

INSTITUTIONAL REVIEW REPORT

**GAMPAHA
WICKRAMARACHCHI
AYURVEDA INSTITUTE**



28th to 31st December 2010

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1. A BRIEF INTRODUCTION TO THE UNIVERSITY AND ITS REVIEW CONTEXT

Gampaha Wickramarachchi Ayurveda Institute (GWAI), affiliated to the University of Kelaniya, is one of the two undergraduate education institutes of Ayurveda education in Sri Lanka. The institute is located at Yakkala 30 km. away from the city of Colombo.

In 1928, Ayurveda Chakrawarti Pandith G. P. Wickramarachchi commenced the Gampaha Sidhayurveda Vidyalaya as a centre for learning Sidhayurveda tradition of medicine. It was located in his personal land at Yakkala to provide knowledge and competence in herbal drug preparation and chikitsa to traditional physicians. A drug manufacturing unit, hospital and a herbal garden of rare collection of plants were the valuable resources available to the institute at the inception.

By recognizing the emerging trends in Ayurveda medicine and its tremendous contribution to the national health sector, the Vidyalaya was declared a state recognized institute in 1951, making its diploma holders eligible to get employment in the state sector Ayurveda hospitals. In 1982, the vidyalaya was incorporated to the Ministry of Indigenous Medicine by the parliamentary act No 30, as Gampaha Wickramarachchi Ayurveda Vidyalaya. In 1995, it was uplifted to the status of a university institute as Gampaha Wickramarachchi Ayurveda Institute. Currently it offers the Bachelor of Ayurveda Medicine and Surgery (BAMS) degree, a six year course including one year internship training in state hospitals. Further the institute provides the facility to Ayurveda graduates to upgrade their administrative capabilities by conducting a Postgraduate Diploma in Hospital Management.

Currently the BAMS degree programme is conducted by five departments of study, namely the Department of *Ayurveda Mooladharmā*, Department of *Dravyaguna Vinyana*, Department of *Shalya Shalakya*, Department of *Kaumarabhrutya & Stree Roga* and the Department of *Chikitsa*.

In addition, a Postgraduate unit, a Research & Publication unit, the Computer unit and an analytical laboratory are functioning to facilitate the undergraduate and postgraduate programme. These units are headed by senior academic staff members of the institute, appointed by the Board of Management on the recommendation of the Board of Study.

The Vision

To become a centre of excellence in education, research and outreach in Ayurvedic Medicine and Allied Sciences.

The Mission

To produce young men and women who possess **knowledge and skills** in Ayurvedic Medicine and allied sciences and with enthusiasm, initiative and wisdom to engage in health care provision to the society nationally and globally and to engage in basic and applied research and dissemination of research information with dual objectives of advancing core knowledge in *Ayurvedic* Medical Sciences and serving research and development needs of the society.

Corporate Goals and Objectives

In the Institute's Corporate Plan of 2007-2011, the goals and objectives to achieve the vision and the mission of the Institute have been elaborated as follows:

Goal 1: Create an environment that promotes overall development of students

Objective 1.1 – Ensure the quality of the undergraduate programmes to a standard specified by local and foreign authorities.

Objective 1.2 – Develop skilled Ayurveda Medical Practitioners to face the challenges and needs of the global society.

In order to achieve the objectives the following strategies are adopted:

A curriculum review committee was formed in 2007 to revise the curriculum of BAMS degree program to upgrade the quality of undergraduate education.

A Dental and Kshara Suthra laboratories were established to enhance the clinical and surgical skills of undergraduate students.

A new building is planned to be constructed with the estimated cost of Rs.85 million to expand the library facilities, for which cabinet decision was passed in the year 2009. Location of the site is already identified and building construction is scheduled to start in the near future. A new building is scheduled to be constructed for a student centre in 2010.

Further, a proposal for the establishment of a herbal garden, and a pharmaceutical laboratory in an institute owned land at Wathupitiwala has been submitted to UGC in 2008, for which Rs. 8 million has been already allocated by the UGC. This will enhance the skills of students in identification and propagation of medicinal plants and preparation of Ayurveda pharmaceuticals. Rs. 16 million has been allocated to construct a building for Bhaisajyagara (Pharmacy).

The Institute has established a postgraduate unit in 2009 to conduct and manage the postgraduate level educational programmes.

The Postgraduate Diploma in Hospital Management has been in operation since 2003 with an objective to provide understanding and knowledge in management of Ayurveda hospitals.

The curriculum of the diploma program has been revised in the year 2010, to up grade it to a MSc in Management and Administration of Ayurveda Institutions. The Postgraduate unit is planning to re-establish the Doctor of Medicine (Ayurveda) Postgraduate Degree Programme. (This program was in operation till 2004) in future with the aim of training clinicians and researchers in the field of Ayurveda. The diploma in Ayurveda pharmacy course will start in July 2010 to improve the skill full manpower of Ayurveda Pharmaceutical Industry. Further to this, a certificate course in Yoga is planned to be implemented in June 2010. The Institute supports and encourages overseas short-term training programmes for academic, administrative and technical staff.

Academic staff undergoes staff development programmes conducted by the University of Kelaniya to acquire knowledge in modern teaching and clinical practice.

Goal 2: To establish an environment that promotes research and practical relevance of medical education

Objective 2.1 – provide facilities for promoting research at institutional levels.

Objective 2.2 – disseminate research findings

2.1 Strategies to promote research at institutional level

2.1.1 Link Programmes

The institute has taken initiatives to build up research links with foreign and local Institutions and with the mother university. These programs help to improve the research capabilities of the institute and to identify new research areas.

2.1.2 Research Symposia

Research symposia to disseminate research findings were conducted by the institute in 2006, and 2009, for which funds were received from the UGC and NSF.

2.1.3 Post graduate study programmes for the academic staff

University Grants Commission and NCAS have granted financial support to follow master level and doctorate level postgraduate education for the academic staff members of the Institute. Under the above programs 10 staff members are following PhD and M Phil programmes currently.

2.2 Dissemination of research findings

2.2.1 Journal of the Institute

The Journal of Gampaha Wickramarachchi Ayurveda Institute is the official journal of the institute published with the intention of disseminating research findings. This Journal is published when the research symposium is held.

