

# **Interim Evaluation on the Impact of HETC Project in Strengthening the Quality of University Education: A Special Reference on the North and East Universities**

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## **Abstract**

The American Higher Education system led to the economic growth and country development to USA. As a result USA higher education system became a world leading education system. It was the model for Higher Education systems in other countries and the Universities expected to play responsible role in leading the countries. Actually, Sri Lanka has very very limited number of academics with high caliber in particular fields. Especially, universities in North and East have very very less high caliber academics and necessary facilities as a result these universities are struggling to provide quality education to meet the twenty first century demands. Many of these universities' academics have poor knowledge in English language to enhance their capacity. In 2009 the ethnic conflict was brought to an end. The higher education system has got a golden opportunity to enhance the capacity and knowledge to the academics to deliver quality education service through the HETC project. It has six components to the project. Such as University Development, External Degree program, Human Resource development, Quality improvement, Enhance the Library services and Innovative Development for Arts students.

The data was extracted from the University of Jaffna , Eastern University , and South eastern university that are located in the North and Eastern provinces in Sri Lanka. Here, I analysed the data by enhancing the efficient and effectiveness of the human resource. In the analysis, it is found that each factor The importance of HETC Project to a University to generate the new knowledge, engenders innovations, enhances the quality of teaching staff, increases an institution's reputation and its economic status. participation in project activities it is therefore pertinent to understand the factors that influence performance and strengthening the quality of University Education. by university staff. The aim of this study was evaluate the activities are going to establish stable and sustainable development. The HETC project has a monitoring system for their internal controlling purpose for each university. But, no-body still not conduct formative evaluation to measure the rate of success or the strengthening the quality of University Education to investigate the factors affecting performance. Specifically, the study aimed at determining the relationship between accessibility to knowledge and capacity of the Human resources. Further study used a descriptive survey design to collect the pertinent data. The target population consisted the benefited academic staff of North east Universities. The study, therefore recommended that universities and the government must improve the deliver quality higher education services for equitable social and economic development and research environment, funding, time availability and high qualified staff in order to improve output in the universities; further, it also recommends that more studies should be conducted to identify other ways of dissemination of funding, as well as comparative studies which will give more comprehensive results to guide further improvement. combination of stratified.

Random sampling was then used to select the respondents proportionately from each category. Data was collected using structured questionnaires. The data collected was analyzed using Descriptive statistics (frequencies, percentages, means and standard deviations) and inferential statistics

The financial progress of University of Jaffna has achieved 46%, Eastern University is 24% and South Eastern University is 31% targets, up to the July 2014. The Universities has not considered administrative and financial efficiency and effectiveness to deliver the good governance to the stake holders. Most of the teachers are involved or conduct several research but a few researches are fulfill the government goal and vision to develop the stable economic growth. Some are unable to get the support or assistants to achieve goal from the stake holders. Due to fair knowledge in English and IT skills the physical resources are not fully utilized. The human resource capacity development program is a long term program. After the completion of the HR Program, they will be able to revise the curriculum, learning and teaching environments. Only sixty teachers got opportunity to reading the Master and Doctorate studies. It is not enough to meet international and multi-national market's. As a result the developing countries are contionuously depending from the developed countries or funding organization. Accordingly, importance to enhance the human Resource or human capital and social capital investment to overcome inadequate staff or inefficient staff recruitments to the system and consider to enhancing the English language skills and IT skill for the staff and students. To enhance physical capacity such as computers, furniture, Equipment, infrastructure development for laboratories, training and network facilities in an efficient manner, the inventory management also has created several difficulties it should be regularized and maintain with the university inventory controlling system.

The project will focus of the productivity in high caliber academic and strengthening the quality of University Education output in the form of academic publications. This concerns both the quantitative growth and the quality of the output. The project will contribute to our understanding of the growing differences between universities when it comes to strengthening the quality of education and research productivity: Why are some universities more successful than others in increasing their strengthen, quality and research productivity? The project includes an analysis of the ways in which national and institutional policy objectives and instruments play in the increase and strengthening the quality of University Education to deliver quality higher education services for equitable social and economic development. In this both quantitative and qualitative methodologies will be used. The HR (doctoral education) component of the project will become part of an international research project that aims at analysing developments with respect to deliver quality higher education services for equitable social and economic development education.

