



## UNIVERSITY GRANTS COMMISSION

COMMISSION CIRCULAR NO. 01 /2024

No. 20, Ward Place  
Colombo 07

January 01, 2024

Vice-Chancellors of Universities  
Rectors of Campuses  
Directors of Institutes

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

Your attention is invited to Commission Circular No. 10/2022 of 23.05.2022 on the above which specified the procedure to be followed for the 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.

2. The University Grants Commission, at its 1115<sup>th</sup> meeting held on 14.12.2023, having reviewed the existing procedure being followed in making 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) specified in the Commission Circular No. 10/2022, decided to repeal that circular and replace with this circular.

3. Accordingly, the Board of Management of the Institute or Centre for Higher Learning (hereinafter referred to as the Institute) shall follow the amended procedure mentioned below;

- (i) Applications for the Post of Director shall be invited by the Deputy Registrar/Senior Assistant Registrar/Assistant Registrar, who is the Secretary to the Board of Management of the Institute concerned, by a notice published in the national newspapers in Sinhala, Tamil and English languages. Such notice shall specifically refer to this Circular with its Number and Date, inform the prospective Applicants that the selection will be made in the manner set out in this Circular. The Notice shall contain an electronic mail address for which the Applications and other documents shall be submitted.
- (ii) The applicants should be citizens of Sri Lanka and shall be less than 63 years of age by the closing date of the applications.
- (iii) The Deputy Registrar/Senior Assistant Registrar/Assistant Registrar, who is the Secretary to the Board of Management of the Institute concerned, shall publish the notice calling applications,
  - (a) within a period of one month immediately falling prior to the period of six (06) months, reckoning from the last date of the term of the incumbent Director.

OR

(b) within such period as directed by the University Grants Commission in the event of a vacancy created by resignation or removal from office as per the relevant provision in the Ordinance issued in respect of the Institute concerned or in any other way the incumbent Director ceases to hold the office of Director.

(iv) The Board of Management of the Institute concerned shall appoint a suitable Search Committee comprising three (03) Senior Academics in the rank of Professor/Senior Professor to search for and encourage eminent persons to apply when the Deputy Registrar/Senior Assistant Registrar/Assistant Registrar advertises vacancy. The Committee should consist of the following;

(a) A Dean of the University to which the Institute concerned is affiliated, who shall be the Chair.

(b) Two Members Nominated by the Board of Management, who are not members of the Board of Management.

However, any eminent person encouraged by the Committee to apply has no preferential right to be the Director or any preference in evaluation process stipulated below.

(v) The prospective applicant shall be requested to submit, together with his/her application, a Statement of Vision for the 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. In addition, a soft copy of the above documents together with any other supporting documents in PDF format should be submitted to the electronic mail address specified by the Deputy Registrar/Senior Assistant Registrar/Assistant Registrar in the advertisement.

(vi) Where the incumbent Director is an applicant or had held the post of Director of the Institute before, he/she shall give a Report highlighting accomplishments during his/her first period of the office, in addition to the documents mentioned in Paragraph (v) above. A Soft Copy of this Report in PDF format should also be submitted to the electronic mail address specified by the Deputy Registrar/Senior Assistant Registrar/Assistant Registrar in the advertisement.

(vii) a. If the appointing authority of the Director is the UGC, the Deputy Registrar/Senior Assistant Registrar/Assistant Registrar, 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 affiliated, the Deputy Registrar/Senior Assistant Registrar/Assistant Registrar, 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.

- (viii) The Deputy Registrar/Senior Assistant Registrar/Assistant Registrar, who is the Secretary to the Board of Management of the Institute concerned, shall 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 applicants in person before the Special Meeting of the Board of Management for evaluation and for an interview. Provided in an exceptional situation, if any applicant is not in a position to appear before the Special Meeting of the Board of Management in person, he/she shall be allowed to appear *via virtual mode*, with prior notice to the Deputy Registrar/Senior Assistant Registrar/Assistant Registrar.
- (ix) The Deputy Registrar/Senior Assistant Registrar/Assistant Registrar, who is the Secretary to the Board of Management of the Institute concerned, shall also ensure that the copies of all the documents as per paragraphs (v) and/or (vi) above submitted by all applicants in a soft copy along with the notice of holding the Special meeting of the Board of Management together with the **Mark Sheet** given in the Annexure hereto in hard copy, 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. However, when an incumbent member(s) of the Board of Management of the Institute concerned is an applicant, 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 and other documents submitted by applicants are not circulated to such a member(s):
- (x) The UGC/Council appointed observer shall be present at the Special Meeting of the Board of Management.
- (xi) If Director is an applicant for the post of the Director, Deputy Director shall be the Chairperson of the Special Meeting of the Board of Management and in absence of the Deputy Director or the Deputy Director is also an applicant, the Board of Management at the Special Meeting shall appoint a Temporary Chairperson either unanimously or by majority, for the purpose of chairing the Special Meeting of the Board of Management.
- (xii) If any issue arises as to manner how to conduct the meeting in pursuance of this Circular or any matter arisen out of the Circular at the Special meeting, before any decision is made by the Chairperson, he/she should obtain views of the UGC/Council appointed Observer. However, if any issue arisen as to interpretation in any matter in this Circular or manner of conducting the Special Meeting, prior to the Special Meeting of the Board of Management, the Secretary to the Board of Management shall obtain the UGC interpretation and instructions, in writing.

