

SRI PALEE CAMPUS

UNIVERSITY OF COLOMBO

STRATEGIC PLAN 2017 - 2020

Strategic Planning Committee

Dr. R. C. K. Hettiarachchi (Rector, Chair of the Strategic Plan Committee)

Dr. (Ms.) K. V. Dhanapala, Head, Department of Languages (Co-chair of the Strategic Plan Committee and Editor of the Strategic Plan & Action Plans)

Dr. Tudor Weerasinghe, Senior Lecturer, Department of Media Studies

Dr. G. D. D. K. Sri Ranjan, Head, Department of Computer Studies/ Acting Head, Department of Mass Media

Dr. Kumuduni Maddumage, Head, Department of Performing Arts

Acknowledgements

The contributions made by numerous academics, administrators, representatives of the Student Council and support staff in preparing this strategic plan is generously acknowledged.

Introduction

Sri Palee campus of the University of Colombo is located in a place that is considered as the hub of education in the recent past. It has been a center for many schools of arts, crafts, and sciences and a center for aesthetic studies for some centuries emulating the Shantiniketan. The honorable poet, novelist, and philanthropist, Gurudev Rabindranath Tagore visited Sri Lanka in 1934 and laid the foundation stone for Sri Palee on the 20th May in 1934. This unique place is full of cultural diversity and geographically, it is an area where people belonging to different cultures, traditions, and ethnicities live in peace.

Similarly, Sri Palee Campus is ideally located in a mountainous area, an isolated place with no disturbance from neighborhood and with scenic beauty and mild weather environment. It consists of 32 acres of land in extent and can be extended further with the acquisition of lands located nearby. There is easy access from the campus to the metropolitan city, Colombo due to the highway which runs around 10 kilo meters away from the campus.

Sri Palee Campus of the University of Colombo formerly named as the Western Campus was first established by the Sri Lankan Government on the 20th of June 1996 and its name was subsequently amended to Sri Palee Campus on the 11th of September 1998. The Campus is located at Wewala, Horana in Kalutara District on the land and buildings, donated to the University of Sri Lanka in 1978 by the Board of Trustees set up under the will of late Mr. Wilmot A. Perera, an eminent public personality and well-known philanthropist. To meet the wishes of Mr. Perera to create a center of excellence in cultural and aesthetic studies, Sri-Palee Campus has commenced its activities with the establishment of two faculties namely Faculty of Media Studies and Faculty of Performing Arts in 1999. However, they have been functioning as two major departments in the campus since its establishment.

Current Status of the Campus

Sri Palee Campus of the University of Colombo has become a pioneer in offering unique programs in the field of media studies and performing arts. The Department of Media Studies currently offers a four-year special degree program for all media students who are able to specialize in four different fields namely media studies, print media, television, and radio. Currently, the Print Media Unit and the Audio-visual Unit affiliated to the Department of Media Studies are functioning to offer the practical knowledge required for media students. In addition, the Campus Radio has been established as a pioneering new program of activity based on a radio channel. This reaches out various communities of interest and allows undergraduates to enhance their practical skills in broadcasting.

The Department of Performing Arts currently offers a four-year special degree program for all performing arts students who can specialize in five different fields namely, dance, music, drama and theater, film studies, and art and design.

The Departments of Languages and Computer Studies have been functioning as departments since May 2015. The Department of Languages offers English language proficiency courses as compulsory service courses for the first and second year students and as optional courses for the third and fourth year students. In addition, it offers Hindi and Tamil languages to all undergraduates as optional courses. Similar to the Department of Languages, the Department of Computer Studies also offers computer courses for all undergraduates of the campus. These two departments are yet to develop their undergraduate study programs in the near future.

Existing population

Currently the annual graduate intake has increased up to 160 and the total student population is approximately 600 - 650. The total community population exceeds 700 including 27 academic members, six academic supporting members, three administrative officers, and 70 non-academic staff members.

VISION OF THE CAMPUS

A center of excellence of global presence in producing transformative knowledge through education, research, creativity, and entrepreneurship

MISSION OF THE CAMPUS

1. Create a transformative educational process and learning experience for students.
2. Cultivate a vibrant, engaged, and healthy campus community, based on the concept of integrated living, committed to social responsibility, critical thinking, creativity, collaborative spirit, and professionalism
3. Make a transformative impact on the collective consciousness of the society through education, media, and arts

Our Values

Excellence

We strive for excellence, seeking to apply the highest standards to benefit our communities.

Creativity, intellectual freedom, and critical thinking

We welcome and support creativity and intellectual freedom while promoting critical thinking.

Professionalism

We act with integrity and professionalism and uphold the highest ethical standards.

We are committed to transparency and accountability, and demonstrate composure, duty consciousness, and conformity.

Mutual respect and collaborative spirit

We respect our staff and work together for shared success.

Social responsibility and supportiveness:

We behave ethically and with sensitivity toward social, cultural, and environmental issues. We create an inclusive and supportive campus community in which we celebrate and reward our achievements. Our community has the opportunity to enrich their lives and pursue their goals.

Our Goals

1. Achieve standards of excellence in teaching and learning to produce competent, skilled, ethical, creative, and socially responsible graduates
2. Achieve high standards of excellence in pure and applied research
3. Create a university community committed to be independent thinking who contribute to public policy formulation and national development
4. Improve institutional culture and climate and enhance wellness and support for the campus community
5. Develop required infrastructure to achieve the other goals

Gap Analysis

Sri-Palee Campus is a unique campus producing competent graduates in Performing Arts and Media Studies, where few other universities in the world are producing graduates of similar disciplines. However, the facilities available in the campus for study areas need improvement to produce better qualified graduates. The gaps identified in the campus structure has been hindering further development of the campus for a long time and if it is to make a high quality campus functioning under the University of Colombo, the gaps identified as follows are to be filled immediately.

Inadequate Infrastructure Facilities

Extreme lack of infrastructure has affected negatively the quality and attractiveness of the overall work environment which helps recruit and retain outstanding faculty, students, and staff. It will be impossible to build strong programs within the current built environment and ad-hoc developments all around. Therefore, decisive steps should be taken to remedy these conditions and create nurturing academic and aesthetic environment on and around the campus. Infrastructure if developed, will support, enable, and enhance the work of its faculty, staff, and students. In other words, the infrastructure facilities fully support its missions of teaching, learning, research, and community service engagement.

The current campus buildings have a capacity to house about 750 in classroom space with least learning and teaching facilities. In our five-year strategic plan 2016-2020, we project that enrollment on our campus will grow to about 1000 students by 2020 totaling more than 1100 campus community. Thus, new student housing, new classrooms and office space for both students and staff are required to accommodate the growth that the Campus will experience in the coming 5 years.

Inadequate Educational Facilities

The substandard facilities for curricular and extracurricular activities is another pressing need for the quality of the academic programs offered. To enable our students in all fields to work at the forefront of their disciplines, it is vital to give them access to the most advanced modern technological tools and equipment. These high quality equipment and services should be provided to students and faculty members alike through establishing different digital studios, theaters, computer technology, and so forth to promote teaching and learning in students' specific disciplines. Provision of high quality equipment and services will send a strong message to

prospective students and faculty that the Campus is dedicated to excellence in the fields of media and performing arts. This is vital for maintaining a competitive edge in our effort to bring talented women and men into our community.

