

## 19. QUALITY MONITORING & ENHANCEMENT UNIT (QMEU)

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### 19.1. Introduction

As per the initiatives taken and directives given by the UGC through its Establishment Letter of 05<sup>th</sup> January 2005 and Circular No. 04/2015 of May 2015, the Eastern University, under the recent reforms has taken steps to establish a Quality Monitoring and Enhancement Unit IQAS is driven by the apex unit, called Internal Quality Assurance Unit (IQAU) and by its faculty-level sub-units, called International Quality Assurance Cells (IQACs). The IQAU comes under the preview of the Vice Chancellor and it is affiliated to Academic Affairs Department of the Central Administration for administrative purpose and logistic support. The IQACs are coming under the preview of respective Deans of Faculties.

The QMEU has to perform two broad functions, namely promotion of adoption and internalizing new trends and technologies in higher education provisions and quality principles and culture in all spheres of university activities. The QMEU performs these two broader functions under the guidance Management Committee, and through the apex unit, IQAU and faculty-level functional sub-units, IQACs. The first aspect has to be performed in liaison with Senate Standing Committee on Academic Development and Planning or equivalent and Faculty level Curriculum Development Committees. These include, among many other things, the promotion of adoption Sri Lanka Qualification Framework and outcome-based education and student-centered learning (OBE-SCL) principles in curricular development and teaching and learning, and assessments. In additions it is expected to promote the use of ICT-based tools and techniques to promote blended teaching and learning. The second function has to be performed in liaison with the Faculty level IQACs. This includes promotion of adoption and internalizing quality principles and culture in accordance with guidelines and best practices prescribed through relevant UGC adopted QA Manuals and conducting of periodic internal quality reviews. Further, this unit has to facilitate the higher management and faculties in addressing the deficiencies/shortcomings highlighted and recommended made by the external quality assurance reviews

## 19.2. Organizational Structure and Management of QMEU

The QMEU is a tightly coordinated system to promote internalizing and institutionalizing national guidelines prescribed by the UGC and Ministry of Higher Education (i.e. *Sri Lanka Qualification Framework and Guidelines for Curricular Development, Teaching and Training & Assessment, Teaching English as a Second Language, training on ICT and soft skills, ethnic harmony and social cohesion, etc.*) and quality dimensions (best practices and standards) prescribed by the national quality assurance system (i.e. UGC-QAAC). It is operated by central unit (IQAU) which functions as the catalytic centre in liaison with faculty-level subunits (IQACs).

### a) Management Committee

- Vice-Chancellor-Chair
- Deputy Vice-Chancellor
- Rector / Campus  
• Deans of Faculties
- Director/ QMEU ( Director/IQAU)
- Librarian or nominee
- Coordinators of IQACs ( Faculty Cells)
- Chairperson/Strategic Planning and Statistical Unit
- Registrar or nominee
- Bursar or nominee
- Internal Auditor
- SAR/Academic Affairs ( Convenor & Secretary)
- Director (SVEAS) (on invitation)

### Functions

- Developing an Action Plan for the coming year with clearly specified actions, responsibilities for the completion of the actions specified and target dates for the completion.
- Monitor the extent of implementing the university's policies and regulations and facilitate the process where needed
- Evaluate the extent of the effectiveness of the internal review system for quality assurance in liaison with IQAU and IQACs through checking quality of the annual programme reports; extent to which academic departments adhere to the enhancement plans;
- Review the progress of adoption of internalizing quality principles and cultures in accordance with guidelines and best practices prescribed through relevant, UGC approved QA Manuals,

Benchmarks and SLQF and where necessary facilitate speedy internalization.

- Improve the level of educational programmes and other elements affecting them through identification of good practice as well as learning deficiencies and obstacles; performance follow-up, suggestions for development and enhancement; and the systematic review and development of processes for establishing effective policies, strategies and priorities to support continuing improvement.
- Make any proposals or suggestions for the improvement of the process of self-evaluation and annual reporting together with constructive comments on the templates and guidelines that support reviews at course, programme, and faculty level.
- Identify programmes falling short of reference standards, propose remedies and facilitate the remedial measures.
- Identify programmes where retention and progression rates are high, identify reasons and any elements of good practice which could be replicated in other programmes. Similarly identify programmes where retention and progression are disappointing make proposals for improvement
- Review the progress of academic reforms and facilitate the faculties to keep abreast with the trends.

#### **b) IQAU**

The IQAU is the apex catalytic centre, headed by a Director/Coordinator, appointed by the Vice Chancellor with the approval of the Council from among the senior academic staff (i.e. Sr. Lecturer Grade I or above) of the university on par-time basis for a period of three years, with provision for extension. Alternatively, this task could be undertaken by the Deputy Vice Chancellor, if such a position exists. The Director of the Unit shall be assisted by Management Committee of Internal Quality Assurance System (MC/IQAS). The composition and the Terms Reference of the MC/IQAS, and the Duties of the Director/IQAU are given in Section 19.2.1.