2.2.2 Participation of the academic staff in research conferences seminars and workshops

During the last five years number of academic staff members have participated and presented their papers in foreign workshops and seminars held in India, China and Vietnam based on Ayurveda and related disciplines.

2.2.3 Exhibitions on Ayurveda Medicine

The Institute has organized and conducted Ayurveda exhibitions, seminars workshops extension programs etc. In the years 2007 and 2008 exhibitions had been conducted where a large number of visitors have attended.

Goal 3: To create an environment, based on modern teaching and skills-training system that is suitable to acquire knowledge through practical training in order to cater to the needs of the health sector of the Sri Lankan Society.

Objective 3.1 – Linking institution with other health sector and higher educational organizations local and global.

The following strategies are identified to achieve the goal:-

- 1 To form an action committee to communicate with external organizations.
- 2 Implement link programmes with similar higher educational institutes specially in India and SAARC countries with a view to exchange knowledge and technology.
- 3 Implement health service programmes with health organizations in Sri Lanka.

Goal 4: Establish a physical environment suitable for an Ayurveda higher educational institute compatible with innovative tertiary educational institutes

Objective 4.1 To improve infrastructure facilities of the department of Kaya Chikithsha developing a proposal to submit to university grant commission in year 2010.

2. REVIEW TEAM'S VIEW OF THE SELF EVALUATION REPORT

The self evaluation report (SER) has been prepared in accordance with the format given in the Quality Assurance Handbook for Sri Lankan Universities published by the Committee of Vice-Chancellors and Directors (CVCD) and the UGC. In the introduction, a brief description on the history, the present status of the institute, institute goals and corporate planning were given. The four goals are precisely mentioned and along with that the implementation and the key areas are clearly highlighted. Section 2 describes the financial resources and management. Administration & management structure, financial resources, resource allocation procedures, executive responsibilities, additional sources of finance and its disbursement are explained in this section. Section 3, discusses the research aspect of the institution. The broad goals and strategies related to research, research promotion, infrastructure for research, funding and research output along with other achievements in research are elaborated in this section. Section 4, describes the quality management and administration of the institute. It discusses the quality policies and strategies, management structure, Board of Studies, the level of awareness about policies and strategies, the acceptance of the system by academics, non-academics and students, involvement and commitment for implementation, availability of human resources, methods of recruitment, staff development, library & computer services, laboratory facilities, generation of funds and hostel administration. An average effort seems to have been taken to maintain Quality Management and Administration and the Quality Assurance in the institute. Quality Assurance process of the GWAI is described in Section 5. The aspect of Quality Assurance is elaborated in this section and a moderately clear picture is projected to the reader about student profiles, both in the undergraduate and postgraduates programs, and quality monitoring procedures. Section 6 deals with, learning infrastructure and student support; the lecture halls and library facilities, IT facilities, laboratory facilities, students counselor's unit and the departmental student counselors are discussed under this section. Section 7 is based on the University/Industry/Community/and Other Extension Activities. This section gives an elaborative account of all the links they maintain with University of Kelaniya and with other universities, with government institutions, with industrial sector and community relations. Section 8 discusses about the External Degree programs. This section again provides a descriptive account of activities in relation to academic and administrative aspect of these programs.

3. AN OVERVIEW OF THE UNIVERSITY APPROACH TO QUALITY ASSURANCE

The GWAI has established a quality assurance mechanism in the Institute. Accordingly, all 05 departments of the institute comes under the management of the Director of the Institute. The institute management has established an Internal Quality Assurance Unit (IQAU) common to the institute.

The management has taken a number of steps to ensure the quality of students' education by improving the computer based education, library facilities, infrastructure facilities of the

lecture theaters, students' accommodation and canteen facilities, health care and other related facilities. All these facts and information gathered during the review visit indicated that GWAI has taken a fair effort to assure a higher quality in education, management and related areas. Therefore it can be concluded that the Institute as a whole has a moderately positive approach towards quality assurance. The review team noted that many academic activities have taken place and in addition the management intends to embark on a Programme Review in the near future.

Further, the quality assurance process had actively organized seminars and workshops to train and prepare the academic departments for the process of Institutional Review (IR). This has helped individual departments to contribute in the preparation of SER for the IR.

The Institutional Review of the GWAI was carried out from 28th to 31st December 2010. The review team consisted of the following members.

1. Prof. S. Mohanadas Former Vice-Chancellor of the University of Jaffna
2. Prof. Nelun de Silva, Faculty of Medicine, University of Ruhuna
3. Dr. S.D. Pilapitiya, Faculty of Medicine and Allied Sciences, Rajarata University.
4. Dr. S. Pancharajah, Sidha Medicine Unit, University of Jaffna

Prof. S. Mohanadas served as the review Chair.

The Self Evaluation Report for the Institutional Review prepared by the GWAI was made available to the members of the review team well in advance for perusal before the review commenced on the 28th December 2010. During the institutional review processes following eight aspects were evaluated.

- University goals and corporate planning
- Financial resources and management
- Research
- Quality management and administration
- Quality assurance
- Learning resources and student support
- External degree programs
- University/Industry/Community/other extension activities

The review process commenced with a private discussion of the review team with the Director of the Quality Assurance and Accreditation Council (QAAC) of the University Grants Commission (UGC). The review team then met the Director who briefed the quality assurance activities carried out at the GWAI and the agenda (Annex I) for the review visit was finalized with the Director. Next the presentation on the SER was done by the Director. The review team had discussions with all the stakeholders of the institute including the Vice-Chancellor, Director, Council members, Heads of Departments, Unit Coordinators, Deputy Registrar, Deputy Bursar, Librarian, members of the academic staff and non academic staff, Student counselors, students etc. The list of persons met is given in Annex II. During the review visit, many documents were also observed by the review team. The list of documents perused is given in Annex III. The facilities observed by the review team at GWAI are listed in Annex IV. A report incorporating the findings of the review team is prepared after the review visit. In the report, the strengths/weaknesses of each aspect reviewed are highlighted together with some recommendations.

