



## UNIVERSITY GRANTS COMMISSION

COMMISSION CIRCULAR NO: 07 /2020

No. 20, Ward Place  
Colombo 07

11<sup>th</sup> September, 2020

Vice Chancellors of Universities  
Rectors of Campuses  
Directors of Institutes

### APPOINTMENT TO THE POST OF DIRECTOR OF AN INSTITUTE

The University Grants Commission at its 1037<sup>th</sup> meeting held on 27<sup>th</sup> August 2020 decided to introduce the following procedure to be adopted in appointment to the Post of Director of an Institute or Centre for Higher Learning established under Section 24A(1) of the Universities Act No.16 of 1978 as amended.

1.. Accordingly, the Board of Management of the Institute is informed to follow the procedure mentioned below;

- i. Applications/Nominations for the Post of Director shall be invited by the Administrative Officer who is the Secretary to the Board of Management of the Institute concerned, by a notice published in the national newspapers in all three languages.

The Administrative Officer who is the Secretary to the Board of Management of the Institute concerned shall advertise the vacancy within a period of one month immediately falling prior to the period of 06 months, reckoning from the last date of the term of the incumbent Director.

The applicants/nominees should be citizens of Sri Lanka and shall be less than 63 years of age.

- ii. The Board of Management of Institute concerned, shall appoint a suitable Search Committee comprising three (03) senior academics in the rank of Professor or above to search for and encourage eminent persons to apply. The Committee should consist of the following ;
  - i) A Dean of the University to which the Institute concerned is attached, who shall be the Chair
  - ii) Two Members Nominated by the Board of Management

Department of Human Resources  
University Grants Commission  
No. 20, Ward Place  
Colombo 07

- iii. The prospective applicant/nominee shall be requested to submit a statement of vision for development of the Institute, a brief account of what he/she proposes to achieve, if appointed to the post of Director and a full Curriculum Vitae including the date of birth of the applicant.
- iv. Where the present incumbent Director is an applicant, he/she shall give a report highlighting accomplishments during his/her first period of the office, in addition to the documents mentioned in Paragraph (iii) above.
- v.
  - a. If the appointing authority of the Director is the UGC, the Administrative Officer who is the Secretary to the Board of Management of the Institute immediately after publishing the advertisement calling applications for the Post of Director of the Institute concerned shall request the UGC for the appointment of a suitable person to serve as the Observer of the UGC to witness the proceedings of the Special Meeting of the Board of Management convened for the purpose of recommending a panel of three (03) names. UGC shall provide the Terms of Reference of the Observer of the UGC at the time of appointment.
  - b. If the appointing authority of the Director is the Council of the University to which the Institute concerned is attached, the Administrative Officer who is the Secretary to the Board of Management of the Institute immediately after publishing the advertisement calling applications for the Post of Director of the Institute concerned, shall request the Governing Authority of the University for the appointment of a suitable person to serve as the Observer to witness the proceedings of the Special Meeting of the Board of Management convened for the purpose of recommending a panel of three (03) names. The Secretary to the Council shall make a request to the UGC to provide a copy of the Terms of Reference of the Observer to be given to him/her at the time of appointment of the Observer.
- vi. The Administrative Officer who is the Secretary to the Board of Management of the Institute concerned should be the Convener of the Special Meeting of the Board of Management and he/she shall convene the Special Meeting of the Board of Management on a working day within two months after the closing date of applications, and summon the candidates in person before the Special Meeting of the Board of Management for an interview.
- vii. The Administrative Officer who is the Secretary to the Board of Management of the Institute concerned shall also ensure that the copies of the documents as per paragraphs (iii) and/or (iv) above, submitted by all candidates along with the notice of holding the Special meeting of the Board of Management together with the **Marksheet** are circulated among all the members of the Board of Management and to the Observer appointed by the UGC/Council of the University as the case may be, at least two weeks prior to the scheduled Special meeting of the Board of Management.

In an exceptional situation, if any candidate is not in a position to appear before the Special meeting of the Board of Management, he/she shall be allowed to appear for the interview *via video conferencing or Skype*.

However, when an incumbent member(s) of the Board of Management of the Institute concerned is a candidate, the Secretary to the Board of Management should not summon such member(s) to the, Special Meeting of the Board of Management and also ensure that the applications submitted by candidates would not be circulated to such a member(s).

The UGC/Council appointed observer shall be present at the Special Meeting of the Board of Management.