#### **c) IQAC**

The IQAC is the faculty- or institute-level subunit of the IQAS, and shall be headed by a coordinator appointed by the Dean with the approval of the Faculty Board, appointed from among the senior academic staff (i.e. Sr. Lecturer Grade I or above) of the Faculty on par-time basis for a period of three years, with provision for extension. The Coordinator of the Cell shall be assisted by Coordinating Committee of IQAC. The composition and the Terms

Reference of the MC/IQAS, and the Duties of the Director/IQAU are given in Section 19.2.2.

### 19.2.1 Internal Quality Assurance Unit (IQAU)

#### a) The composition Management Committee of Internal Quality Assurance System (MC/IQAS)

Vice Chancellor/Deputy Vice Chancellor as the Chairperson  
Deans of Faculties  
Director/Internal Quality Assurance Unit  
Coordinators of Internal Quality Assurance Cell of the Faculties,  
Registrar or nominee,  
Bursar or nominee,  
Librarian or nominee,  
Director/Staff Development Centre, CGU, ITC, etc.  
Director/Welfare/Chairman of Student Counselors,  
Any other member/nominee as relevant, and  
Executive Officer in-charge of Academic Affairs Department/Division (*as the Secretary of the Committee*).

#### b) The TOR of the Management Committee of IQAU

The Terms of Reference for the MC/IQAU are given in below:

- 1) Design and develop by-laws for governance and management of the IQA system, including the management IQAU & IQACs,
- 2) Develop & prescribe institutional by-laws, guidelines and manuals pertaining to governance and management at the different levels ,academic development and planning, teaching and learning , examinations, learner support services, research and innovations, community outreach etc. (i.e. *Manual on Academic Development and Planning, Examination By-laws, Students' Disciplinary By-laws, Laboratory Manuals, etc.*) and promote the adoption of such By-laws/guidelines/ manuals.
- 3) Promote the adoption of UGC-QAAC prescribed quality dimensions (best practices & standards) at all levels of operations for reaching the national standards/benchmarks,
- 4) Review the progress of adoption of University - wide academic reforms

- and internalizing quality principles and quality culture,
- 5) Liaise with the UGC-QAAC in implementing external quality assurance reviews (both Institutional and Study Programme reviews),
  - 6) Review the EQA Review (*both Institutional and Study Programme Reviews*) & IQA Review reports, and design and adopt action plans for quality enhancement, based on recommendations coming from such reports,
  - 7) Monitor the progress of implementation of annual quality enhancement work plans, both at university level and faculty level, and
  - 8) Guide and assist the Director/IQAU in executing his/her duties.

### **c) Duties and Responsibilities of the Director of IQAU**

The duties and responsibilities of the Director/Internal Quality Assurance fall into three main categories:

#### **i. Coordination of Academic Affairs Related Activities**

- i) Promote adoption of guidelines and benchmarks prescribed/adopted by the university in academic development and planning in accordance with guidelines prescribed by the UGC and Ministry of Higher Education such as Sri Lanka Qualification Framework Manual for level and qualification descriptors, Course Unit System, Unified GPA System, Outcome-based Education and Student-centered Learning (OBE-SCL) approach into curricula development of study programmes and courses, blended teaching and learning, and formative and summative assessments, etc.,
- ii) Promote the adoption of university prescribed by-laws, guidelines and manuals for the use in within the university (*such as Manual on Academic Development and Planning, Examination By-laws, Students' Disciplinary By-laws, Laboratory Manuals, etc.*),
- iii) Promote adoption of blended-teaching and learning – use ICT tools with conventional pedagogical methods,
- iv) Promotion of inter-faculty credit transfer, synchronization of academic programmes, and interfaculty cooperation & resource sharing, and
- v) In liaison with faculties, set the university academic calendar annually & synchronized academic time tables.

## **ii. Coordination of Quality Assurance Related Activities**

- i) Function as the officer-in charge of Internal Quality Assurance Unit (IQAU) of the University and hence coordinate all IQA related activities within the University, in liaison with Internal Quality Assurance Cells (IQACs) of respective Faculties,
- ii) Develop by-laws for the operational aspects Internal Quality Assurance System that would empower the IQAU and IQACs to undertake annual review of institution (i.e. university-wide operations) and faculties (i.e. faculty level operations),
- iii) Promote adoption of quality enhancement mechanism (such as PDCA Quality Development System) for internalizing quality principles and culture – i.e. Develop guidelines/manual (*including criteria, standards, best practices, etc.*), promote adoption of best practices and standards, with respect to the ten criteria in the IR Manual, conduct of IQA Reviews on regular basis, and design and commence succeeding quality enhancement cycles based on preceding IQA review findings,
- iv) Liaise with the UGC through its Quality Assurance and Accreditation Council (QAAC) and other external agencies, in facilitating the conduct of external reviews,
- v) Coordinate the preparation of Institutional Self-evaluation Report (SER) and assist in preparation of ~~Programme-specific~~ SERs for External Quality assurance Reviews, and
- vi) Provide advice and guidance on QA matters to all faculties and departments, administrative learner support sectors.