- (xiii) The Members of the Board of Management present at the Special Meeting of the Board of Management shall use the prescribed **Mark Sheet** given in **Annexure** hereto, for purpose of giving marks to the applicants. Provided that no Board of Management Member is allowed to participate in the Special Meeting of the Board of Management *via* virtual mode or any other means of remote access.
- (xiv) Applicants 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. No other applicant shall be permitted to stay in the meeting place of the Special meeting or listen to the presentation of other candidates, even though such applicant is a Member of the Board of Management.
- (xv) Chair or any member of the Board of Management has a right to question any applicant to elicit further information as to matters mentioned in his/her Statement of Vision, Curriculum Vitae and presentation or to ascertain his/her suitability for the post of Director.
- (xvi) Each member of the Board of Management shall make their own assessment of each applicant by giving marks on a scale of 0 – 10 (10 being highest) individually for each of the seven Criteria prescribed and compute the total marks accrued by each applicant by adding up the marks assigned for each Criterion and place his/her signature. The Criteria and Weightages given in the Mark Sheet prescribed shall not be changed.
- (xvii) Total marks for each applicant shall be calculated by averaging total marks under seven criteria given to the applicants, by each member of the Board of Management, and the composite Mark Sheet must be signed by all Board of Management members present at the Special Meeting of the Board of Management and they should refrain from divulging any information with regard to proceedings of the Special Meeting of the Board of Management.
- (xviii) Final Mark Sheet signed by all Board of Management Members participated at the Special Meeting of the Board of Management shall be authenticated by the Secretary of the Board of Management and by the UGC/Council appointed Observer.
- (xix) The Report of the Special Meeting of the Board of Management shall be prepared by listing Three (3) Names in order of marks obtained by each applicant, together with the marks, and signed by each member of the Board of Management present at the Special Meeting of the Board of Management.
- (xx) The Report of the Special Meeting of the Board of Management recommending Three (3) names of the applicants in order of marks, together with the Applications, documents submitted with Applications, notice convening Special Meeting of the Board of Management, Attendance Sheet of the Board of Management, Individual Mark Sheets signed by the Board of Management Members participated and Total Composite Mark Sheet signed by all Board of Management members participated at the Special Meeting of the Board of Management authenticated by the Secretary and the UGC/Council appointed Observer shall be submitted to the respective appointing authority through the relevant statutory bodies as specified in paragraph 3.(xxii), within three days from the date of the Special Meeting of the Board of Management.

(xxi) The UGC/Council appointed Observer shall, forthwith after the Special Meeting of the Board of Management, present a Confidential Report to the respective appointing authority through the relevant statutory bodies, reporting his/her observations as to the manner the selection, evaluation and interview process conducted and shall also report his/her view on any shortcomings in the selection process to enable the appointing authority to take any appropriate action.

(xxii) Thereafter, depending on the provisions stipulated in the relevant Ordinance issued with regard to the Institute, the Board of Management should take one of the following steps, when sending the Report of the Special meeting of the Board of Management along with the relevant documents as specified in 3. (xx) above.

(a) If the Ordinance has stipulated that the subsequent Directors 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.

(xxiii) The Appointing Authority on receipt of recommendations in terms of (xxii) as described under (a), (b) and (c) and having considered the report of the observer shall appoint the Director.

(xxiv) Any interpretation as to matters in this Circular or applicability of the Circular, shall be decided by the UGC and any such decision of the UGC shall be final.

4. 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 by the Board of Management. If the term of the Director is about to complete and no Deputy Director to perform the duty of the Director, the Secretary to the Board of Management shall bring the same to notice of the UGC.

5. Provisions of this Circular and New Procedure contained herein are effective from 01.01.2024 and the Commission Circular No. 10/2022 of 23.05.2022 is hereby repealed.

6. Please take action accordingly.



**Senior Prof. Sampath Amaratunge**  
Chairman

- Copies:
1. Secretary to H.E. the President
  2. Secretary/ Ministry of Education
  3. Chairman's Office/UGC
  4. Vice-Chairman/UGC
  5. Members of the UGC
  6. Secretary/UGC
  7. Registrars of Universities
  8. Deans of Faculties
  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

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

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

Institute : .....

No	Name of Candidates	Criteria, Scale of Marking and Weightages														Total Score
		Criteria 1		Criteria 2		Criteria 3		Criteria 4		Criteria 5		Criteria 6		Criteria 7		
		<b><u>Strategic Focus</u></b>		<b><u>Effective leadership</u></b>		<b><u>Holistic Thinking /Conceptual Skills</u></b>		<b><u>Academic and Research Excellence</u></b>		<b><u>Personal Integrity</u></b>		<b><u>Professional Communication</u></b>		<b><u>Managerial Competence</u></b>		
		<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%		
		Marks (M) 0-10	Score (Mx2)	Marks (M) 0-10	Score (Mx2)	Marks (M) 0-10	Score (Mx1)	Marks (M) 0-10	Score (Mx1.5)	Marks (M) 0-10	Score (Mx1)	Marks (M) 0-10	Score (Mx1)	Marks (M) 0-10	Score (Mx1.5)	
1																
2																
3																
4																
5																
6																

Name of the BoM Member: .....

Signature: .....

Date:.....

## Mark sheet

Guidelines for the Board of Management Members on the use of the Mark sheet:

- (i) Elements/ Attributes to be considered in arriving at a judgment of a candidate 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 (v) &/or (vi) of the **Commission Circular No. 01/2024 of 01.01.2024** 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 0 to 10 scale for the respective criteria. 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.

XXXXXXXX