Inadequate Service Facilities – The basic services for the students in terms of sports, recreational facilities, common rooms, canteens, and sanitary facilities are inadequate in the entire campus. Shortage of living quarters for academic staff has also been identified as a problem in the Campus. To provide an environment conducive for better teaching and learning, such facilities need to be strengthened as early as possible.

Lack of Human Resources – Lack of adequate academic, administrative, and non-academic staff also negatively affects the smooth functioning of all activities of the campus. In addition to the vacancies, there exists a situation of inadequate cadre in relation to the nature of activities that the Campus is undertaking. Thus, the Campus requires more lecturers and tutors/demonstrators to supervise and guide students on practical sessions and support staff for the units and centers already established and to be established to function them smoothly.

Lack of a better mechanism for staff training – Three fourth of our faculty members are to undergo postgraduate studies training overseas. There should be a mechanism to send them for training immediately to improve the teaching and researching skills among the faculty.

Non-availability of a Management Information System (MIS) – The Campus also lacks a Management Information System which facilitates sharing of information such as those on available infrastructure facilities, student population, time tables, allocation of campus resources and so forth. A comprehensive MIS system will increase the work efficiency and also facilitate the optimum capacity utilization of available resources.

STRATEGIC DIMENSION ONE : ACADEMIC EXCELLENCE

1. GOAL : Achieve standards of excellence in teaching and learning to produce competent, skilled, ethical, creative, and socially responsible graduates.

1.1 OBJECTIVE : Accelerate improvement of quality of teaching and learning to produce skilled and competent graduates

1.1.1. STRATEGY : Create an environment to recruit and retain high caliber academic staff

No	Action	Responsibility	Funding	Time Frame	KPI
1.1.1.1	Create a mechanism to recruit and retain high caliber academic staff	Rector, Heads, SAR	Treasury	Continuous	Number of strategies introduced
1.1.1.2	Introduce reward systems for those who involve in creative and innovative approaches in teaching, learning, and research	Rector, Deans, Heads, SAR	Treasury/ Generated funds	Continuous	Implementation of a reward system Number of rewards awarded annually
1.1.1.3	Increase the quality and qualification among faculty members	Rector, Deans, Heads	Treasury	Continuous	Number of PhD holders in the faculty
1.1.1.4	Provide academic staff with better facilities for their academic and research activities	Rector, Bursar, AR	Treasury	Continuous	Number of facilities provided to the faculty
1.1.1.5	Encourage qualified senior academic members for expediting promotional procedures	Rector, Heads, SAR	Treasury	Continuous	Percentage of promotion applications processed to completion.
1.1.1.6	Systematize the teacher evaluation system	Deans, Heads, IQAC Committee	—	Continuous	Guidelines for the teacher evaluation system
1.1.1.7	Upgrade from units to departments and from departments to faculties with required physical and human resources	VC, Rector, Deans, Heads	Treasury	Continuous	Number of units upgraded to departments. Number of departments upgraded to faculties.
1.1.1.8	Appoint Deans, Faculty Boards, for Deans' Offices with required physical and human resources	VC, Rector, Heads, SAR	Treasury	2017/2021	Number of Deans appointed, Number of Faculty Boards formed, Number of facilities provided
1.1.1.9	Construct residence for academic and administrative staff in an appealing and intellectually stimulating environment	VC, Rector, Dean, Bursar, SAR, SAB, Work Engineer	Treasury	2021	Number of residential facilities for academic and administrative staff

1.2 OBJECTIVE : Provide timely and relevant programs and courses with required facilities

1.2.1. STRATEGY : Design and implement innovative new programs and improve existing programs for undergraduates with required facilities

	Action	Responsibility	Funding	Time Frame	KPI
1.2.1.1	Design new degree programs under two faculties and new courses under the existing programs	Rector, Deans, Heads, IQAC Committee	Treasury Funds	Continuous	Number of new degree programs and courses offered
1.2.1.2	Update and revise the existing syllabi in alignment with the SLQF (Sri Lanka Qualification Framework) and SBSs (Subject Bench Marks)	Rector, Deans, Heads, Faculty	Treasury Funds	Continuous	Number of courses and programs revised and updated
1.2.1.3	Provide modern technology relevant to practical courses offered by the faculties Multi-camera Studio, Editing and Sound Recording Studio, TV station, Outdoor Broadcasting Equipment, Film and Television equipment, sound recording equipment, 2-D and 3-D Studios, Art Gallery, Off-set Printing Laboratory, DCP Film Theatre, Color Grading Studio, Sound Recording Studio, Mini theaters for drama, music, and dance, Open Access Computer Lab, language labs, computer labs, computers for Virtual Learning Center, digital archives and e-library, IMac computer laboratory	Rector, Deans, Heads, SAR, SAB, SAL, AR	Treasury/ generated funds	Continuous	Number of such equipment/services provided

1.2.2. STRATEGY : Update library facilities for students and staff

No	Action	Responsibility	Funding	Time Frame	KPI
1.2.2.1	Develop infrastructure facilities for upgrading the library and recruit required personnel	Rector, Deans, SAL, SAB, SAR/AR	Treasury	12/2018	Number of infrastructure developed
1.2.2.2	Develop an automated library system and train library staff	Rector, Deans, SAL, SAB, SAR/ AR	Treasury	12/2018	An automated library system Number of training workshops conducted
1.2.2.3	Purchase and update all related books, journals, software, e-resources, and other materials to improve teaching and learning recommended by the faculties	Rector, Deans, Heads SAL	Treasury	Continuous	Number of subscribed journals, books, software, e-resources, and other materials purchased
1.2.2.4	Establish an archive for creative work and productions	SAL, Deans, Heads	Treasury	Continuous	Number of archives created

1.2.2.5	Establish departmental libraries, develop infrastructure, and purchase equipment and materials required for them	Rector, Deans, Heads	Treasury	Continuous	Number of such facilities developed
1.2.2.6	Provide students and staff with all facilities related to their learning and teaching	Heads, SAL	Treasury	Continuous	Number of databases accessible

1.3 OBJECTIVE : Improve the quality of all academic activities and allied services of the campus

1.3.1. STRATEGY : Establish an Internal Quality Assurance Cell (IQAC) to evaluate academic programs and allied services and take action to increase the quality liaising with the QAAC

No	Action	Responsibility	Funding	Time Frame	KPI
1.3.1.1	Initiate actions to increase the quality based on the circulars issued by the UGC and UOC from time to time and take steps to implement prescribed initiatives, programs, and activities at campus level.	IQAC Committee	Treasury	Continuous	Actions initiated to increase the quality
1.3.1.2	Conduct training to enhance the quality of staff with regard to academic, administrative, and other work	IQAC Committee	Treasury	Continuous	Number of trainings/ workshops conducted
1.3.1.3	Monitor, evaluate, and review the undergraduate and postgraduate academic programs, examination systems, and other activities and implement required procedures to improve the quality	Rector, IQAC Committee	Treasury	Continuous	Number of activities monitored and procedures implemented to improve the quality
1.3.1.4	Assist in writing Internal Review Reports of undergraduate study programs to prepare for external reviews and monitor implementation of the recommendations given by the Review Team	IQAC Committee	Treasury	2017	Number of Internal and External Review Reports
1.3.1.5	Monitor implementation of curriculum, student feedback, peer observation, and graduate satisfaction surveys, and use the findings for continuous improvement	IQAC Committee	Treasury	Continuous	Improvement of the quality of academic activities

