodelling Sri Lankan Universities to make them foreign students-friendly**
By *Prof. Kshanika Hirimburegama and Prof. Malik Ranasinghe*
- 13:10** **Discussion**

13:25	Lunch
14:30	New Breed of Institutional Leaders for Internationalising Sri Lankan Universities <i>By Prof. Ranjith Senaratne and Prof. Sarath Abayakoon</i>
15:00	Discussion
15:15	Refreshments
<u>Session 03</u>	<u>Quality Assurance and Credit Transfer</u> <i>Chair Prof. Dayantha Wijeyesekera, Rapporteur Prof. Swarna Piyasiri</i>
15:45	Quality Assurance & Accreditation of Undergraduate and Postgraduate Degree Programmes <i>By Prof. Uma Coomaraswamy and Prof. Sarath Amunugama</i>
16:15	Development of a Credit Accumulation and Credit Transfer System <i>By Dr. K.T. Somaratna and Prof. Colin Peiris</i>
16:45	Discussion
<u>Session 04</u>	<u>Promoting Sri Lanka as a Destination for Higher Education</u> <i>Chair Prof. Narada Warnasooriya, Rapporteur Dr. T.Jayasingam</i>
17:00	Role of the Ministry of External Affairs <i>By Mr. Sumith Nakandala, Director General Economic Affairs, Ministry of External Affairs</i>
17:20	Development and Implementation of Foreign Students Friendly Visa Scheme <i>By Mr. W.A.C. Perera, Controller General and Mr. R.M.S. Sarath Kumara, Controller Department of Immigration and Emigration</i>
17:40	Promotion of Local and Foreign Investments in Higher Education <i>By Ms. Nilupul de Siva, Director/Promotions, BOI</i>
18.00	Role of Public and Private Institutions in the Tourism Sector <i>By Dr. Suranga Silva, former Director General, SLITHM and Mr. Gemunu Gunawardane, Vice President, Aitken Spence PLC</i>
18.30	Discussion

20:30 **Dinner**

Day 02 (19th June)

Session 05

Engendering a Culture of Academic Excellence and Innovation

Chair Dr. Harsha Athurupana, Rapporteur Prof. K.D.N. Weerasinghe

8:30 **Improving the academic climate and intellectual atmosphere in Sri Lankan Universities**

By Prof. Eric Karunanayake and Prof. Jayantha Wijeratne

9:00 **Promoting innovations and entrepreneurialism in Universities**

By Mr. Chandra Embuldeniya and Prof. Ananda Jayawardena

9:30 **Discussion**

10:00 **Refreshments**

10:30 **Panel Discussion**

11:50 **Conclusion and Vote of Thanks**

13:00 **Lunch**

- END -

LIST OF PARTICIPANTS

No	Name	Designation / Affiliation
Ministry of Higher Education		
01	Hon. S.B. Dissanayake	Minister
02	Dr. Sunil Jayantha Navaratne	Secretary
03	Prof. Rohan Rajapakshe	Consultant to the Ministry of Higher Education
04	Dr. Nimal Gunatilake	Advisor to the Ministry of Higher Education
Invitees from Foreign Missions and Overseas		
05	Mr. Tony Reilly	Country Director, British Council, Colombo
06	Ms. Niroshi Siriwanasa	Manager, International Higher Education, British Council, Colombo
07	Dr. Kobena T. Hanson	Head, Knowledge Learning Division, African Capacity Building Foundation, Zimbabwe
08	Dr. Harsha Athurupanne	Lead Education Specialist, Human Development Unit , South Asia Region ,The World Bank
09	Prof. Stanley Samarasinghe	Professor, Tulane University, USA
10	Mr. Derek Scott Marshall	Tulane University, USA
Former Secretary		
11	Prof. R.P. Gunawardane	Ministry of Higher Education
Former Chairman		
12	Prof. Arjuna Aluwihare	University Grants Commission
University Grants Commission		
13	Prof. S.V.D.G. Samaranyake	Chairman
14	Prof. Ranjith Senaratne	Vice Chairman
15	Prof. H. Abeygunawardena	Commission Member
16	Prof. S. Mohanadas	Commission Member
17	Prof. Sampath Amaratunga	Commission Member
18	Mr. Tissa Nandasena	Secretary