Based on the findings of the review team, a judgment on the quality assurance arrangements of the Institute is given. The draft report will be sent to the Institute and feedback will be

obtained. If there is disagreement with the findings and the judgment, it would be resolved by the QAAC through discussion. The judgment will be submitted to the Standing Committee on Quality Assurance of the UGC for approval. After its approval, the report will be published in the QAAC website, www.qaacouncil.lk.

4. FINDINGS ON THE EIGHT ASPECTS OF INSTITUTIONAL REVIEW

4.1 University Goals and Corporate Planning

The SER prepared for the purpose of Institutional Review stipulates its goals under four categories:

Goal . 1: Create an environment that promotes overall development of students

Goal 2: Establish an environment that promotes research and practical relevance of medical education

Goal 3: Create an environment, based on modern teaching and skills-training system that is suitable to acquire knowledge through practical training in order to cater to the needs of the health sector of the Sri Lankan Society.

Goal 4: Establish a physical environment suitable for a Ayurveda higher educational institute compatible with innovative tertiary educational institutes

The Review Team noted with pleasure how this Institute has made commendable efforts to achieve these goals. Goal number one may be considered as common to most of the institutes of higher education; especially most of the universities aspire to become centers of excellence in higher education to create an environment that promotes overall development of students. Goal number two i.e. " Establish an environment that promotes research and practical relevance of medical education" may be mentioned as an impressive goal as the Review Team found the Institution has already taken positive steps towards achieving this goal. The research output of the academic staff and the commitment of the institute to support research by holding research symposia together with other necessary encouragement for publication can be shown as strengths. Another strong point is goal number three that focuses on the creating an environment, based on modern teaching and skills-training system with industry connectivity. Although this is a newly emerging aspect in the university education in Sri Lanka, the institute has taken effective steps, probably pioneering, for achieving this goal. It was further exhibited by some of the projects undertaken by some departments in reaching out to the neighboring villages and towns by launching cultural and development programs.

At the meeting with the Council members, the team was appreciative of the views expressed by them to support and enhance the industry connectivity activities of the institute. These activities will be planned to create job opportunities for the graduates of the institute.

The attempts of the institute to achieve the goal of community participatory activities are clearly seen in the unique centre for Indigenous research the university has established recently.

Among other services offered by the institute to the community are maintaining academic activities at the Teaching Hospital and Extension Services. This institution at present offers one postgraduate degree program, several diplomas and certificate courses.

Corporate Planning of the institute, as the SER states is in accordance with the goals. Thus the goals and the corporate plan are expected to progress hand in hand. In most areas of curriculum revision and infrastructure developments undertaken by the institute, the Review

Team noted the positive and effective signs of moving in the right direction. In the five year corporate plan, as the SER has summarized, the main aspects are as follows:

- i. Increasing and developing physical facilities.
- ii. Giving financial support for research and higher studies
- iii. Improve and expand Degree/postgraduate programs.

These aims stated in the corporate plan are consistent with the goals of the Institute for the full realization of which financial support and infrastructural facilities are needed. The new building complex and the proposed playground, herbarium etc. once completed will be valuable means to achieve the goals.

Further, the awareness of the developments in an environmentally friendly manner may be mentioned as a strength as well as a commendable aspect.

While some of the departments are enjoying improved facilities with regard to space and equipment some other departments are, suffering from lack of space for teaching, storing valuable equipment and other facilities.

Under the corporate plan a new building complex is under construction which will house the Student Centre and the canteen.

For the purpose of strengthening research and postgraduate studies, the institute has organized a unit called Postgraduate and Extension Unit. A number of postgraduate students are working on research projects on various aspects of the indigenous culture and life. Also several students are following the certificate course in Ayurveda pharmacy.

The present corporate plan for 2008-2013 expires in 2013. However another CP has been prepared revising the present one from 2010 to 2014. This is a development plan. However it was not clear to the Team whether it is an extension of the corporate plan or a new plan. There has been proper monitoring of its progress as well as updating it annually or making it a 'rolling plan'.

4.2 Financial Resources and Management

There are clear financial policies and procedures adopted and adhered by the institute in almost all financial activities. The disbursement of funds is done as per guidelines in the Financial Regulations and instructions given by the respective institutions (UGC/Treasury). The Procurement Committees, Major and Minor Procurement Committee are set up as per guidelines and the Procurement Manual issued by the National Procurement Agency in 2006 and there is an annual procurement plan on which the procurements are based. In this connection the PCC follow the procedures as stipulated by the authorities. The Major Procurement Committee is chaired by the Director and the Minor Procurement Committee is chaired by the Deputy Registrar.

In addition, The Finance Committee which is a Sub Committee of the Management as well is functioning according to the rules and regulations stipulated by the authorities and the Director chairs the Finance Committee.

The Audit and Management Committee is the other committee which is very regular in meeting and this committee is chaired by a member appointed by the University Grants Commission. The minimum number of meetings held during last three years is 04 and this number has not exceeded 05 in any year may be due to the prevailing better control of financial situation, there is hardly any necessity to meet regularly. Especially, when there are

Audit Queries and Internal Audit findings which need careful investigations and thorough internal controls to be adopted, the committee seems to meet immediately.

The Executive Responsibilities are carefully delegated among the officers in the Institute as stipulated by the Act and they are strictly adhered to.

The main sources of funds had been, the funds provided by the Treasury (Consolidated Fund) and the funds generated through External and fee levying extension programs conducted by the Institute.

When considering the funds provided by the CF, during last few years, it was revealed that other than for personal emoluments all other recurrent and capital expenditure required for major investments in order to develop the institute seems insufficient. In some years (2008) the funds provided for recurrent expenditure is higher than 2009 and 2007. Capital grants have been increased in 2008 compared to 2007 and 2009. No capital grants had granted in 2007 for new building project which commenced in 2008. Funds made available for on going constructions and new projects had dropped down by 40% (2009) of its requirements for that year and this situations clearly shows the trouble the Institute has to face when meeting the plans for the year.

When looking at the Research grants including Consultancy, obtained by the Institute during last three years (2007, 2008, and 2009) it seems, there is steady financial increase made by the Institute. These grants are provided for the academic research and postgraduate research & scholarship. They are used for the purpose within the stipulated period.