1.4 OBJECTIVE : Give wider access to higher education to students who qualify within the national system

1.4.1. STRATEGY : Widen the higher education opportunities for students who qualify within the national system locally and internationally

No	Action	Responsibility	Funding	Time Frame	KPI
1.4.1.1	Increase the intake of students into study programs	Rector, SAR, Heads	Treasury	Continuous	% of student intake
1.4.1.2	Faculties to design courses, with multidisciplinary involvement where necessary, and commence new ones	Deans, Heads Faculties,	Treasury	Continuous	Number of newly initiated courses.
1.4.1.3	Promote study abroad programs for undergraduates	Deans, Heads	-	Continuous	Number of students who joined study abroad programs

1.4.2. STRATEGY : Improve learning and teaching practices

No	Action	Responsibility	Funding	Time Frame	KPI
1.4.2.1	Facilitate students for their new innovations/ productions/ research	Deans, Heads, SAR, SAB, Faculty	Treasury	Continuous	Number of new productions /innovations facilitated
1.4.2.2	Introduce effective programs for first, second, and third year students to motivate and improve language and IT skills related to students' disciplines	Deans, Heads SAR, SAB,	Treasury	2018/2019 onward	Implementation of such courses
1.4.2.3	Improve collaboration with industries to enhance students' practical skills to industry oriented work through internships	Rector, Deans, Heads	Treasury	Continuous	Number of collaborations with the industries, Number of students underwent such internships
1.4.2.4	Use effective methods of students' assessment and evaluation in alignment with teaching content and ILOs (Constructive alignment)	Deans, Heads, Faculty Members	Treasury	Continuous	Number of effective assessment and evaluation methods used
1.4.2.5	Further promote staff development programs with the collaboration of SDC/utilizing resource persons in addition to scheduled programs	Rector, Deans, Heads, SDC, IQAC COMMITTEE	Treasury	Continuous	Number of programs initiated annually, Feedback from the staff
1.4.2.6	Encourage and facilitate junior staff for overseas postgraduate training with guidance of respective departmental Heads and the Rector	Rector, Deans, Heads	-	Continuous	Number of junior staff enrolled for postgraduate training
1.4.2.7	Facilitate internalization of OBE (Outcome Based Education), SCL (Student Centered Learning) approach, and self-directed learning	Deans, Heads, Faculty	-	Continuous	Improvement of teaching and learning
1.4.2.8	Facilitate students to engage in scholarly and creative work and discovery of knowledge related to theory and practice through reading groups, critical circles, journal clubs, and different events	Deans, Heads, Faculty	-	Continuous	Number of such events/programs initiated
1.4.2.9	Practise peer evaluation, student feedback for evaluating the performance of teachers for excellent teaching	Deans, Heads, Faculty	Treasury	Continuous	Feedback received for continuous improvement of teaching and learning
1.4.2.10	Improve generic skills among students through undergraduate courses	Deans, Heads, Faculty	-	Continuous	Improvement of generic skills among students

1.5 OBJECTIVE : Use modern technology in teaching and learning methods**1.5.1. STRATEGY : Facilitate the use of modern technology in teaching and learning methods that encourage self-directed and lifelong learning**

No	Action	Responsibility	Funding	Time Frame	KPI
1.5.1.1	Establish a Virtual Learning Center/ environment with required physical and human resources and with training given to campus community on the use of LMS	Deans, Heads, IT Committee, SAR, SAB	Treasury	2018	The Virtual learning Center established, Number of staff and students trained in LMS
1.5.1.2	Promote the use of blended learning to maximize student engagement with the curriculum	Rector, Deans, Heads, SAR/AR	Treasury	Continuous	Number of courses delivered using blended learning
1.5.1.3	Equip and upgrade infrastructure e.g., class rooms, examination halls, labs with needed IT equipment to enhance ICT based teaching and learning	Rector, Deans, Heads, SAR, SAB, AR	Treasury	Continuous	Percentage/number of upgraded infrastructure facilities
1.5.1.4	Design online courses/degree programs and improve human and physical resources for delivering such courses / programs	Rector, Deans, Heads, SAR	Treasury	Continuous	Number of online courses/ programs and facilities provided for such programs

STRATEGIC DIMENSION TWO : RESEARCH AND SCHOLARSHIP**2. GOAL : Achieve high standards of excellence in research and scholarship****2.1 OBJECTIVE : Achieve high standards of excellence in pure and applied research****2.1.1. STRATEGY : Improve a conducive research culture among the community**

No	Action	Responsibility	Funding	Time Frame	KPI
2.1.1.1	Develop/improve infrastructure and human resources for the CMR (Center for Media Research)	Rector, Deans, SAR, AR, Research Committee	Treasury	Continuous	Number of infrastructure facilities
2.1.1.2	Establish competitive research grants/ programs and expand travel grant opportunities for the faculty	Research Committee	Earned funds/ Treasury	2018 onward	Number of competitive research grants established
2.1.1.3	Establish an International Cell with all facilities and personnel under the CMR that facilitates research	Director/ Research Committee	Earned fund/Treasury	2017	An International Cell formed
2.1.1.4	Organize and facilitate symposiums and conferences held by the campus annually	Research Committee, Heads	Treasury/ generated funds	Continuous	Number of conferences/symposiums facilitated

2.1.1.5	Invite national and international scholars to serve as research scholars	Rector, Research Committee	Treasury/generated funds	Continuous	Number of local and international scholars invited
2.1.1.6	Offer workshops/training programs on research for professionals in the local community	Rector, Dean, Research Committee	Treasury/generated funds	Continuous	Number of short courses offered
2.1.1.7	Introduce new research directions among staff and students for multidisciplinary, interdisciplinary, and transdisciplinary (MIT) research	Faculty	—	Continuous	New research directions
2.1.1.8	Form a data base of media and liberal arts research/ productions	Research Committee, Deans, Heads	—	Continuous	Data based established
2.1.1.9	Introduce a code of ethics for research to maintain high ethical values and standards in research with social responsibility	Research Committee, IQAC Committee	—	2017/2018	A code of ethics for research introduced
2.1.1.10	Identify research areas/gaps related to media and liberal arts industry toward policy formulation and undertake such research	Research Committee, Faculty	Treasury/generated funds	Continuous	Number of research undertaken
2.1.1.11	Introduce research training programs for research proposal writing, conducting research, and publication process	Director/ Research	Treasury/generated funds	Continuous	Number of training workshops
2.1.1.12	Release an academic member for one semester to work on a research project conducted by the CMR	Research Committee	Treasury/generated funds	2017 onward	Number of research projects
2.1.1.13	Write collaborative research proposals for grants and undertake such research	Research Committee	Treasury/generated funds	2017 onward	Number of collaborative research projects
2.1.1.14	Promote research groups among both students and staff, to engage in MIT research projects within faculties and apply for funding as a group	Research Committee, Heads,	Treasury/generated funds	Continuous	Number of research groups