**Keywords :** Formative, Evaluation, Performances. HETC and 21st Century

## **Introduction**

The American Higher Education system led to the economic growth and country development to USA. As a result USA higher education system became a world leading education system. It was the model for Higher Education systems in other countries and the Universities expected to play responsible role in leading the countries. Actually, Sri Lanka has very very limited number of academics with high caliber in particular fields. Especially, universities in North and East have very very less high caliber academics and necessary facilities as a result these universities are struggling to provide quality education to meet the twenty first century demands. Many of these universities' academics have poor knowledge in English language to enhance their capacity. In 2009 the ethnic conflict was brought to an end. The investment is the process of enhancing the knowledge, the skills, and the capacities of all the people in a society. In economic terms, it could be described as the accumulation of human capital and its effective investment in the development of an economy. Last three decades ethnic conflict was increased in Sri Lanka due to this reason North and East universities have inadequate academics of high caliber in the system and infected educational environment to meet the demands in the twenty - first century. Academics are unable to visit foreign universities for enhancing the knowledge capacity. In the same time most of the academic caliber were migrated abroad and other academics have hardly any opportunities to enhance their knowledge due to lack of English knowledge, for getting foreign scholarships as a result the standard of the Universities education also decreased. The HETC project started from 2010 and it has been providing several benefits to enhance the capacity and deliver the quality services. The research can assess the rate of success and difficulties by the interim evaluation of the HETC project and to submit the alternative strategies to improve or strengthening the capacity and quality of Education, To assess the strengths, weakness and opportunities to enhance the capacity of Human Resource, and turnover the resources of the whole project and to recommend more relevant or suitable strategies.

The project is going on and but no body still not conducted any interim evaluation to assess the success of the project rate. The research will be conducted on quality and quantitative base, The primary data in this research will be collected by questioner, interviews, and secondary data will be collected from annual reports and financial statements.

There are six components to the project. The first component of the project are University Development Grant, External Degree programme, Human Resource development, Quality improvement, Enhance the Library services and Innovatory Development for Arts students. The benefits of the above social capital investment will be received long term for the stable development such as enhancing the capacity of University education system and delivering quality education services in line with equitable, social and economic development. Project agreement period is over.

## **Statement of Problem**

Capacity development and transmission of knowledge through the human resource capacity as one of the major function of the universities. However it has been noted that the North and Eastern have been a low levels facilities for doctoral studies and dwindling participation for foreign training . Apart from concern over the number of publications, teaching content and lecture notes have been found to be below average. Lecturers are found of hand out and

repeated yellow noter year after year. it has been observed that there has been a tend of teaching staff mark timing on the same position for over more than several years. Eg. Senior lectures who have not promoted as professorship lecturers who have not been promoted senior lecturer.this is mainly because promotion is based on research and publications. The factors are important consideration in this project.

### **Objectives of the Study**

- To identify and recognize the factors which determine the extent to which funding affect the techachers performance in this Universities.
- To identify and determine the extent to which environment affect human capacity and performances and
- Determine the extent to which qualifications affect for enhance their performances.

### **Research Hypothisis**

- The study tested the following hypotheses for the specific objectives.
- Ho1- There is no significant relationship between the funding and capacity development
- Ho2- there is no significant relationship between the environment and performance.
- Ho3- there is no significant relationship between the staff qualifications and performances.

### **Literature review**

In this chapter the researchers briefly reviewed the available literature in Higher Education for Twenty first Century. Joseph Norton and Michael Holt, Yahoo Contributor Network, (2007) explains that there is a clear and present issues with the way the current United States educational system currently works. There are many problems, not one individual problem that have hindered intelligent minds from realizing their full potential. Somewhere in the last decade the actions of the school district have stopped reflecting the actual goal that this institution was created. If a student is intelligent enough to pass a test without doing class work or homework then why are they necessary?

The student is intelligent enough to choose for himself how much he studies, how much he reviews and how many practice problems he needs to do in order to achieve a satisfactory grade. There is no such thing as a poor test taker, just a poor student. The test is the ultimate way to decipher based on a student's performance how much of the information preached they have mentally obtained. A single quarter of school should consist of maybe 5 tests, thus to give no one test too much power. School should not be a take home job, it should be like a job where you punch the clock when you get there and you punch it when you leave and never bring your work home.

By Ankita Shrivastava (2014) clearly expressed that the Education for all means has been the most important debate in all stages of society, progress and development. This might build in you the question as to why everyone is running behind education. What is it that makes us bind to education and makes it the center of attraction to all the aristocrats, law makers, parents and elders? Education isn't about my marks or your standard it's about knowledge and how well you are aware of the happenings around you. A person who is awakened knows what's best

for him/her knows the difference between right and wrong and that's when he is known as educated.

Society: - We live in an ever progressing and developing society. Education in this society is not only a demarcation of the wealthy and poor but also of the uneducated and educated. Your reputation and social image is dependent on your educational qualifications. More than your salary, caste, creed or religion, people care about your degree for it demarks you from the rest. Society is also a cluster of different people, to deal with each we need knowledge of the system as well as our rights and duties which is only taught to us through different mediums of education. This helps us become a member and develop the society.

The difference: - For education also makes us gain the knowledge of differentiating between different aspects of work, life and curriculum. Country works on a certain curriculum, to follow those routes like in banks, government offices and day to day needs we need to be educated so that no one can hoax us with their knowledge. Your way of talking, perception and interaction in a social gathering shall always stand out compared to the one who is illiterate.

No body can fool you: - The lower class of the society is often faced with the issue of not being literate like those who are more privileged, living in urban dynasties. Hence often the selfish urban tend to use the innocence and illiteracy of the uneducated in their favor. Whereas an educated person is smart enough to demarcate the cunningness of those around and is less probable to be shot by such cases.