Though substantial increase allocations have been made in year 2009 compared to previous years on purchase of chemicals, glassware and medical supplies there seem to an increasing demand on these aspects for increased practical skill training and research.

Present administration has taken positive steps in providing annually increased allocation on stationary & office requisites, rehabilitation of building & structures, acquisition of lab & teaching equipments and on construction projects to keep up the institution to provide good services to student, staff and other stakeholders, particularly the patients.

The Extension Services Unit does an exceptionally good service and manages to save a substantial amount of money in terms of a surplus over expenditure. The amount of annual surplus over expenditure has been continuously increasing and out of the income 15% is granted to the institute development fund. The number of extension courses has been increased under the present leadership and it should be commendable. However the surplus made under this program is a minimal figure when compared to the funds made available for the institute by the CF. Nevertheless, the potential market tapped by the unit and the room for further expansion in this aspect would undoubtedly enhance the financial strength of the Institute in the future.

It should be appreciated that the Institute has been able to qualify for the Auditor General's positive opinion about the good practices implemented over the financial matters in the Institute and this situation is a remarkable achievement as the Institute has been able to maintain this situation for the last few years since 2007.

4.3 Research

Description:

The Institutes Vision in becoming a centre of excellence in research and its Mission to impart the necessary knowledge to engage in basic and applied research have been duly endorsed by the actions they have taken in the recent past and in the proposals they have made to follow in their corporate plan for 2010-2014.

Establishing an environment that promotes research has been considered as their Goal 2 in their co-operate goals and objectives. In order to achieve this they have identified several strategies.

Building up research links with foreign and local institutions as well as with the mother University has been identified as a way to encourage institutes research capacity and to identify new areas and scopes for research.

Organizing research symposia have been identified as a mode of encouraging research by providing a platform to present the research findings while fulfilling the need of dissemination of knowledge acquired through research.

Publishing a yearly journal “Journal of the GWAI” which is peer reviewed had been identified as another platform for dissemination of research.

Participation of the academic staff in research conferences, seminars and workshops has been identified as a means of promoting research culture within the institute and has facilitated the staff to attend such events in India, China and Vietnam during the last five years.

The Institute has established a Research and Publication unit to promote undergraduate and postgraduate level research within the institution. This has been established in 2004 and it should be seen as a positive step taken towards promoting research early in the course of its effort.

Research is promoted at an undergraduate level by introducing Research Methodology and statistics as subjects during the BMAS degree programme and by including a short term research activity requiring each student to submit a report at the end of it.

Further development of the IT unit, improving laboratory facilities and upgrading the Library and increasing the access to e-journals as proposed in the corporate plan will further strengthen the research capacity of the Institute in time to come.

Activities to enhance the Language skills in English among students and the future expectations of conducting some subjects of the BMAS course In English will also indirectly have an impact on having more exposure to and opportunities in the field of research.

Conducting a MSc Programme in Ayurvedic Hospital Management, which includes a compulsory research component will also help to further enhance the research activities taking place in the institute.

Inadequate organizational thrust for postgraduate education and research innovation, absence of a research culture and multidisciplinary inter institutional research collaborations and deficiencies in laboratory facilities have been sighted as the root causes for relatively low research and innovation output in the institute despite all the above discussed efforts.

To deal with this the new cooperate plan has suggested to re-organize and further strengthen the research and Publication unit and also to refocus on the activities of the postgraduate unit. They have also planned to establish a research promotion unit to address this issue.

Analysis:

Academic staff as well as the students have well understood the importance of research and is aware that they need to promote a research culture within the institute.

Academic staff members who currently follow their post graduate studies are already contributing to the research activities of the institute and currently there are 10 such staff members involved in PhD and MPhil programmes.

Students show enthusiasm in their research programme in the final year and several researches conducted by students have been published in overseas research symposia.

In view of disseminating knowledge the Institute had organized two symposia in years 2006 and 2009, funded by the UGC and NSF.

The Research and Publication Unit has catered mainly for the Research activities of staff members following their postgraduate studies, but seems to have failed in catering to develop a wider research culture in the institute. This is well realized by the staff members and the proposed research promotion unit is expected to rectify the current deficiencies of the existing structure.

The “Journal of GWAI” has not been published yearly as expected, mainly due to unavailability of materials to publish. This is thought to be resolved in the future by building up wider research links with other institutions involved in research.

Lack of funding for research too is a reason for low research activity in the Institute.

4.4 Quality Management and Administration

Description:

GWAI has positively moved towards assuring quality by setting up numerous committees at academic level in the year 2009. These committees report on the quality assurance procedures conducted at sub levels and provide information on follow up action taken on internal quality assurance.

The administration of the Institute is governed by the Board of Management. Other Boards and Committees such as Board of Studies, undergraduate & postgraduate Curriculum Development Committee, Library Committee, Audit and Management Committee, Finance Committee, Procurement Committee, Supplier Committee, Research & Publication Committee, Progress Review Committee are operative in the Institute to achieve quality management and administration.

The cadre positions have been reviewed to increase human resource needs of the institute.

Many training programmes and workshops have been conducted for the staff to generate awareness and develop adequate professional skills.

Analysis:

A well structured mechanism is in place in GWAI to ensure quality management and administration consisting of regular department meetings, BoS meetings and BoM meetings which provide a two way structure with open channels of communication.

The staff is well aware of policy decisions as much as the other communications that are directed to them from the top.

There is general consensus on changing decisions and policies since all stakeholders participate in such matters.

Financial allocations to departments and units seem to be disbursed according to requirements and may not be justifiable.

Many Corporate Plans have been designed and updated from time to time. The newest is for the period from 2010 – 2014 where measures have been taken at the administrative level to improve the quality of teaching and to implement the semester system with the proposed curriculum revision. Steps have also been taken to create three new departments in 2010.

The internal quality assurance (QA) team seems to have been set up for the sole purpose of writing the SER, which they have done well taking into consideration the views of all the stakeholders.

4.5 Quality Assurance

Description:

Bachelor of Ayurveda Medicine and Surgery Course of six-year duration is the main course offered by the Institute at undergraduate level with five year academic work and one-year internship training.