- viii Each Candidate shall be summoned before the Special Meeting of the Board of Management for a brief presentation of minimum ten (10) minutes duration but not exceeding fifteen (15) minutes. However, no candidate shall participate for a presentation and evaluation of other candidates even though such candidate is a Member of the Board of Management. Each Candidate shall be interviewed at the Special Meeting of the Board of Management as per the **Criteria** and **Elements** prescribed in the **Marksheet** given in **Annex I**.

Each member present at the Special meeting of the Board of Management shall make his/her assessment of each candidate by assigning marks individually for each element of the seven (7) Criteria listed by giving marks on a scale of 1-10 individually for each Criterion prescribed, and finally computing the total marks accrued by each candidate by adding up the marks assigned for each Criterion in the Marksheet. Criteria, Elements and Weightages given in the Marksheet shall not be changed.

- ix. The final marks for each candidate shall be calculated by adding the averages of individual marks of seven (7) criteria given by each member of Board of Management. Board of Management shall then compile its report with the signatures of each member present at the Special Meeting of the Board of Management.

The Report of the Special meeting of the Board of Management should be prepared by listing three names in the order of marks obtained by each candidate and signed by each member of the Board of Management present at the Special Meeting of the Board of Management.

- x. Thereafter, depending on the provisions stipulated in the relevant Ordinance issued in respect of the Institute, the Board of Management should take one of the following steps ;
- a) If the Ordinance has stipulated that the subsequent Director should be appointed by the UGC, based on the recommendation of the Council of the University to which the Institute is attached, from among a panel of three (03) persons nominated by the Board of Management;

the Board of Management shall send the panel of three (03) names listed according to the order of merit to the Council to which the Institute is attached, for it to recommend one name to the UGC to make the appointment to the Post of Director.

- b) If the Ordinance has stipulated that the subsequent Director should be appointed by the Council to which the Institute is attached, based on the recommendation of the Board of Management;

The Board of Management shall send the panel of three (03) names listed according to the order of merit to the Council to which the Institute is attached, to make the appointment to the Post of Director.

- c) If the Ordinance has stipulated that the subsequent Directors should be appointed by the UGC based on the nominations of the Board of Management; the Board of Management shall send a panel of three (03) names listed accordingly to the order of merit to the UGC to make the appointment for the purpose of appointing the subsequent Director.

However, in such situation, the Institute should send the three (03) nominations through the University to which the Institute is attached for information.

- xi. It is a mandatory requirement for Members Board of Management to be physically present at the proceedings of the Special meeting of the Board of Management meetings, and they should refrain from divulging any information with regards to such proceedings.
3. Where the advertisement fails to find three applicants, the process shall begin afresh by publishing the advertisement more widely. The process shall be repeated until three candidates are recommended.
4. Provisions of this Circular will be effective from 15<sup>th</sup> September 2020.
5. Please take action accordingly.



**Senior Prof. Sampath Amaratunge**  
Chairman

- Copies:
1. Secretary to H.E the President
  2. Secretary/ Ministry of Education
  3. Office of the Chairman/UGC
  4. Vice-Chairman/UGC
  5. Members of the UGC
  6. Secretary/UGC

Department of Human Resources  
University Grants Commission  
No. 20, Ward Place  
Colombo 07

7. Deans of Faculties
8. Registrars of Universities
9. Accountant/UGC
10. Bursars of Universities
11. Librarians/SAL/AL of the Higher Educational Institutions /Institutes
12. Deputy Registrars/ Snr. Asst. Registrars/Asst. Registrars of Campuses/Institutes
13. Deputy Bursars/Snr. Asst. Bursars/ Asst. Bursars of Campuses/Institutes
14. Internal Auditor/UGC
15. Govt. Audit Superintendents of Universities
16. Snr. Asst. Int. Auditors of HEIs
17. Secretaries of Trade Unions
18. Auditor -General

File No. UGC/HR/2/3/283

Department of Human Resources  
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Colombo 07

**Assessment Scheme for the Board of Management for assessing the Candidates for the Selection of the Director****(Mark sheet)**

A Seven Point Evaluation Scheme for Document Evaluation and Presentation (Please see overleaf for guidelines)

Institute : .....