2.1.2 STRATEGY : Encourage and recognize research of high quality and excellence

No	Action	Responsibility	Funding	Time Frame	KPI
2.1.2.1	Fund for quality research articles for campus collaborative research groups to publish in high indexed open access journals	Research Committee	Treasury/generated funds	Continuous	Number of research articles published
2.1.2.2	Create an appraisal system, to reward high quality researchers who publish in high indexed research journals in order to recognize and encourage them for further research	Research Committee, SAR, SAB, IQAC Committee	Treasury/generated funds	Continuous	Number of best researchers recognized

2.1.2.3	Fund academic staff, and graduates for research/ productions and publishing research books, and academic texts	Research Committee, SAR, SAB	Treasury/generated funds	Continuous	Number of such publications
2.1.2.4	Promote community based research among students in collaboration with the community	Rector, Deans, Heads, Research Committee	Treasury/generated funds	2018 onward	Number of community based research

STRATEGIC DIMENSION THREE : POLICY FORMULATION AND NATIONAL DEVELOPMENT

3. GOAL : Create a university community committed to be independent thinking who contribute to public policy formulation and national development

3.1 OBJECTIVE : Enhance the status of the campus as an active partner in national policy formulation

3.1.1. STRATEGY : Share expertise with national, and international institutions related to media and liberal arts

No	Action	Responsibility	Funding	Time Frame	KPI
3.1.1.1	Initiate research in media and liberal arts disciplines related to national policy through community based new research projects and present them in national forums	Rector, Deans, Heads, Director/ Research	Treasury/ Earned funds	12/2018	Creation of such a plan.
3.1.1.2	Faculties to prioritize and further develop their capacity to integrate policy related research and study into teaching programs and undergraduate/postgraduate research programs	Deans, Heads, Research / Director	—	Continuous	% of such research incorporated into study programs
3.1.1.3	Disseminate the findings of such research, meetings and seminars through university publications	Deans, Heads, Editors, SAR	Treasury/ Earned funds	Continuous	Publication of such findings in the University Newsletter
3.1.1.4	Promote pro-active participation of the university community in public policy dialogues on contemporary issues through a series of seminars	Faculty, Researchers	Treasury/ Earned funds	Continuous	Number of presentations/ dialogues per year
3.1.1.5	Develop a database of expertise on media and liberal arts policy research and study	Director/ Research Faculty	Treasury/ Earned funds	Continuous	A database developed
3.1.1.6	Contribute to formulate general education policy towards national development	Deans, Heads, Editors, SAR	—	Continuous	Contribution to education policy
3.1.1.7	Undertake research and produce programs and productions for industry and private sector institutions	Deans, Heads, Research Director	Treasury/ Earned funds	Continuous	Number of such programs, Amount of income generated annually through such tasks.

3.2 OBJECTIVE : Enhance the status of the campus as an active partner that contributes to national development

3.2.1. STRATEGY : Strengthen contributions to national development

No	Action	Responsibility	Funding	Time Frame	KPI
3.2.1.1	Faculties to commence distance education fee levying extension undergraduate and postgraduate courses based on need assessment	Deans, Heads, IT Committee	Earned funds	Continuous	Number of Faculties which conduct such courses, Number of such courses available
3.2.1.2	Each faculty to continue identifying areas of study where new extension courses and short term training programs can be offered while improving upon the ones being offered.	Deans, Heads	Earned funds	Continuous	Number of extension courses and training programs offered
3.2.1.3	Faculties to continue designing training programs through collaboration with the private sector, to enhance capacity and provide services to the public sector	Rector, Deans, Heads	Earned funds	Continuous	Number of faculties organizing such programs. Total number of programs organized annually
3.2.1.4	Contribute to develop aesthetic and artistic values of professional artists and improve artistic and aesthetic appreciation of audiences	Rector, Deans, Heads	Earned funds	Continuous	No of productions developed/ events held
3.2.1.5	Continue offering consultancy services in tertiary education to national, regional, and international institutions	Deans, Faculties,	Earned funds	Continuous	Number of consultations sought for at faculty level
3.2.1.6	Initiate linkages and collaborations with other national, and international development agencies with mutual exchange of ideas and strive to establish new ones.	Heads, Research Committee, Faculty	Earned funds	Continuous	Linkages/ collaborations initiated annually
3.2.1.7	Develop technical and professional programs in association with institutions to train personnel, enhance capacity and provide services to the public sector	Rector, Deans, Heads	Earned funds	Continuous	Number of such programs developed
3.2.1.8	Continue, plan and conduct educational programs, workshops and awareness programs on social and cultural issues	Deans/ Heads	Earned funds	Continuous	Number of such programs conducted
3.2.1.9	Faculties to develop public education materials to be disseminated through media. Priority areas: media, performing arts, languages, culture, and literature	Rector, Deans, Faculties,	Earned funds	Continuous	Number of public education materials by faculties
3.2.1.10	Introduce community engagement programs by departments and undergraduates	Rector, Deans, Heads, SAR, SAB	Treasury	Continuous	Number of community programs

STRATEGIC DIMENSION FOUR : INSTITUTIONAL CULTURE, CLIMATE, WELLNESS, AND SUPPORT

4. GOAL : Improve institutional culture and climate and enhance wellness and support for the campus community

4.1 OBJECTIVE : Improve organizational culture and commitment among the community while improving wellness and support for the community

4.1.1 STRATEGY : Create a conducive environment for motivating staff and students

No	Action	Responsibility	Funding	Time Frame	KPI
4.1.1.1	Design an architectural Beautification Plan and implement it to recognize the unique identity of the campus	Rector, Deans, Work Engineer, SAB, SAR	Treasury	2017/2018	Beautification Plan
4.1.1.2	Design the campus Master Plan in such a way that promotes the aesthetic and eco-friendly environment protecting the historical value of the campus	Rector, Deans, Work Engineer, SAB, SAR	Treasury	2017/2018	Campus Master Plan
4.1.1.3	Introduce an appraisal system for academic and non-academic staff	Rector, Deans, Heads, SAR, SAB	01/2016	Continuous	The appraisal system introduced
4.1.1.4	Improve sports and recreational facilities for the community by establishing a Sports and Recreation Center officially with all required facilities and personnel	Rector, Sport Coordinator, SAR, SAB, AR	Treasury	Continuous	A Sports and Recreation Center with all facilities and human resources
4.1.1.5	Develop regular interactive sessions with senior administrative staff for performance evaluation of support staff	Rector, SAR, SAB, AR	—	Continuous	Implementation of a performance evaluation system
4.1.1.6	Develop a reward system for promotions, scholarships and other awards based on performance	Rector, SAR, SAB, AR	Earned funds	2017 onward	Creation of a reward System, Number of rewards given annually per faculty

4.1.2 STRATEGY : Improve and strengthen the existing financial management system with efficiency of fund utilization and procedures for financial accountability