Entry qualification and admission of students are regulated by the norms of the UGC. Recently, the student intake has been increased up to 120. A high student-drop out rate has been reduced with positive developmental strategies.

A structured framework is in place to regulate academic, examination and administrative activities of the BAMS course.

A handbook given to the students provides course objectives, outcomes and assessment procedures.

A curriculum revision process is in place involving many stakeholders.

The courses of study and their assessments are monitored, evaluated and reviewed by Heads of departments and the academic staff. End of course and continuous assessments are held incorporating written, practical and viva voce components with moderation by a second examiner.

A recently introduced scheme of student feedback is in place in many departments.

Recruitment of qualified staff has been difficult in the past and positive steps are being taken to improve the image of the institution and maintain the optimum staff student ratio.

Probationary lecturers have followed the staff development course in University of Kelaniya. Many of the academic staff are enrolled in PhD programs, both locally and overseas.

Analysis:

Student feedback has been introduced recently but an analysis of such feedback and measures to provide remedial actions have not been taken.

Curriculum revision to introduce new subjects in keeping with modern and advancing technology in Medicine is ongoing.

4.6 Learning Resources and Student Support

Description:

The Institute's vision is to become a centre of excellence in education in Ayurvedic Medicine and Allied Sciences. The mission is to impart the necessary knowledge and skills in Ayurvedic Medicine and allied sciences with enthusiasm, initiative and wisdom to engage in health care provision to the society nationally and globally.

The Institute regards the provision of good quality learning and teaching resources is contributory to achieve the mission.

Many Corporate Plans have been designed and updated from time to time. The newest is for the period from 2010 – 2014 where measures have been taken to improve the quality of teaching and learning.

Creating an environment that promotes the overall development of students, has been considered as their first goal in the co-operate goals and objectives. In order to achieve this they have identified several strategies.

A curriculum review committee was formed in 2007 to revise the curriculum of BAMS degree program to upgrade the quality of undergraduate education to suit the present health needs. Major innovations have been implemented to keep the programme upto date in the proposed curriculum revision.

A Dental and Kshara Suthra laboratories were established to enhance the clinical and surgical skills of undergraduate students.

A new building is planned to be constructed to expand the library facilities. Measures have been taken to establish a herbal garden and a pharmaceutical laboratory in an institute owned land at Wathupitiwala. This will enhance the skills of students in identification and propagation of medicinal plants and preparation of Ayurveda pharmaceuticals.

Participation of staff in staff development programmes conducted by the University of Kelaniya to acquire knowledge in modern teaching and clinical practice.

Creating an environment, based on modern teaching and skills-training system that is suitable to acquire knowledge through practical training in order to cater to the needs of the health sector of the Sri Lankan Society has been considered as their Goal 3 in their co-operate goals and objectives. In order to achieve this the following strategies are identified:

Steps have been taken to form an action committee to communicate with external organizations.

Implement link programmes with similar higher educational institutes especially in India and SAARC countries with a view to exchange knowledge and technology.

Implement health service programmes with health organizations in Sri Lanka.

Resources and good environment are necessary for the good quality of learning and teaching

Building facilities

There are 6 Lecture halls in the Institute but 3 of them can only accommodate 50 Students.

Laboratory facilities

The institute has a central laboratory with the capacity for accommodating 50 students at a time. This laboratory has basic facilities to conduct practical classes in Physiology and

Pathology. This laboratory is also used by the research students for their analysis. It also provides a clinical investigation service.

The pharmaceutical laboratory also has the capacity for accommodating 50 students at a time. It was noted that some lectures and practicals had to be repeated for lack of space.

With the increase in student numbers, larger groups of students participating in practical classes will be inevitable in the future.

Library facilities

A more integrated library service has been developed since 1984. The number of books available for the readers seem adequate.

A mini electronic library service is also provided to help the students to access recent publications.

The Institute has made considerable efforts to ensure that comparable services are available in the library outlets.

Computer facilities

Investment has been made to develop the IT infrastructure, hardware and software for both academic and administrative purposes. The Computer Unit provides computer literacy courses for the students. During the Orientation programme for the new comers courses to improve Computer literacy has been introduced. Only 25 Computers are available in the Unit. A suggestion to improve internet capacity to 512 Kb/s is being considered.

Language learning centre

The Institute has established a language learning centre through which they are teaching English and French. Only 20 students can be accommodated in this centre at a time. This centre is well equipped with modern technology.

Lectures

Modern technologies are introduced by the lectures to impart knowledge to the students. Changes in teaching and learning methods are beginning to emerge as the Institute grows more confident in affirming its commitment to active student participation in learning.

Student feedback has been introduced in the Departments. The students have expressed their satisfaction with the lectures and lecturers.

Analysis

Considerable efforts and resources have been devoted to the harnessing of modern technology and methods. Student intake has been increased from 80 to 120 since 2009. The Institute manages its teaching and accommodation effectively and efficiently.

Further development of the IT unit, improving laboratory facilities, and accommodation facilities will further strengthen the teaching and learning methods

Practical work in preparation of Ayurvedic medicines has been conducted in the Pharmaceutical laboratory with limited instruments and apparatus.

Biochemistry and molecular biology is included in the proposed revised curriculum.

Commendations and Recommendations:

Despite financial and infrastructure constraints the Institution has tried to provide a good learning environment and student support. Considering the limitations of available resources the institute has achieved this objective satisfactorily.

Considering the limitations of available resources the institute has achieved the Vision and Mission satisfactorily.

Student support

New students are offered an induction programme for 3 months to help the students to understand and meet the demands of the next phase of their course.

Student handbooks are used to give essential basic information.

Most of the staffs and student counselors have been forwarded to help the students when they need.

Hostel facilities has been provided to all batches of students.

Sports facilities are limited due to the lack of space. Musical instruments have been provided to the students

The Institute has arranged canteen facility to the students at a cheaper cost.

Analysis

Career guidance should be strengthened.

With the growth in student numbers careers advice must increasingly be geared to self help supported by appropriate material and databases.

Commendations and Recommendations

Establishment of student centre with modern facilities will create a good environment for the students .