Independent: - Education makes your growth optimum and helps you become independent to start your own life. It makes you reliable on your instincts and knowledge to take the right decision that does not harm your image and respect. An independent thought process is developed when your brain is open to all the forms of life and knowledge about how advanced the world has become and you witness the improvement in lifestyle.

Knowledge: - Education makes you knowledgeable; it makes you stand tall in a discussion and participate enthusiastically with no shame of going dumb. Knowledge makes you aware, potentially updated and also open minded. Though knowledge might turn to against you if not used in the best of intentions and caliber

Stability: - When you are educated, you shall get a job easily. A career can be established by your credits and achievements in the educational field. This not only makes you independent but also helps you create a living. Stability comes when you are on your own, this cannot be achieved until you can excel in all forms and fields with a rigorous effort on scrubbing your caliber.

Living: - For a living, it has become mandatory for a citizen to be educated. Not only they are termed as barriers or qualifications to cross before coming in for an interview, but education also decides your performance in an interview. An educated person is aware of his surroundings and therefore can give explicit answers to questions asked whereas an illiterate might not be able to comprehend the questions that shall be bombarded on him. Moreover to apply for a job, the educational qualifications of a student act as the eligibility criteria which is must before the student is able to fill an application. Education opens to the world of our own where we can earn and form a living for ourselves.

Sense of right or wrong: - To know if you are right, you should might as well know, WHAT IS RIGHT? If we go by terms of what people say there will be a huge confusion in our understanding, leading us to unwanted and fraud situations. This can only be corrected or check if we are educated enough to not be waved away. When a small child is given a toffee, he/she accepts it without understanding its ingredients, taste or what it might do to their health. This is because experience can education has made them aware of the difference between rights and wrong.

Wisdom: - Education is often compared with wisdom. A person who is educated has wisdom and knowledge. Wisdom to know the correct and knowledge to reason it. Wisdom acts as the stepping stone during a person's growth. A matured person is often considered to have more wisdom than a teenager because he/she has faced the cons of life and come out with experiences that make them smart, careful and aware.

Carrier: - A career makes our identity; it also decides our work frame, area of interest, caliber and future. This career holds true only when a person is educated. Education gives the knowledge of the field so that can pursue the career of their interest full fledged. Hence to have a secure and balanced career we need to work hard, learn new things, gain knowledge, spread our experience, help the society and become educated.

The school years are the grounding years of one's education. Schools are institutions that lay the foundation of a child's development. They play a key role in developing children into responsible citizens and good human beings. It's a school where young talent is recognized and nurtured. Education provides us with knowledge about the world. It paves the way for a good career. It helps build character. It leads to enlightenment. It lays the foundation of a stronger nation. Education makes a man complete. Education is an investment in human capital, and it can have a great impact on a nation's growth and development. A country's literate population is its asset. In today's competitive world, it won't be wise to neglect the importance of education for the development of society as a whole. Most countries have realized this. It has led to the development of many government-aided educational programs and government grants to schools and colleges. The future of a nation is safe in the hands of the educated. Education is important for the social development and economic growth of a nation.

Granados, Jesús (2011) explain that the imperfect world is advancing relentlessly towards uncertain future scenarios, and we must try to redirect it towards sustainability, that is, towards a new way of doing things in order to improve our environment while at the same time achieving justice, social equality and economic stability. However change is impossible without learning, just as learning is impossible without change. In the text that follows, I will analyze the need for a new form of education in today's society and identify the specific challenges that higher education faces. The Need for a New Education In the beginning, education and the ideals it embodied aspired to create a "perfect" citizenry. Later, the objective shifted to ensuring that citizens were well-trained, and more recently it shifted once again to the awakening of the critical spirit. Today, the ideal is creativity: the capacity to learn and a lifelong willingness to face new things and modify learned expectations accordingly; there can be no learning without re-learning, without the revision that must be undertaken when we realize the weakness of what we thought we knew. In a knowledge society, education is the capacity to be creative in an environment of particular uncertainty, the capacity to properly manage the cognitive dissonance that gives rise to our failure to comprehend reality (Innerarity, 2010).

Reformulation of Higher Education Einstein once said that no problem can be solved from the same level of consciousness that created it. Current needs suggest that we must learn to view the world and therefore education, in a new way. Higher education has in the past demonstrated its crucial role in introducing change and progress in society and is today considered a key agent in educating new generations to build the future, but this does not exempt it from becoming the object of an internal reformulation. According to the World Declaration on Higher Education for the 21st Century (1998), higher education is facing a number of important challenges at the international, national and institutional levels.