No	Action	Responsibility	Funding	Time Frame	KPI
4.1.2.1	Heads of Departments to prepare with justification annual estimates for resource requirements	Heads, SAB	—	Continuous	Number of departments preparing annual estimates
4.1.2.2	Deans to prepare composite faculty requirements on an annual basis, taking into account the productivity and output of the departments in terms of research and other performance	Deans, Heads, SAB	—	Continuous	Number of Faculties which fulfill the task annually
4.1.2.3	Initiate financial autonomy to the campus	Rector, SAR, SAB	—	Continuous	Financial autonomy obtained

4.1.3 STRATEGY : Improve organizational culture and commitment to campus mission, goals, and values among the campus community

No	Action	Responsibility	Funding	Time Frame	KPI
4.1.3.1	Implement the MIS (Management Information System) to improve work efficiency and facilitate the optimum capacity of utilization of available resources.	Rector, Deans, SAB, SAR, AR	Treasury	Continuous	Implementation of the MIS
4.1.3.2	Provide training for campus community on the use of MIS	SAB, SAR,		2017 onward	Number of training opportunities provided
4.1.3.3	Systematize the documentation of activities done by each section of the campus	All Involved	—	Continuous	Number of documents recorded
4.1.3.4	Develop team work culture and professionalism among academic and non-academic staff and students through training	Rector, Deans, Heads, SAR, SAB	—	Continuous	The teamwork culture professionalism developed among staff through training
4.1.3.5	Improve the campus website to the professional standard	IT & Web Committee	—	Continuous	Up-to-date information of the Campus in the web
4.1.3.6	Introduce a student – faculty and a faculty-faculty mentoring programs	Heads, IQAC Committee	—	Continuous	Number of mentoring programs offered
4.1.3.7	Continue to conduct effective orientation programs for freshers and for newly appointed student union officials annually	Rector, Deans, Student Counsellor, SAR/AR	Treasury	Continuous	Number of orientation programs held annually
4.1.3.8	Maintain the UGC code of ethics for staff to include standards of conducting research, supervision of teaching, work norms, and interpersonal relationship	Rector, Deans, Heads, IQAC COMMITTEE	—	Continuous	Code of ethics implemented
4.1.3.9	Regularize and formalize the furnished job descriptions and descriptions of roles and responsibilities for support staff	Rector, Deans, SAR, SAB,	—	Continuous	Development of job descriptions for support staff
4.1.3.10	Promote gender equity and equality (GEE) and deter sexual and gender-based violence (SGBV) amongst all categories of staff and students	Rector, SAR, Deans	—	Continuous	Policy on GEE and SGBV

4.1.4 STRATEGY : Recruit qualified support staff and provide training for campus community to improve different skills

No	Action	Responsibility	Funding	Time Frame	KPI
4.1.4.1	Recruit support staff based on merit, taking into special consideration the need for language, communication and IT skills	Rector, Dean, SAR	Treasury	Continuous	Number of qualified staff recruited

4.1.4.2	Conduct training workshops on management skills and IT skills for support staff	Rector, Deans, SAR	Treasury	Continuous	Number of training workshops held annually for the said purpose
4.1.4.3	Strengthen management skills of academic and administrative staff by organizing regular workshops for them	Rector, Deans, SAR, SAB, AR	Treasury	Continuous	No of training workshops Conducted

4.1.5 STRATEGY : Uphold university vision, mission, goals, and values among the campus community

No	Action	Responsibility	Funding	Time Frame	KPI
4.1.5.1	Distribute the mission, vision, goals, and value statements among staff and conduct an awareness program for all staff	SAR, IQAC COMMITTEE	—	Continuous	Number of awareness programs conducted
4.1.5.2	Incorporate interactive staff-student group discussions on university values into the orientation program	Heads, SAR, AR, Student Counsellor	—	Continuous	Number of interactive discussions
4.1.5.3	Initiate programs to uphold students' social responsibility and other values campus/university promotes	Rector, Deans, Heads	—	2017	Number of such programs
4.1.5.4	Promote university autonomy and academic freedom	Rector, Deans, Heads	—	Continuous	Orientation to university autonomy and academic freedom
4.1.5.5	Promote the values of pluralism, diversity in knowledge production and dissemination	All Faculty	—	Continuous	Orientation to such values

4.1.6 STRATEGY : Establish different units/centers/committees etc. as campus supportive mechanisms

No	Action	Responsibility	Funding	Time Frame	KPI
4.1.6.1	Establish links with the passed out graduates and form an Alumni Association	Rector, Deans SAR	-	Continuous	The Alumni Association formed
4.1.6.2	Establish and implement the Career Guidance and Community Engagement Unit (CGCEU) and continue improvement of the infrastructure, human and physical resources of the CGCEU.	Rector, SAR, Coordinator of CGCEU	-	Continuous	The CGCEU established No of personnel appointed, no of physical resources provided
4.1.6.3	Establish a Network Operating Center/Unit with required physical and human resources	Rector, Asst. Network Manager, SAR, SAB	Treasury	2018/2019	A Network Center/Unit

4.1.6.4	Establish an Art Council with necessary infrastructure and personnel	Rector, SAR, Deans, Work Engineer, AR	Treasury	2018	An Art Council established with required facilities and personnel
---------	--	---------------------------------------	----------	------	---

4.2 OBJECTIVE : Help the campus community fulfill their psychological and physiological needs

4.2.1 STRATEGY : Improve wellness and support services for the campus community

No	Action	Responsibility	Funding	Time Frame	KPI
4.2.1.1	Facilitate recreational facilities and hold different events to the campus community	Rector, SAR, Sport Coordinator	Treasury	Continuous	Number of such recreational facilities and events
4.2.1.2	Construct shops, service centers, postal and telecommunication facilities, cafeterias and common rooms under a Service Providing Center	Rector, Deans, SAR, AR	Treasury	Continuous	Number of such facilities provided
4.2.1.3	Strengthen the Student Counselling System by improving required infrastructure and personnel	Rector, Deans, Student Counselor, AR,	Treasury	Continuous	Number of student counselors in the campus and infrastructure facilities provided
4.2.1.4	Relocate the Health Centre and improve health care for the campus community	Rector, SAR/AR, Health Officials	Treasury	Continuous	Relocation and improvement of health care