4.7 External Degree Programmes

The Institute has conducted self financing external degree programmes.(The Postgraduate Diploma in Hospital Management, Diploma in Ayurveda pharmacy course and Certificate course in Yoga)

The Institute has established a Postgraduate unit in 2009 to conduct and manage the postgraduate level educational programmes.

The Postgraduate Diploma in Hospital Management has been in operation since 2003 with an objective to provide understanding and knowledge in management of Ayurveda Hospitals.

The curriculum of the Diploma program has been revised in the year 2010, to upgrade it to a M.Sc in Management and Administration of Ayurveda Institutions.

The Postgraduate unit is planning to re-establish the Doctor of Medicine (Ayurveda) Postgraduate Degree Programme. (This program was in operation till 2004).

The diploma in Ayurveda pharmacy course has been conducted to improve the skill full manpower of Ayurveda Pharmaceutical Industry.

Postgraduate Diploma in Panchakarma, Certificate course in Panchakarma therapy, and Certificate course in Computer for Ayurveda people are being planned to conduct in near future,

Analysis

With available resources the Institute has conducted the external degree programmes satisfactorily.

Commendations and Recommendations:

Contribution made by courses such as the Diploma in Pharmacy, Postgraduate Diploma in Hospital Management, and Certificate course in Yoga towards social empowerment should be appreciated.

4.8 University/Industry/Community/Other Extension Activities

Description:

GWAI maintains close links with many universities; University of Kelaniya, University of Sri Jayawardenapura and the University of Peradeniya being main ones among them. They have liaised with them mainly for training of academic staff to obtain postgraduate qualifications and for other professional training. They have liaised with the Open University of Sri Lanka to conduct a leadership development program for students.

Institute also maintains a close link with the Department of Ayurveda.

Number of pharmaceutical manufacturers has agreed with the GWAI to initiate collaboration projects. Initial steps have been taken to provide industrial training on Ayurveda pharmaceutical preparation to undergraduates of the Institute in leading pharmaceutical companies.

GWAI is engaged in the conduct of educational programs and healthcare clinics at community level. They also conduct workshops and seminars at schools, BOI factories and selected villages.

Institution have also organized medical exhibitions for the dissemination of knowledge at community level.

Analysis:

GWAI have developed links with many universities and the industry in the recent past and these relationships seems to be of mutual benefit. Further they have been utilized for the capacity building of the institute in an appropriate manner.

The surrounding community seems to be benefiting from the institute in multiple ways and their seems to be a healthy relationship between the community surrounding the institute and the students.

The links with the industry is still at its initial stages and the institutional plans in this regard is assuring.

Some of the extended courses conducted by the institute such as the course on Yoga will enhance institutions services to the community while helping to build up a healthy relationship with it.

The Diploma in Pharmacy conducted by the institute can be viewed as programme that contributes to social empowerment. It has allowed the non skilled workers in drug manufacturing sector to follow this course and doing so they have uplifted the knowledge, skill and work status of a group of unskilled labourers.

5. OVERALL JUDGMENT OF LEVEL OF CONFIDENCE IN THE QUALITY ASSURANCE ARRANGEMENTS OF THE UNIVERSITY

The Institute if taken as a whole the performance is commendable. Almost all the departments and centres coming under the Gampaha Wickramarachchi Ayurveda Institute (GWAI), perform their duties individually and collectively to the best of their capabilities. There are some areas as well that need improvements as mentioned above.

The strengths/commendable features as well as weaknesses along with recommendations are stated in chapter 6. Therefore the review team is of the view that a judgment of "Confidence" could be given to GWAI with respect to its quality assurance arrangements.

6. COMMENDATIONS AND RECOMMENDATIONS

1. University Goals and Corporate Planning

Strengths/ Weaknesses

1. Having a committed and self motivated set of personnel in the Institute who could formulate realistic goals, achievable objectives and implementable strategies with required time frames ensuring a better output.
2. Officers are entrusted to oversee the implementation of strategies with time frame in relation to their action plans and to make sure their contribution for the overall achievement of the total organization.
3. Relationship between the 2009-2013 Corporate Plan and the 2010-2014 CP shows continuous interest in updating without major change.

Recommendation

1. Establish a progress control mechanism in the institute in order to monitor the progress made by each unit periodically

2. Financial Resources and Management

Strengths/Weaknesses

1. Having clear Goals, Objectives, and Strategies and responsibilities assigned to respective officers in the CP
2. Having a young staff with required commitment and dedication towards making quality decisions and good governance over the financial matters
3. Non existence of an appropriate awareness among few employees at all levels about the time frames and responsibilities assigned for scheduled activities in the CP and their significance in the total quality management exercise
4. Less room available to deviate from or to do away with red tapes
5. Existence of an overall monitoring system ensuring a proper progress control
6. Nonexistence of a list of priorities prepared from the action plans scheduled for the year ensuring funds from all sources available for such activities
7. No annual allocation of fund internally to the Departments on purchase of equipment and research grant.

Recommendations

1. Do a priority list of activities with a proactive planning approach, linking the activities closely with the funds available for the year
2. Develop Performance Indicators, along with a monitoring plan and a Management Information System (MIS) in order to monitor the progress and to ensure a bottom up and top down feedback where necessary

6.3 Research

Strengths/Weaknesses

1. Cooperate Vision and Mission has identified research as a prime goal of the institution and the staff and students are working towards it.
2. Despite financial and infrastructure constraints the Institution has tried its best to promote a research culture within the Institute. Considering the limitations of available resources the institute has achieved this objective satisfactorily.

Recommendations

1. In order to be successful in this endeavour Institution should look for more collaboration.
2. Institution should also concentrate on developing their patient base in the teaching hospital so that they could carry out more clinical research.
3. Financial constraints for research could be alleviated to some extent by allocating a certain percentage of institutional earnings.

4. Quality Management and Administration

Strengths/Weaknesses

1. The enthusiasm and the dedication of the staff and the students to the changing atmosphere in the institution towards quality improvement is remarkable.
2. The institute has adopted many strategies for generation of funds by conducting new external courses and providing laboratory diagnostic services to the community.

Recommendation

1. The internal QA team should be provided with terms of reference to proceed further with monitoring activities to ensure the internal QA.