At the international level, there are two main challenges. The first is the role of supranational organizations such as UNESCO in advancing the prospection of trends and improvements, as well as in promoting networking and twinning programs among institutions. The European Union (EC-JRC, 2010), The second international challenge is to encourage international cooperation between institutions in order to share knowledge across borders and facilitate collaboration, which, furthermore, represents an essential element for the construction of a planetary (Morin, 2009) and post-cosmopolitan citizenship (Dobson and Bell, 2006): States must provide the necessary financing so that universities can carry out their public-service function. The following are the challenges faced by universities and other institutions of higher education: Changes in universities as institutions and at the level of internal organization these changes should aim to improve the management of resources (human, economic, etc.) and be restructured to improve internal democracy. Universities must continue their mission to educate, train and carry out research through an approach characterized by ethics, autonomy, responsibility and anticipation.

- Changes in knowledge creation. Interdisciplinary and Trans disciplinary approaches should be taken and non-scientific forms of knowledge should be explored.
- Changes in the educational model. New teaching/learning approaches that enable the development of critical and creative thinking should be integrated.
- Changes aimed at tapping the potential of information and communication technologies in the creation and dissemination of knowledge. The goal of such changes is to create what Prensky (2009) calls digital wisdom.

## **Materials and Methods**

### **Research Design**

The study adopted a descriptive and an explanatory research design. The descriptive survey design as a description of the state of affairs as it exists purpose is not only restricted but also to fact finding. The use of questionnaires to collect, analysis and interpretation of data. An explanatory research design aimed at explaining factors affecting

### **Study Area**

The study was conducted North and East Universities because of its convenience to the researcher, and the possibility to access relevant data in this institutions located.

### **Target Population**

The study was conducted on the HETC projective activities respondents comprised of project directors or OTS secretaries and coordinators

### Sampling

The study was stratified sampling which was used 60 site visit respondents according to the different project activities. This was to ensure that respondents ranging from their full capacity of their performances.

### Primary Data and Sources

Primary data was intensively used in this research. The data collected addressed the main variables namely. Capacity development, funding research, facilities and environments . other informations collected through the questionnaires of researches and research environment . the secondary data was referred to and was collected North and East universities reports, such as quality Assurance reports, financial report, annual reports and progress reports.

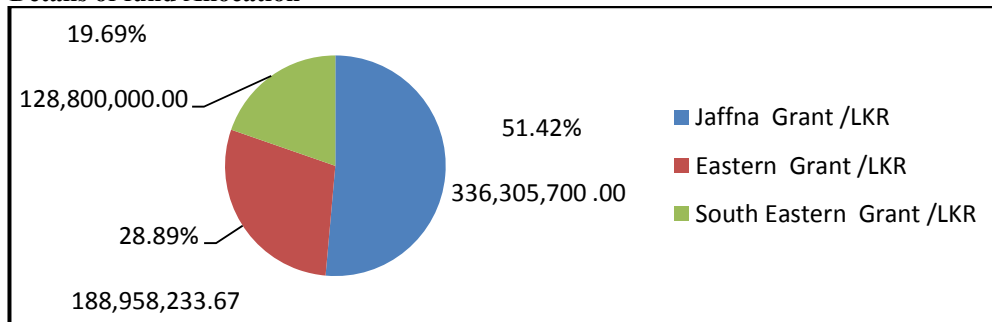
### Data collection instrument and Techniques

The questionnaires were the main instrument of data collection. The questionnaires consisted of four parts. A five point likert scale was used. This enabled comparison to be reached as to extent to which each variable affected the output.the questionnaires along with the cover letter were administered to the respondents.

### Data Analysis

The HETC project has provided the financial assistance to enhance the capacity of the University Education. Its functions come under the University Development Grants (UDG), External Degree Programme (EDP), Human Resource Development (HRD), Quality Improvement Grant (QIG- Round one window one, and two, Round two windows one and two) and Grant for *Innovative Development for Arts Students (IDAS)*. All allocated funds must be utilized within the five years project period or allocation should be spent before 2016. According to the project activities grant for Human Resource Development or Human Capital Investment considered only long term affects the enhancing of human capacity development in this system. Total grant of Rs of 654,063,933.67 LKR allocated for the three Universities in the North and East. According to this allocation, University of Jaffna has received 52%, Eastern University has received 29% and South Eastern University has received 19% only. University of Jaffna has received more than 336.3 million, Eastern University received 188.9 million and the South Eastern University has got 128.8 million.