No	Names of Candidates	Criteria, Scale of Marking and Weightages														Total Score
		<u>Strategic Focus</u>		<u>Effective Leadership</u>		<u>Holistic Thinking /Conceptual Skills</u>		<u>Academic and Research Excellence</u>		<u>Personal Integrity</u>		<u>Professional Communication</u>		<u>Managerial Competence</u>		
		<i>Ability to think strategically and steer the institution in line with institutional goals and national needs</i>		<i>Proven capability of leading an institution in an exemplary manner</i>		<i>Ability to see the "big picture" from global and national perspectives with an integrated approach</i>		<i>Proven track record in academic and research matters</i>		<i>Unblemished career with transparency in all dealings</i>		<i>Ability to communicate with clarity and confidence</i>		<i>Proven track record of consistent high performance in administration</i>		
		20%		20%		10%		15%		10%		10%		15%		
		Rating (R) 1-10	Score (Rx2)	Rating (R) 1-10	Score (Rx2)	Rating (R) 1-10	Score (Rx1)	Rating (R) 1-10	Score (Rx1.5)	Rating (R) 1-10	Score (Rx1)	Rating (R) 1-10	Score (Rx1)	Rating (R) 1-10	Score (Rx1.5)	
1																
2																
3																
4																
5																
6																

Name of the BoM Member: .....

Signature: .....

Date: .....

Department of Human Resources  
University Grants Commission  
No. 20, Ward Place  
Colombo 07

## Mark sheet

Guidelines for the Board of Management Members on the use Marksheet are given below.

- i) Elements/Attributes to be considered in arriving at a judgment of a candidates with respect to 7 criteria are given below.

### Criteria 1:

- (a) Clarity of the vision stated
- (b) Practicality of the vision stated
- (c) Quality and relevance of the strategies mentioned
- (d) Evidence for proven strategy implementation
- (e) Evidence for candidate's ability to think strategically on contemporary issues

### Criteria 2:

- (a) Significant institutional developments initiated/achieved as a Director
- (b) Significant institutional developments initiated/achieved as Rector/Director of an Institute /Dean of a Faculty or higher administrative capacity in the university system
- (c) Significant achievements/ developments or reforms initiated as a Head of Academic Department or Director of a Centre/Unit or Director, Welfare or Proctor or in a similar capacity
- (d) Evidence of significant contributions in Executive/Non-executive Leadership positions held in Professional and Statutory Bodies, Public or Private Sector Organizations
- (e) Evidence provided on the recognition by the public at large

### Criteria 3:

- (a) Evidence of working with both public and private sectors on advisory capacity on sectoral/national development
- (b) Evidence of understanding complex challenges faced by the Institutions and demonstrating a holistic approach
- (c) Evidence for developing viable solution for institutional/academic/professional/issues with the engagement of all key stakeholders
- (d) Evidence for broader understanding of socio-economic and religious-cultural forces and their possible current and future impact on the institutions

### Criteria 4:

- (a) Career progression as an academic and the level of involvement in improving relevance and quality of study programmes
- (b) Evidence for proven track record of research performance and research promotions
- (c) Evidence of academic expertise in his/her discipline and other broad areas
- (d) Evidence for outstanding academic and research recognition at institutional/national /international levels

Criteria 5:

- (a) Evidence for unblemished tract record
- (b) Evidence for appreciations integrity
- (c) Evidence for guiding others ethically
- (d) Evidence for being a role model for the students and faculty

Criteria 6:

- (a) Evidence for persuasive speaking in public front
- (b) Evidence for leading successful discussion/deliberations
- (c) Evidence for publishing articles for general public
- (d) Evidence for communicating effectively within academic/scientific/public/media forums

Criteria 7:

- (a) Evidence for sound financial administration
- (b) Evidence for quality academic administration
- (c) Evidence for effectively managing human resources
- (d) Evidence for having sound understanding on statues, establishments and financial management procedures pertaining to university administration

- ii) Each Member of the Board of Management shall perform a Desk Evaluation of respective candidates by examining the evidences/information provided by the candidates as per the Paragraph iii. &/or iv. of the **Commission Circular No. 07/2020 of 11<sup>th</sup> September 2020** and arrive at a tentative judgement on the extent of fulfillment of the criteria-specific elements/attributes of each criterion and assign a tentative mark in 1 to 10 scale for the respective criteria and arrive at a tentative total score of the candidate. Desk evaluation shall be completed before the scheduled Special Board of Management meeting.
- iii) The final marks for each criterion and the candidate's total score shall be arrived only after the presentation and interviewing the individual candidate.

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