Vice Chancellors

19	Prof. Kshanika Hirimburegama	University of Colombo
20	Prof. Sarath Abayakoon	University of Peradeniya
21	Dr. N.L.A. Karunaratne	University of Sri Jayawardenepura
22	Prof. Sarath Amunugama	University of Kelaniya
23	Prof. Ananda Jayawardena	University of Moratuwa
24	Prof. Susirith Mendis	University of Ruhuna
25	Prof. S.J.B.A. Jayasekera	University of Wayamba
26	Prof. Ranjith Premalal De Sliva	Uwa Wellassa University
27	Prof. Mahinda S. Rupasinghe	University of Sabaragamuwa
28	Prof. Vasanthi Arasaratnam	University of Jaffna
29	Prof. K. A. Nandasena	Rajarata University of Sri Lanka
30	Dr. K. Kobindarajah	Eastern University of Sri Lanka
31	Dr. S.M.M. Ismail	South Eastern University of Sri Lanka
32	Major General Milinda Peiris	Kotelawala Defence University
33	Prof. Kapila G.A. Goonasekera	University of Vocational Technology

Former Vice Chancellors

34	Prof. Dayantha Wijeyesekera	University of Moratuwa
35	Prof. Uma Coomaraswamy	University of Sri Lanka
36	Prof. Narada Waranasooriya	University of Sri Jayawardenepura
37	Mr. Chandra Embuldeniya	Uwa Wellassa University

Representatives from Private Sector

38	Dr. Athula Pitigala-Arachchi	Chief Executive Officer, Asia Pacific Institute of Information Technology
39	Mr. Rizvi Zaheed	Managing Director, Heyleys Agriculture Holdings Limited
40	Mr. Partick Amarasinghe	President, Young Entrepreneurs Sri Lanka
41	Mr. Gamunu Gunawardane	Vice President, Aitken Spence PLC

Academic Staff from Universities

42	Prof. Sirimal Abeyratne	Professor, Faculty of Arts, University of Colombo
43	Prof. Swarna Piyasiri	Senior Professor, Faculty of Science, University of Sri Jayawardenepura
44	Prof. Janitha Liyanage	Professor, Faculty of Science, University of

		Kalaniya
45	Prof. K.D.N. Weerasinghe	Senior Professor, Faculty of Agriculture, University of Ruhuna
46	Prof. Danny Atapattu	Senior Professor, Faculty of Humanities and Social Sciences, University of Ruhuna
47	Prof. S. Sivasegaram	Academic Head of Marine Engineering, Ocean University of Sri Lanka
48	Prof. K. Kandasamy	Dean, Faculty of Science, University of Jaffna
49	Prof. W.P.S. Dias	Senior Professor, Department of Civil Engineering, University of Moratuwa
50	Dr. T. Jayasingham	Senior Lecturer, Faculty of Science, Eastern University of Sri Lanka
51	Dr. Gamika Prathapasinghe	Senior Lecturer, Department of Livestock and Avian Science, Wayamba University of Sri Lanka

Ministries and Institutions

52	Prof. Colin N. Peiris	Director, Postgraduate Institute of Agriculture
53	Prof. Eric Karunanayake	Chairman, National Research Council
54	Prof. Lakshman Jayatilleke	Chairman, National Education Committee
55	Mr. Sumith Nakandala	Secretary General, Ministry of External Affairs
56	Dr. D.A.C. Suranga Silva	Former Director General, Sri Lanka Institute of Tourism and Hotel Management

Board of Investment of Sri Lanka (BOI)

57	Dr. Nihal Samarappuli	Executive Director, Research and Policy Advocacy Department
58	Ms. Champika Malalgoda	Director, Research
59	Ms. Nilulpul de Silva	Director, Promotion
60	Ms. Kumudini Ratnaweera	Deputy Director, Promotion

Department of Immigration and Emigration

61	Mr. R.M.S. Sarath Kumara	Controller, Visa
62	Mr. M.N. Ranasinghe	Controller, IT & Border Control

Ranjith Senaratne holds a PhD from the University of Agriculture in Vienna. He is Professor and Chair of Crop Science at the University of Ruhuna, with over thirty years of experience in university education. He has served as Dean of the Faculty of Agriculture and Vice-Chancellor of the University of Ruhuna and as Chairman of the Committee of Vice-Chancellors and Directors in Sri Lanka in 2006 with nearly twenty years of administrative experience in higher education. The University of Durham, UK conferred a doctoral degree (*honoris causa*) on him in recognition of his outstanding contribution to higher education and community development. He has published over 100 research papers and articles related to agriculture and higher education. He is currently Chairman of the National Institute of Fisheries and Nautical Engineering (proposed Ocean University), and Vice Chairman of the University Grants Commission, Sri Lanka.