### Details of fund Allocation

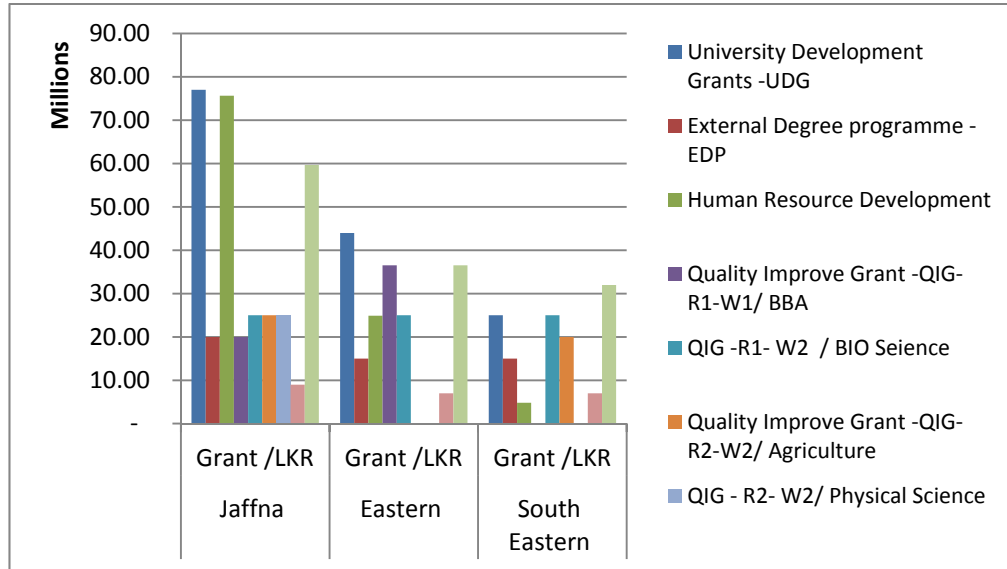


(SOURCE – OTS)

The HETC project has given opportunities to deliver high quality services through enhanced learning and teaching environment and governance. Staff and the student of the universities



are direct beneficiaries and the societies, parents and the government are the indirect beneficiaries. During the project period, direct beneficiaries are able to enjoy the benefits but indirect beneficiaries will receive the benefits after a few years. Finally the nation will expect the stable growth and enhancement of knowledge and IT skill and protect the environments.



(SOURCE – OTS)

Based on the financial and physical progress, University of Jaffna has received more facilities considering the staff and students ratio. The HETC project has given opportunities to deliver high quality services through enhanced learning and teaching environment and governance. Staff and the student of the universities are direct beneficiaries and the societies, parents and the government are the indirect beneficiaries. During the project period, direct beneficiaries are able to enjoy the benefits but indirect beneficiaries will receive the benefits after a few years. Finally the nation will expect the stable growth and enhancement of knowledge and IT skill and protect the environments.

<b>Financil Achievments up to July 2014</b>										
		<b>Jaffna</b>			<b>Eastern</b>			<b>South Eastern</b>		
<b>SN</b>	<b>Project Activities</b>	<b>Actual</b>	<b>Actual+ Comm</b>	<b>Balance</b>	<b>Actual</b>	<b>Actual+ Comm</b>	<b>Balance</b>	<b>Actual</b>	<b>Actual+ Comm</b>	<b>Balance</b>
1	University Development Grants -UDG	66.86	83.62	16.38	21.85	28.49	71.51	64.64	65.41	34.59
2	External Degree programme -EDP	30.55	38.88	61.12	15.12	16.06	83.94	43.27	43.27	56.73
3	Human Resource Development	57.95	57.95	42.05	68.62	68.62	31.38	78.27	78.27	21.73
4	Quality Improve Grant - QIG- R1-W1/ BBA	33.38	43.22	56.78	-	-	100.00	-	-	100.00
5	QIG - R1- W2 / BIO Science	24.63	24.75	75.25	7.16	31.69	68.31	18.91	19.75	80.25
6	Quality Improve Grant - QIG- R2-W2/ Agriculture	2.19	21.60	78.40	-	-	100.00	4.67	7.12	92.88
7	QIG - R2- W2/ Physical Science	15.64	19.40	80.60	-	-	100.00	-	-	100.00
8	Library	70.20	70.20	29.80	70.47	70.47	29.53	94.88	94.88	5.12
9	IDAS	-	-	100.00	-	-	100.00	-	-	100.00
	<b>Total Grant</b>	<b>37.18</b>	<b>43.83</b>	<b>56.17</b>	<b>18.89</b>	<b>23.76</b>	<b>76.24</b>	<b>30.05</b>	<b>30.75</b>	<b>69.25</b>

University development grant, a person must be employed or study in a position at State University and Activities funded by this program must have a direct relationship to the employee's specific professional developmental goals and make a significant contribution to the employee's professional development. Such as Enhance ICT Skill, Improve English Language skills of students, Promote ethnic cohesion among students and staff and strengthen the soft skill of students. This is Support for routine continuing education (such as training in the immediate operational aspects of the job). Continuing education activities funded with development grants may include short courses on new developments in a discipline, site visits, and attendance at a series of seminars or workshops, or a professional development aspect of a trip taken for another purpose. The scope of the Development Grant Program does not fund the cost of transportation to international sites. University of Jaffna has achieved 84% of the target, Eastern University still 29% and South Eastern University 64% achieved. Compared with other two, University of Jaffna has shown positive progress which has included actual and committed activities. These universities are struggling to identify appropriate activities eligible for getting approval for grant because they do not have suitable action plans for receiving the activities from the student and staff, resources for the implementation and to the monitoring and evaluation for the above activities.

During Last two years many of the students have got an opportunity to enhance English knowledge through the UTEL and UCTIT programs. Some students have got very good band score and high performance of IT knowledge. Actually ethnic social harmony activities chosen are facing difficulties to get remarkable achievements due to the lack of knowledge from the students to prepare the proposal, reporting and settlement procedures. However, this program enhances the good relationship among the different students' communities and the staff of the institution. Some of the students are not interested to involve in this type of programs they have considered only academic activities.