STRATEGIC DIMENSION FIVE : INFRASTRUCTURE DEVELOPMENT

5. GOAL : Develop adequate infrastructure facilities to enable achieving the other goals

5.1 OBJECTIVE : Develop infrastructure, in order to enhance the quality of the academic and allied services

5.1.1 STRATEGY : Construct new buildings, and renovate and extend the existing buildings

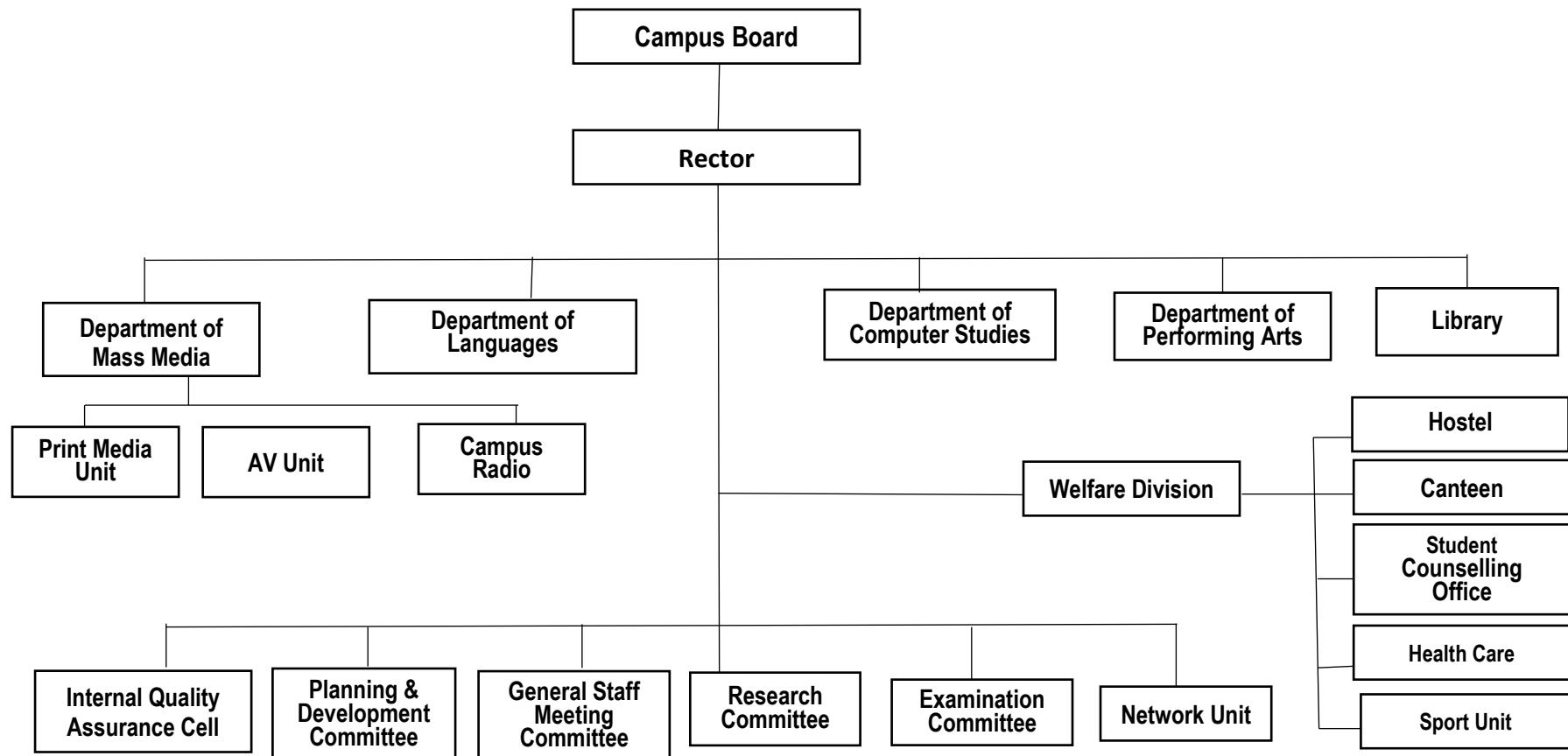
No.	Action	Responsibility	Funding	Time Frame	KPI
5.1.1.1	A Multi-Purpose Building	VC, Rector, SAR, SAB, AR, Engineer, Work Superintendent	Treasury	2017 - 2018	No of such buildings
5.1.1.2	Two New Faculty Buildings for Media Studies and Liberal Arts	'DO'	Treasury	2019 - 2021	'DO'
5.1.1.3	A New Building for Languages	'DO'	Treasury	2018 - 2021	'DO'
5.1.1.4	A Sports and Recreation Center	'DO'	Treasury	2017 - 2021	'DO'
5.1.1.5	A Network Operating Center/Unit	'DO'	Treasury	2017 - 2018	'DO'
5.1.1.6	A Medical Center (Relocation)	'DO'	Treasury	2018 - 2021	'DO'
5.1.1.7	New Cafeteria Facilities	'DO'	Treasury	2018 - 2021	'DO'
5.1.1.8	A Security Office and Security Check Points	'DO'	Treasury	2018 - 2021	'DO'
5.1.1.9	Car Parks	'DO'	Treasury	2018 - 2021	'DO'
5.1.1.10	Drivers' Rest Rooms	'DO'	Treasury	2018	'DO'
5.1.1.11	Residence for academic and administrative staff	'DO'	Treasury	2021	'DO'
5.1.1.12	A New Faculty Club	'DO'	Treasury	2018 - 2021	'DO'

5.1.1.13	Summer Huts (Reading, Discussion Groups, etc.)	'DO'	Treasury	2017 - 2018	'DO'
5.1.1.14	A Sound Recording Studio Building	'DO'	Treasury	2018 - 2021	'DO'
5.1.1.15	Audio Visual Studio Building	'DO'	Treasury	2018 - 2021	'DO'
5.1.1.16	A Theater for Drama	'DO'	Treasury	2018 - 2021	'DO'
5.1.1.17	A Theater for Dance	Treasury	2018	2018 - 2021	Treasury
5.1.1.18	A Digital Film Hall	'DO'	Treasury	2019 - 2021	'DO'
5.1.1.19	A New Building for Computer Studies	'DO'	Treasury	2019 - 2021	'DO'
5.1.1.20	Open Spaces for Practicing Liberal Arts	'DO'	Treasury	2020	'DO'
5.1.1.21	Extension to the Open Theater	'DO'	Treasury	2017- 2018	'DO'
5.1.1.22	A Museum	'DO'	Treasury	2019 - 2021	'DO'
5.1.1.23	Store Rooms	'DO'	Treasury	2018	'DO'
5.1.1.24	Sump House for the New Hostel Complex	'DO'	Treasury	2018	'DO'

Renovate and extend existing buildings:

5.1.1.25	Extension to the Main Library	'DO'	Treasury	2017 - 2018	'DO'
5.1.1.26	Extension to the Center for Media Research	'DO'	Treasury	2017 - 2018	'DO'
5.1.1.27	Extension to the Mass Media Building	'DO'	Treasury	2018	'DO'
5.1.1.28	Extension to the Student Counselling Center	'DO'	Treasury	2018	'DO'
5.1.1.29	Renovation of Arundathi Hall	'DO'	Treasury	2018 - 2018	'DO'
5.1.1.30	Extension of Dept. of Computer Studies	'DO'	Treasury	2018	'DO'
5.1.1.31	Extension of Dept. of Performing Arts	'DO'	Treasury	2018	'DO'
5.1.1.32	Extension of the Dancing Room	'DO'	Treasury	2018	'DO'
5.1.1.33	Develop the existing road system at Campus	'DO'	Treasury	2017 - 2021	'DO'
5.1.1.34	Purchase required vehicles for the campus community	'DO'	Treasury	2017 - 2018	'DO'

Implementation Structure of Sri Palee Campus



ACTION PLAN

Name of Center/Unit/Division/ Services: Internal Quality Assurance Cell (IQAC Committee)