## **iii. Coordination of other Activities**

- i) In liaison with the Strategic Planning and Statistical Unit, conduct regular market surveys & tracer studies to assess,
  - a) Manpower needs & trends,
  - b) Employees feedback on quality & performance of EU graduates,
  - c) Emerging areas of importance that require trained manpower, and
  - d) Tracer studies of EUSL graduates
- ii) Promote new academic degree programmes, diplomas & certificate courses for offering through internal and open and distance education modes, and
- iii) Conduct public awareness & promotion campaign through mass media about the University, University programmes & the research and development.

## 19.2.2 Internal Quality Assurance Cell (IQAC)

### a) Composition of the Coordinating Committee of IQAC

Dean of the Faculty as the chair  
Heads of Departments,  
Coordinator/Internal Quality Assurance Unit  
Chairpersons of Curriculum Development, Higher Degrees, and Research Committees,  
Deputy Proctor (if any)  
One Sr. Student Counselor (representing student counselors)  
Coordinators of other relevant units (i.e. education unit, career guidance unit, English Language Teaching sub-unit, etc.),  
Librarian/Assistant Librarian,  
Any other member/nominee, as relevant/appropriate, and  
AR/SAR/DR of the Faculty, as the Secretary of the Committee.

### b) Terms of Reference of the Coordinating Committee of IQAC

- i. Guide the IQAC in adoption of relevant by-laws prescribed by the University for governance and management of the IQAC,
- ii. Guide the IQAC in promoting internalizing quality principles and dimensions prescribed by the UGC-QAAC within the Faculty - with respect the study programme management, curricular design and development, course design and development, teaching and learning, student support and services, assessments, and other allied functions and services,
- iii. Guide the IQAC to design and implement regular internal quality reviews,
- iv. Review the EQA Review (*both Institutional and Study Programme Reviews*) & IQA Review reports and adopt action plans based on recommendations coming from such reports,
- v. Guide the IQAC to implement quality enhance plans and monitor the progress of implementation of annual quality enhancement work plans, and,
- vi. Guide and assist the Director/IQAC in executing his/her duties.

### c) Duties and Responsibilities of the Coordinator of IQAC

The duties and responsibilities of the Coordinator/Internal Quality Assurance Cell fall into three main categories:

#### i. Coordination of Academic Affairs and Related Activities

Liaise with Curriculum Development Committee in internalizing the following academic reforms:

- a. Adoption of guidelines and benchmarks prescribed by Sri Lanka Qualification Framework Manual for level and qualification descriptors in designing the curricula of study programme and courses including the adoption of Course Unit System, Unified GPA System, outcome-based Education and Student-centered Learning (OBE-SCL) approach into curricula development of study programmes and courses, and blended teaching and learning, and summative and formative assessments,
- b. Adoption of blended-teaching and learning – use ICT tools with conventional pedagogical methods, and
- c. Adoption of Inter-faculty credit transfer, synchronization of academic programmes, and interfaculty cooperation & resource sharing, and

**ii. Coordination of Internal Quality Assurance Related Activities**

Function as the officer-in charge of Internal Quality Assurance Cell (IQAC) of the Faculty and promote the following IQA related activities within the Faculty hence in liaison with IQAU in liaison with Internal Quality Assurance Unit of the University:

- a) Adoption of University approved by-laws for the operationalizing Internal Quality Assurance System that would empower IQACs to promote internalizing university approved/prescribed by-laws/guidelines/manuals for curricular development, teaching and training and assessments.
- b) Adoption and implementation of quality enhancement mechanism (such as PDCA Quality Development System) for internalizing quality principles and culture – i.e. promote adoption of best practices and standards, conduct of IQA Reviews on regular basis, and design and commence succeeding quality enhancement cycles based on preceding IQA review findings,
- c) Promoting the adoption of university prescribed procedures within the Faculty (such as *Manual on Academic Development and Planning, Examination By-laws, Students' Disciplinary By-laws, Laboratory Manuals, etc.*),
- d) Liaising with the IQAU and UGC-QAAC and other external agencies, in facilitating the conduct of external reviews,
- e) Assisting IQAU in preparation of Institutional Self-evaluation Report (SER) and coordination of the preparation of Programme-specific SERs for External Quality Assurance Reviews, and
- f) Providing advice and guidance on QA matters to all departments/centers/units,