Universities have the responsibility to enhance the capacity and to regulate all external degree courses. University Grants Commission also has appointed a committee in each university to regulate the examinations and ensure proper awareness on the said subject matter. Accordingly, this project considered to Improve Governance and Management, Improve quality relevance, Enhance learning resource and learner support and Promote collaboration with state and non-state training institutes. South Eastern University has spent 44%, University of Jaffna 39% and Eastern 16% of the fund allocated. Because the Universities have no proper procurement plan, daily for the approval not sufficient supplier in the north east region and shortage of the technical staff and training to deliver the service.

South Eastern University has created and improve the governance and management, enhance the learning resource and revise the curriculum as a result the SEUL external degree program conducted in Island wide. Eastern University and University of Jaffna have been improving the physical resources, learning resources and revising the curriculum and many of the dropped out students from GCE A/L are getting opportunities to do a degree programs.

The purpose of the quality Improvement Grants is to support the development of initiatives that propose to challenges or faced by the University, either as a whole or by only a part of it, and to encourage the sharing of good practice throughout the institution. Projects can take a number of possible forms including benchmarking activities, improvement initiatives, implementation of reviews, Curriculum revision, Enhancing practical skill of students via

industrial exposures, Training for enhancing research skill of undergraduate Revamping curriculum to improve employability, Facilitating interactive teaching – learning process and Improving carrier prospects, Improving teaching learning method and Strengthening the experiential learning. These Universities have taken steps to revise the curriculum with the support of the experts in Sri Lanka based on the subject area and traditional thoughts. After the HRD program and other training and seminars, the curriculum will be revised to world standard. The students will also be able to market themselves but at present the graduates are expecting or depending on the government for jobs. At the time of evaluation, three years of the period has completed but the quality improvement activity funds are not utilized sufficiently by these universities due to the lack of eminent Human Resources for the relevant field and HRD component of the project is also taking long time to contribute to revise the curriculums.

### Progress and summary of the HRD performance

<b>Program activities</b>	<b>Nature of result</b>			
Goal of the project	known as well			
Projective Activities	known as well			
Procurement Plan	prepared on time			
Increase 50% of the International student intake in future	After 3 to 4 years of HRD program completion			
a. Can increase the Employment Rate	yes Percentage is not decided			
b. Enhancing the Entreprises culture	At present Included the curriculmn it will affect			
<b>Capacity Development of HR</b>	<b>Universities</b>	<b>PHD</b>	<b>Master</b>	<b>Total</b>
	EUSL	6	15	21
	SEUSL	2	11	13
	UJ	15	11	26
	<b>Total</b>	<b>23</b>	<b>37</b>	<b>60</b>
Enhancing / Redesigning the curriculum	QAA and curriculum revising are going on			
Utilization Rate of physical Resource	around 45% - 55 %			
Alternative action - If not utilization	Re distribute among the faualties or user departments			

Development of human resources for the valuation of property investments in these Universities is argues that valuation of human capital investments is a highly practical exercise and should be taught as such to facilitate to enhancing the understanding. The Academic sessions, based on the minimum benchmark academic standards of the Universities and overall level in human property investment and valuation between the male and female respondents produced.

They strongly agreed that practical exercises in the field will facilitate of property investment that lecturers with practical experience teach or facilitate better curriculum of tertiary institutions such initiative will facilitate the development of creative, innovative and practically-competent human resources for the accurate value addition of human property investments in the country. University of Jaffna 58%, Eastern University 69% and South Eastern University 88% utilized. But the output or outcome will receive after a long term. Due to project conditions, proficiency of English Language skill and difficult to find the course and

scholarship from the foreign reputed university. At the same time the project has failed to consider any program to improve or enhance the English language skill to the Arts Based Lectures finally as result the fund is not utilized within a short period for M.Phil and Doctorate. However the University of Jaffna has grant permission to 22 academics for reading to doctorate and 3 academics have got for Master of Philosophy

Based on the data the Human Resource Development program University of Jaffna has granted permission to reading Master and Phd studies for 26 staff South Eastern University has granted 13 and Eastern University has granted approval for 21 altogether 60 staffs are available to enhance the system after three or four years. After that we can expect remarkable enhancements in the field of studies considering enterprises education, business counseling, proposal drafting, business delivery management, formation of enterprises, technical studies with the practical components. Thereafter financial arrangements also recommended to the potential youths to start a business. At present curriculum revision committee fairly considered the representatives of the private companies. But after the enhancing the human resource and teaching and learning capacity it has to enhance the entrepreneurial culture among the potential grandaunts to establish a business by themselves.