No.	Action	Activity	Time Frame
1.	Establish an Internal Quality Assurance Cell (IQAC) and develop facilities for IQAC	Develop physical infrastructures & equipment	2017
2.	Review and adopt a common QA system for all undergraduates and postgraduate programs	Review and ensure if undergraduate degree programs and postgraduates programs are in alignment with SLQF	Continuous
3.	Initiate actions to increase the quality of different units/ clubs/programs/ activities etc. in the campus	Monitor the activities of each unit, section etc. regarding quality and suggest recommendations to improve the quality	Continuous
4.	Conduct training to enhance the quality of staff with regard to academic, administrative, and other work	Prepare budgets for different training programs and get them approved by relevant statutory bodies to conduct training programs for the campus community	Continuous
5.	Monitor the academic activities, examination systems, and other activities	Implement required procedures to improve the quality	Continuous
6.	Initiate mentoring programs for the campus community	Commence a faculty-faculty and student-faculty mentoring programs	Continuous
7.	Prepare the Campus for undergraduate study program reviews conducted by the QAAC and monitor in implementing the recommendations.	<ul style="list-style-type: none"> ◦ Conduct a workshop on writing the Program review ◦ Write Internal Program Review Reports ◦ Prepare for the external program review conducted by the QAAC ◦ Monitor implementation of the recommendations given by the Review Team 	2017 Continuous
8.	Enhance the quality of research of the students and staff	Evaluate research activities undertaken by students and staff and make recommendations to improve the quality	Continuous
9.	Monitor staff recognition programs	Evaluate the guidelines for the campus-specific annual performance appraisal system for performance/ teaching/ research, community service, outreach awards	Continuous

ACTION PLAN

Name of Center/Unit/Division/ Services: Center for Media Research – (CMR)

No	Action	Activity	Time frame
1.	Create opportunities to staff to engage in research by developing viable research groups	Create research groups : Academic / Student Organize Annual Research Symposiums together with undergraduate research forums	Annually
2.	Improve research activities among the campus community	<ul style="list-style-type: none"> ◦ Introduce a code of ethics for research ◦ Provide computer facilities with data analysis software ◦ Conduct research training programs for research proposal writing, conducting research, and publication process ◦ Write collaborative research proposals for grants and undertake them ◦ Promote research groups among both students and staff, to engage in MIT research projects within faculties and apply for funding as a group 	Continuous
3.	Develop the International Cell for the CMR	Support the academic staff with assisting to find fellowships and exchange programs at local and foreign universities	Continuous
4.	Assist organizing local/ international symposiums, conferences, seminars, and workshops	Provide a review team Assist publishing conference proceedings	Continuous
5.	Disseminate knowledge through publications and research by the faculty	Continue publishing local and international journals	Continuous
6.	Form a data base of media and liberal arts research/ production	Develop, publish and update data base of media and liberal arts research/ production	Continuous
7.	Develop infrastructure and human resources with other required facilities for the CMR	Purchase new data analysis software Construct a research conference hall	2017-2021
8.	Create an appraisal system, to reward high quality researchers who publish in high indexed research journals within the campus in order to recognize and encourage them for further research	Hold an annual research appraisal event	Continuous (annually)
9.	Promote community based research by students in collaboration with the community and outside scholars	Initiate at least one community based research project annually	Continuous (annually)

ACTION PLAN

Name of Center/Unit/Division/ Services: Planning and Development Committee

No.	Action	Activity	Time Frame
1.	Create a conducive environment for motivating staff and students.	Design and implement a Beautification Plan Design and implement a Master Plan for the campus Improve sports and recreation facilities by establishing a Sports and Recreation Center with required facilities and personnel	2017-2018 2017-2018 Continuous
2.	Develop infrastructure facilities	Establish new buildings and construct extensions to existing buildings while maintaining existing buildings. Equip the new buildings with all required facilities	2017-2021 2017-2021

ACTION PLAN

Name of Center/Unit/Division/ Services: Welfare Committee

No.	Action	Activity	Time Frame
1.	Introduce a strategy to improve organizational culture and climate	Organize workshops / training programs for improvement of professionalism among all categories of staff	Continuous
2.	Develop team work culture among academic and non-academic staff and students.	Organize cultural, recreational, and interactive events among the campus community	Conitinous
3.	Improve student welfare	<ul style="list-style-type: none"> ◦ Conduct annual workshops to improve student health ◦ Provide counseling and career guidance activities through the Counseling Center. ◦ Select the volunteers from the student community, provide training to them and get their support in providing counseling and career guidance activities. ◦ Conduct workshops annually for educating students regarding stress management. 	Continuous
4.	Promote student scholarship/award	Commence a scholarship/student award program	2017
5.	Improve welfare of the campus community	Establish a Welfare Committee Organize semester/year end-staff get-together	2017 Continuous
6.	Initiate a mechanism to resolve conflicts among the campus community	Establish a Grievance Committee	2017

ACTION PLAN

Name of Center/Unit/Division/ Services: Establishment and Finance

No.	Action	Activity	Time Frame
1.	Introduce a Management Information System (MIS)	<ul style="list-style-type: none"> ◦ Introduce the MIS for student registration, examinations, and staff appraisal. ◦ Evaluate the performance of the above systems periodically ◦ Identify any deviations of the newly implemented systems and take necessary action to improve the quality 	2018 Continuous
2.	Systematize the documentation of activities done by each section of the campus	<ul style="list-style-type: none"> ◦ Introduce accounting packages such as ACC PAC, Salary Package and the computerized system for FAR ◦ Implement a software system for examinations 	2017
3.	Strengthen management skills of administrative staff	Organize regular workshops for administrative staff	Continuous
4.	Uphold university vision, mission, goals and values among the campus community	Display the vision and mission statements in each and every department and uphold these values through workshops/training	2017
5.	Introduce an appraisal system for academic and non-academic staff	Introduce a mechanism to select the best academic and non-academic staff members based on performance	Annually
6.	Arrange seminars, workshops, and national/ international training programs to develop organizational culture	Provide training for staff on operational activities, the MIS and upholding professionalism	June 2017- December, 2017
7.	Improve the working conditions and the work environment	<ul style="list-style-type: none"> ◦ Regularize and formalize the job descriptions of roles and responsibilities for staff. ◦ Establish and implement committees such as Examination Committee, Welfare Committee etc. ◦ Continue following financial, administrative, and establishment circulars issued by relevant authorities and adhere to the annual program budget issued by the university. 	Continuous 2017 Continuous
8.	Initiate financial autonomy to the campus	Plan and take action to obtain financial autonomy to the campus	2017/2018