5. Quality Assurance

Strengths/weaknesses

1. Strategies adopted to reduce the high drop out rate of students are commendable.
2. Decision to implement diverse formats for assessment of theory by introducing MCQ's to the assessment structure is good.
3. A scheme to provide academic counselling to students who are unsuccessful in the examinations is in place in many departments.
4. An effective pastoral counselling system by trained counsellors is in operation in the institution. A mentoring scheme for new entrants has been introduced recently where all academic staff take responsibility for the students allocated to them.

Recommendations

1. Curriculum revision should ensure a balance between the traditional ayurvedic systems and modern medical technology, taking into account the varied interests of the stakeholders.
2. The proposed switch to the English medium for instructions should ensure smooth transition without loss of wholesome meanings of Sanskrit words and procedures.
3. Scrutiny boards for end of course examinations, outside the department with the participation of the head of the institution and other relevant departments would be beneficial.

6. Learning Resources and Student Support

Strengths/ Weaknesses

1. Considerable efforts and resources have been devoted to the harnessing of modern technology and methods.
2. Student intake has been increased from 80 to 120 since 2009. The Institute manages its teaching and accommodation effectively and efficiently.
3. Practical work in preparation of Ayurvedic medicines has been conducted in the Pharmaceutical laboratory with limited instruments and apparatus.
4. Biochemistry and molecular biology is included in the proposed revised curriculum.
5. Despite financial and infrastructure constraints the Institution has tried to provide a good learning environment and student support. Considering the limitations of available resources the institute has achieved this objective satisfactorily.
6. Considering the limitations of available resources the institute has achieved the Vision and Mission satisfactorily.
7. Establishment of student centre with modern facilities will create a good environment for the students .

Recommendation(s)

1. Further development of the IT unit, improving laboratory facilities, and accommodation facilities will further strengthen the teaching and learning methods
2. Career guidance should be strengthened.
3. With the growth in student numbers careers advice must increasingly be geared to self help supported by appropriate material and databases.

7. External Degree Programmes

Strengths/Weaknesses

1. With available resources the Institute has conducted the external degree programmes satisfactorily.
2. Contribution made by courses such as the Diploma in Pharmacy, Postgraduate Diploma in Hospital Management, and Certificate course in Yoga towards social empowerment should be appreciated.

Recommendation(s)

1. It is recommended to commence an M Sc course in Hospital Management and recommence the MD programme.

8. University/Industry/Community/Other Extension Activities

Strengths/Weaknesses

1. The fact that the Institutional links with university and other institutions have catered towards the development of the institute is commendable.
2. The links that are getting developed with the industry will be of immense benefit to the institute in time to come.
3. The relationship which the institute and its students maintain with the community around should be commended.
4. Contribution made by courses such as the Diploma in Pharmacy, towards social empowerment should be appreciated and be considered as an example for the university system to develop such programmes in different fields.

Recommendations

1. Institute should practice caution when developing links with industry as to not to give an undue prominence to the industry, in which case the institute as well as the students may start to see Ayurvedic medicine in an entrepreneurial perspective rather than seeing it in a medical perspective.

7. EXECUTIVE SUMMARY

Gampaha Wickramarachchi Ayurveda Institute (GWAI), affiliated to the University of Kelaniya, is one of the two undergraduate education institutes of Ayurveda education in Sri Lanka. The institute is located at Yakkala 30 km away from the City of Colombo.

In 1928, Ayurveda Cakrawarti Pandith G. P. Wickramarachchi commenced the Gampaha Sidhayurveda Vidyalaya as centre for learning Sidhayurveda tradition of medicine. It was located in his personal land at Yakkala to provide knowledge and competence in herbal drug preparation and cikitsa to traditional physicians. A drug manufacturing unit, hospital and herbal garden of rare collection of plants were the valuable resources available to the Institute at the inception of the Institute.

By recognizing the emerging trends in Ayurveda medicine and its tremendous contribution to the national health sector, the Vidyalaya was declared as a state recognized institute in 1951, making its diploma holders eligible to get employment in the state sector Ayurveda hospitals. In 1982 Vidyalaya was incorporated to the ministry of Indigenous Medicine by the parliamentary act No 30, as Gampaha Wickramarachchi Ayurveda Vidyalaya. In 1995, it was uplifted to the status of a university institute as Gampaha Wickramarachchi Ayurveda Institute. Currently it offers the Bachelor of Ayurveda Medicine and Surgery (BAMS) degree, a six year course including one year internship training in state hospitals. Further the institute provides the facility to Ayurveda graduates to upgrade their administrative capabilities by conducting a Postgraduate Diploma in Hospital Management.

Currently the BAMS degree programme is conducted by five departments of study, namely the Department of *Ayurveda Mooladharmā*, Department of *Dravyaguna Vinyana*, Department of *Shalya Shalakya*, Department of *Kaumarabhrutya & Stree Roga* and the Department of *Cikitsa*.

In addition, a Postgraduate unit, a Research & Publication unit, the Computer unit and an Analytical laboratory are functioning to facilitate the undergraduate and postgraduate programme. These units are headed by the senior academic staff members of the Institute, appointed by the Board of Management on the recommendation of the Board of Studies.

The Institutional Review of the GWAI was carried out from 28th to 31st December 2010.

During the review, discussions were held with all stakeholders of the university including the Vice-Chancellor, Director, Members of the Board of Management, Heads of Departments, Unit Coordinators, Deputy Bursar, Deputy Registrar, members of the academic staff and non academic staff, student counselors, students, and employers etc. Many documents and the facilities available were also observed by the review team.

The GWAI had prepared a Corporate Plan (CP) for the five year period 2009-2013. The Vision and Mission are relevant to national development and social harmony. They reflect present day national and international trends in higher education in the indigenous health sector. Four goals and a number of objectives for each goal are identified. Suitable strategies

were formulated and the tasks were assigned to responsible officers in the relevant functions with the specified time frame during which they have to be implemented and achieved the specific objectives. Most of the officers in the GWAI to the level of middle management knew about the Corporate Plan and the goals stated in the corporate plan, but officers below middle level were unaware of the corporate plan and its details.

Clear financial policies and procedures are adopted and adhered to by the Institute.