Grants for Innovative Development for Arts Students are designed to help undergraduates to create new co-curricular activities or to significantly increase the impact of already existing co-curricular activities for the Arts Students. The Grants to support and collaborations among the faculty and students are eligible to enhance and creative writing to encourage interdisciplinary and inter-institutional collaborations, and extend the reach of the Arts and Humanities programs. The development of new Intersession courses that allow small classes to travel for both research and experiential learning, enhancing English Language and Information and technologies, improving English language skill and Strengthening soft skill. The Innovative Development for Arts Students but this grant must be completed before the end of 2014. The universities project offices are very interested to complete within this year According to the site visit, most of the time the project has faced difficulties to receive the article or accessories from the suppliers. Some of the suppliers delivered partially and balance would be delivered after long time. Due to this reason the resources are not utilized. At the same time, some user departments have not the relevant staffs to run the laboratory, as a result students are unable to realize the remarkable changes.

University of Jaffna received a grant of LKR 9.0 million and Eastern University of Sri Lanka and South Eastern University of Sri Lanka received Rs 7.0 million each for purchase of books, teaching software and electronic resources. South Eastern university only utilized full amount and University of Jaffna and Eastern University of Sri Lanka utilized 70% fund for the above task. The South Eastern University of Sri Lanka recently constructed a library building and it has received grants nearly 2000 million LKR for educational development from Kuwait Government.

South Eastern University of Sri Lanka has a big library. It has several electronic facilities to the staff and students to get more knowledge. Especially e-library system and other library internet software facilities are also available and the University of Jaffna and Eastern University also enhancing the above facilities. The most of the students are utilizing the library facilities at the University of Jaffna to enhance their knowledge and complete their course works.

Based on the site visit information and the interview conducted the Director/ Secretary and the activities coordinators science based faculties and used department progress rate is higher than others especially in Arts and Humanities beneficiaries. Science based departments beneficiaries have submitted clear proposal with the suitable justification and they have many technicians, IT skill staff and very good Computer facilities and they use the computer for day to day learning and teaching activities. Due to this reasons the physical resources are utilized at a very good level and students also easily capture knowledge and skills. But the other beneficiaries are expecting technical assistants to deliver the teaching and learning process as a result the student cannot easily adopt this system. The English language knowledge and IT skill also provide through the UDG and IDAS programs to the Arts based students and staff but it is not reached up to the standards to the students. Sometime if the electronic equipment makes minor mistake or defect, it can easily be rectified by the staff but the arts based staff expect an assistant from the technician or administration to continue or rectify the problem. Human resources Capacity development has to take more than five years to fulfill the project goal. After that the institution can get the fullest contribution from them.

## Results

According to the project overall implementing of these Universities are given importance to enhance the human capital and social capital investment. The benefits of the social capital investment will be received long term for the stable development such as enhancing the capacity of University education system and delivering quality education services in line with equitable, social and economic development. Project agreement period is over nearly four years but the overall financial achievement is university of Jaffna has achieved 44%, Eastern university 24% and south Eastern University 31% but physical achievements are very less because of .....

- The project office has prepared inadequate procurement plan therefore it has taken long time for getting approval from authority..
- Inadequate staff or inefficient staff recruitments to the university and the project implementation such as the project implementation activities depend only few academic and a very few administrative staff. In the same time the project is not considered to provide relevant training to the non academic staff, academic support staff and technical officer for viable of sustainable utilization and maintenances of the equipments.
- Turnover the staff. Those who are involving or recruited for the project office some are leave or got transfer and some are getting scholarship to visit foreign.
- The project failed to consider enhancing the English language skills and IT skill for the Arts based academic staffs and non academic staff to improve the above capacity before getting the HRD grants. In the same the beneficiaries has to fulfill the conditions before getting grant.
- The above universities has considered enhance the academics capacity and quality of education but it is not considered to enhance the Administrative efficiency and effectiveness and also the deliver the quality of financial and general administrative services.
- Further project provides to enhance physical capacity such as computers, furniture, Equipments, infrastructure development for laboratories and enhancing of IT facilities and training for staffs and experts and network facilities but the above facilities are not

utilizing fully due the inadequate training for academic non academic staff and the students and also most of the existing staff unable to handle or operate effectively and efficiently.

- The project also has maintained a separate inventory system. After the completion of project period the all article will be handed over to the Registrar of the respective Universities within a short period. It has created several difficulties such as some of the article were damaged or destroyed, some are unused, some are expired and some were lost. However the administration of the respective universities will be taken over the assets. After that the above assets values should be incorporated in the final account and the financial statement. Due to this reason the all assets must re-evaluate for incorporating to the capital investment of the Universities.

## **Conclusion**

The specific aim in connection with the Project of higher education, is to mobilise the responsible from the different domains, including politics, university, science, technology, industry, and business, building up a strong coalition of all actors concerned, and to establish a stable educational environment.

- The relationship of higher education with the national development model, contributions to its design and improvement to needed.
- Higher education shall contribute to the consolidation of a culture of peace and harmony of the preservation of national identity, regional integration and community development.
- Relevance as the result of scientific-technological research and its integration in the process of global development.
- Relevance as support of the formation of human resources, articulation with the productive sector of goods and services and the economic-employment system, collaboration with civil society and stake holders.

### ***Government policy and Responsibility of Ministry of higher education***

Governments must promote the higher education systems and institutions which are open, flexible and capable of efficiently adapting to changes in the social, economic or physical environment. There is a strong need for a clear definition of overall priorities and development policies, and of the role that higher education institutions and training must play within those policies. Countries should create “observatories” to monitor changes in the labour market in order to facilitate the elaboration of national educational plans and to improve the capacity of higher education institutions to align their policies with national priorities. Special attention needs to be given to career prospects and job conditions of students in course areas of high skills. And Ministry of Higher education must act on its responsibility and role towards other levels of education. This is needed not only to ensure that students are better prepared for Higher Education, but also to bring to bear their sources and expertise of the higher education system to teacher training, socioeconomic on such education. Higher education institutions must promote processes aimed at regional integration. Cultural and educational integration should be the bases for political and economic integration in the light of the specific economic, social, cultural, ecological and political aspects.

## **Recommendations**

Technologies must attain to help in their transition to the next generation of North East Universities must be enhancing their human and social capital capacities to deliver quality higher education services Especially in social capital investment such as human resource for Academic, Administrative and others, infrastructure investment, IT skills and enhance their soft skills (skill, knowledge and attitude) in the same new communication technologies also offer for new approaches, information and to course delivery approaches to teaching and learning and experimenting with the use of multi-media, CD-ROM and the Internet for the delivery of course materials, while for distance education programmes e-mail, voicemail and interactive video are being used for interaction between students and their lecturers To utilize the advances in connectivity, computing hardware, multimedia, and tele-operation will help meet new demands in higher education, in the life long and distance learning. And the time has come where technologies will co-evolve with teaching and learning to be used as a productivity tool, but new needs are bound to be discovered as communications technology transforms the educational systems.

Projects should align with the University's Strategic Imperatives and have the potential to benefit the University. On teaching, learning and student support, and the specific information on each theme are outlined in the Academic Audit Framework. Academic audits of Key principles underpinning Quality Improve for academic activities are:

- Peer review
- Evidence-based
- Externally benchmarked
- Enhancement-led.

Experts are carried out by panels of trained auditors who are selected from universities' senior academic staff and other professionals with knowledge of academic auditing and evaluation. Each panel includes an external auditor. The self-review leading an audit portfolio that the University uses to report on its progress towards achieving the goals and objectives related to the focus of the enhancing of Academic standards

### **Teaching and learning**

There is need for improved staff recruitment methods and improved pre-service and in-service training at all levels. It is also necessary to have higher professional recognition and opportunities to improve career prospects. Local needs should be addressed to and curricula are adapted for employment needs. It is desirable that higher education learning be open to the professional environment and make use of resources from the private sector. The teaching-learning processes, as an alternative to traditional programmes which: sub-contracts some subjects to the faculties.

To support inter-institutional arrangements for specialisations and facilitate the sharing of information as well as exchange of teachers and students.

To actively promote participatory teaching methods using case studies, problem solving methods, group working and interdisciplinary approaches to promote regular reviews of curricula and systematic feedback from employers and former graduates.

To place increased emphasis on the development of distance learning approaches. Special consideration needs to be paid to rural youth, particularly young women to higher education.

### **Access**



Governments must expand and diversify opportunities for every citizen to benefit from higher-level skills, training, knowledge and information which are the qualifications for entry into the world of work. Serious efforts should be made to increase participation rates in Higher Education including women, who must have the courage to undertake higher degrees and enter academic and graduate employment. Similar efforts are also needed to encourage the participation of ethnic minorities.

- Stable alliances between universities, companies, and regional and governments in strategically conceived programmes of development;
- In-company education programmes -undergraduate and postgraduate; “Accreditation of prior experience/learning” and competency-based education;
- University degrees with a range of in-company components; company involvement in course design, course review and student assessment;
- International networking between leading universities in co-operation with the multinational companies in the provision of international programmes.
- All developed countries or the leaders of the world Education always considered to prepare their education plan to meet next century expectation of the knowledge industries demands and needs but the developing countries education plan considered only five to ten years. Therefore all Sri Lankan Universities must be considered to upgrade their curriculum up to the International or Asian labour market and Knowledge industries needs and expectations to the next century needs and demands.

The project can maintain a separate inventory system but in the same time annually the inventories should be included the university master inventory and reflect the financial and social capital investment of the Universities. And also the annual board of survey carries out the status of article it will support to efficient handing over and taking over after the project completion.

The Universities have higher caliber academics but they are not professionalist in a field due this reason the academic management, general administration and financial administrative activities are not fully computerized and not connected between one department or branch to another departments and units. Therefore the universities have to establish a very good network academic and general administrative system to deliver the effective and efficient service to the staff students and the stakeholders.

#### **Suggestion for further studies**

The result of this study showed low counts of enhancing the academic performance to meet the twenty first century requirements. Further research can therefore be conducted to identify other means of dissemination research findings, other measures that relate to project productivity such optimization of all allocated funds to determine the output of efficiency can be studied.

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