Disbursement of funds is done as per guidelines in the Financial Regulations and instructions issued by the UGC and the General Treasury. Annual funds made available to the GWAI from the treasury were with little attention paid to the requirements stated in the Corporate Plan and there by the expected outcomes were delayed due to financial constraints. Generated funds were available and they are properly utilized although very little compared to the funds provided by the treasury.

The GWAI has a research policy. However no research fund is made available. A number of research projects have been conducted with the collaboration of other Institutions and their outcomes are disseminated effectively through a number of ways for the benefit of the society. A number of research publications have been done by individuals.

Administration aspect in the GWAI seems looked after satisfactorily and the contribution they make for the development of the institute is at an acceptable level. Presently the level of learning infrastructure and student support in the GWAI seem average, and therefore immediate emphasis given to this aspect is important. As a whole, the total student population is suffered due to lack of basic facilities available for them in relation to teaching learning process. However every effort is being taken by the present administration to improve the building facilities and other infrastructures.

Teaching Hospital possesses the minimum required number of beds and other facilities for teaching and well being of the patients. The Panchakarma centre attached to the institute shall be shifted to the Teaching Hospital to look after the larger interest of the patients and reduce the burden on the Institute.” Though the teaching hospital seems to be having a minimum required number of beds, the staff of the institute feels that it is inadequate and the space available for clinics is inadequate to accommodate teaching learning activities.”

The way of maintaining interrelationship among communities industries and the GWAI is commendable. It is seen that all stake holders' interests are very well addressed in various ways in this respect. The projects implemented by the institute are community oriented and farsighted.

8. ANNEXES

Annex 1: AGENDA FOR THE REVIEW VISIT

Day 01 28.12.2010

Time	Activity
9.00 – 10.00 a.m.	Review Team's private meeting
10.00 – 10.30 a.m.	Meeting with the Director
10.30 – 11.00 a.m.	Presentation by Director (with HODs, All Academic /Administrative Staff / Librarian)
11.00 – 12.00 p.m.	Meeting with Academic HODs
12.00 – 12.45 p.m.	Meeting with the DR, AR
12.45 – 13.15 p.m.	Meeting with DB, AB
13.15 – 14.15 p.m.	Lunch
14.15 – 14.45 p.m.	Meeting with the members of the Internal Quality Assurance committee
14.45 – 15.15 p.m.	Meeting with members of the Board of Management
	Meeting of Review Team

Day 02 29.12.2010

Time	Activity
9.00 – 10.00 a.m.	Meeting with All Academic Staff
10.00 – 12.00 p.m.	Visit to the Hospital & Laboratories
12.00 – 13.00 p.m.	Lunch
13.00 – 14.00 p.m.	Observe facilities of Library and the meeting with the Senior Assistant Librarian
14.00 – 15.00 p.m.	Meeting with the members of Research & Publication Section
15.00 – 16.00 p.m.	Meeting with Postgraduate / Certificate course candidates
16.00 – 17.00 p.m.	Meeting of Review Team
	Welcome Dinner (hosted by the Director / GWAI)

Day 03 30.12.2010

Time	Activity
9.00 – 11.00 p.m.	Observe facilities of Departments
11.00 – 12.00 a.m.	Meeting with Chief Student Counselor and Student Counselors, Academic wardens and sub-wardens
12.00 – 13.00 p.m.	Lunch
13.00 – 14.30 p.m.	Visit Computer Centre and Language Laboratory
14.30 – 15.30 p.m.	Meeting with Students
15.30 – 16.30 p.m.	Meeting of Review Team

Day 04 31.12.2010

Time	Activity
9.00 – 10.00 a.m.	Meeting with Non-Academic Staff
10.00 – 11.00 a.m.	Hostel visits
11.00 – 12.00 a.m.	Meeting of Review Team
12.00 – 13.00 p.m.	Lunch

Annex 2. THE PERSONNEL MET DURING THE REVIEW VISIT

Vice-Chancellor
Director
Members of the Board of Management of the Institute
Heads of Departments
Academic Members
Members of the Research Committee
Deputy Registrar
Librarian
Deputy Bursar
Senior Assistant Librarians
Senior Assistant Registrars
Senior Assistant Bursars
Members of the Administrative staff
Physical Education Instructor
Head/English Language Teaching Unit
Student Counselors
Non Academic staff
Undergraduate students
Postgraduate students

Annex 3. DOCUMENTS OBSERVED

Corporate Plan
Student Hand Books
Student's Feed Backs
Minutes for Curriculum revision committee
Research and Policy Documents
Research Publication List of Academic staff
Internal Quality Assurance Unit- Activities File
Research Publications – Journals and Magazines
Students Counseling Unit's Documents
Material related to Institute's collaborations
Research journals published by the institute
Papers of the Research symposium
Library Manuals of Policies and Procedures
Statement of Final Account
Budgets
Audit Report files
Audit Committee Minutes
Finance Committee Minutes
IRQUE World Bank Project file
Procurement Committee Meeting file
Supply Committee Meeting File Annual Reports
Research Grants file
Staff Development Programme
Organizational Chart
Report of Board of Management
Information of Academic , Academic Support staff & Non- Academic Staff

Bachelor of Ayurveda Medicine and Surgery (BAMS)

SYLLABUS AND EXAMINATION CRITERIA

Postgraduate Diploma in Hospital Management
SYLLABUS & CRITERIA

Postgraduate Diploma in Management and Administration of Ayurveda Institutions -
2009/2010
SYLLABUS & CRITERIA

Postgraduate Diploma in Management of Ayurveda Hospitals
BOARD OF STUDIES

Postgraduate Diploma in Management and Administration of Ayurveda Institutions
BOARD OF STUDIES

Certificate Course in Computer Literacy and SPSS for Data Analysis for
Ayurvedic Practitioners

Symposium 2005/06/09

Ethical Review Committee

Journal (JGWAI)

Annex 4. FACILITIES OBSERVED

Administration Block

Departments/Units

Computer laboratories

Lecture halls

Board Room

Library

laboratories

Herbal farm in the main premises

Panchakarma Centre

ELTU

Language Laboratories

Male and Female Hostels (University owned and rented out hostels)

Canteen

staff rooms

Demonstrators' Rooms