ACTION PLAN

Departmental Committees

MASS MEDIA

No.	Action	Activity	Time Frame
1.	Prepare for external review of the undergraduate study program	Write the Internal Review Report for the External Review Implement recommendations given by the Review Team	2017 Continuous
2.	Create a mechanism to recruit and retain high caliber academic staff	Identify and recruit potential academics who display academic quality	Annually
3.	Create opportunities for the staff to engage in the industry work experience for a certain period of time	Commence collaboration with industry	Continuous
4.	Organize Annual Research Symposium for Academics / Students	Give opportunities for the staff and students to present their research	Annually
5.	Give opportunities and support for junior staff to train in the SDC	Improve junior academic members' professionalism	Continuous
6.	Introduce reward systems for those who involve in creative and innovative approaches in teaching, learning, and research	Design, plan and organize a reward system for the academic staff	Annually
7.	Follow through of programs, services and courses initiated for income generation which will benefit the academic staff and the campus while continuing to identify new opportunities and strategies.	Commence extension (Certificate/Diploma/MA/MSc/MPhil/ PhD) courses	Continuous
8.	Increase the quality and qualification among faculty members	Encourage junior faculty for overseas postgraduate training Encourage qualified academic members to apply for promotion	Continuous
9.	Improve collaboration with industries	Plan and conduct student and stakeholder collaborative workshops Conduct workshops and field visits for undergraduates Sign MOUs with relevant industries	Continuous
10.	Continue sending students for industry related internships and strengthen such programs	Form a Community Engagement & Career Guidance Unit Introduce new internships programs	Continuous
11.	Improve students' active learning	Improve students' self-learning, student centered learning, peer interactions, and deep learning Form critical circles and develop students' generic skills through subject related courses	Continuous
12.	Update and revise the existing syllabi in alignment with the SLQF and SBMs	Include graduate attributes into each course Incorporate professional, interdisciplinary and multidisciplinary courses	Continuous

No.	Action	Activity	Time Frame
13.	Provide modern technology relevant to practical courses offered by the faculties	Provide required facilities for ICT based learning to improve practical skills	Continuous
14.	Develop organizational culture	Arrange seminars, workshops, and national/international training programs for academics Commence international collaborations	Continuous
15.	Establish the faculty and provide with required facilities and staff	Appoint a Dean for the faculty Obtain required physical facilities and staff for the Dean's office	2017/2018

ACTION PLAN
Departmental Committees
COMPUTER STUDIES

No	Action	Activity	Time Frame
1.	Develop the curriculum for the new degree program.	<ul style="list-style-type: none"> ◦ Research on existing university programs ◦ Establish a Curriculum Development Committee ◦ Conduct workshops with related experts 	2017-2021
2.	Update and revise the existing syllabi (Service courses)	<ul style="list-style-type: none"> ◦ Conduct workshops with expertise related to media and liberal arts ◦ Revise the existing syllabus 	2017-2018
3.	Create opportunities for income generation to the Campus.	Commence new courses with the approval from relevant statutory bodies (Certificate / Diploma)	Continuous
4.	Introduce LMS for the Campus Community	Train all staff on using the LMS for ICT based teaching /learning	2017
5.	Develop the ICT based environment at the Campus	Conduct training programs and create opportunities to work with the use of new software	Continuous
6.	Disseminate computer based knowledge	Publish a new magazine	2017
7.	Develop infrastructure facilities for new degree programs	Write a concept paper to establish new building complex, laboratories, staff area, lecture halls, Mini Auditorium etc.	2017-2021
8.	Update the existing laboratories with modern technology	Purchase new computers, office equipment etc.	Continuous
9.	Expand a network system at the campus	Establish the Network Center/Unit	2017
10.	Publish all academic and related activities of the campus community on the campus website	<ul style="list-style-type: none"> ◦ Launch the campus updated website ◦ Improve web content presentation ◦ Develop a social media communication plan to allow for campus news and information to reach more audience 	Continuous

ACTION PLAN
Departmental Committees
PERFORMING ARTS

No.	Action	Activity	Time Frame
1.	Prepare for the external review of the undergraduate study program	Write the Internal Review Report Prepare for the External Review Implement the recommendations given by the Review Team	2017 Continuous
2.	Establish the Faculty of Liberal Arts and new departments	Design new curricula for departments Provide with physical and human resources for the faculty and departments	2017 -2021
3.	Create a mechanism to recruit and retain high caliber academic staff	Identify and recruit potential academics who display academic quality	Continuous
4.	Create opportunities for the staff to engage in the industry work experience for a certain period of time	Initiate collaboration with industry related to performing arts	Continuous
5.	Organize Annual Research Symposiums for academics and students	Give opportunities for the staff and the students to present their research	Annually
6.	Disseminate knowledge through publication of research journals	Give opportunities for the staff, students and other researchers to publish their research articles	Continuous
7.	Give opportunities and support for junior staff to train in the SDC	Improve junior academic members' professionalism, and teaching pedagogy	Continuous
8.	Introduce reward systems for those who involve in creative and innovative approaches in teaching, learning, and research	Design, plan and organize a reward system for academic staff	Continuous
9.	Follow through of programs, services and courses initiated for income generation which will benefit for the academic staff and the campus while continuing to identify new opportunities and strategies	Commence extension (Certificate/Diplomas/MA/MPhil/PhD) courses	Continuous
10.	Increase the quality and qualifications among faculty members	Increase PhD holders in the faculty Encourage qualified academic members to apply for promotion	Continuous
11.	Establish a Community Engagement & Career Guidance Unit	<ul style="list-style-type: none"> ◦ Improve collaboration with industries for students ◦ Plan and conduct student and stakeholder collaborative workshops for career guidance and field visits ◦ Sign MOUs with relevant industries/ local and international institutions ◦ Establish new internships programs 	Continuous

No.	Action	Activity	Time Frame
12.	Improve students' active learning and facilitate students to engage in scholarly and creative work, discovery of knowledge related to theory and practice	<ul style="list-style-type: none"> ◦ Facilitate self-learning, student centered learning, and outcome based learning ◦ Establish critical circles and develop students' generic skills ◦ Encourage students to do individual and group performances ◦ Conduct career guidance programs 	Continuous
13.	Update and revise the existing syllabus in alignment with the SLQF	<p>Include graduate attributes into each course</p> <p>Incorporate professional, interdisciplinary and multidisciplinary courses</p>	Continuous
14.	Provide modern technology relevant to practical courses	Provide with required facilities for ICT based learning	Continuous
15.	Develop organizational culture for both staff and students	<ul style="list-style-type: none"> ◦ Arrange seminars, workshops, and national/international training programs for academics and students ◦ Initiate international collaborations 	Continuous
16.	Establish an Arts Council with necessary infrastructure and personnel	Form an Arts Council and commence activities	Continuous
17.	Promote university through community engaging programs	<ul style="list-style-type: none"> ◦ Conduct workshops for A/L students ◦ Screen students' productions on TV based on selected final year research ◦ Perform final year productions and other selected productions to the public audience ◦ Participate in national level competitions 	Continuous

ACTION PLAN
Departmental Committee
LANGUAGES

No.	Action	Activity	Time Frame
1.	Initiate a new BA special degree program	<ul style="list-style-type: none"> ◦ Write the conceptual paper for the new degree program ◦ Appoint a curriculum committee with both internal and external stakeholders and resource persons ◦ Design an innovative curriculum for the BA program ◦ Get it approved by statutory bodies ◦ Commence courses for the new degree program 	2017-2021
2.	Review existing curricula to meet local needs and convert service courses into credit bearing courses	<ul style="list-style-type: none"> ◦ Review curricular at regular intervals ◦ Design curriculum for the 1st, 2nd, and 3rd year courses ◦ Design modules for English for Media Studies and Performing Arts 	2017 - 2019
3.	Promote student centered learning	<ul style="list-style-type: none"> ◦ Facilitate OBE and SCL approach in teaching and learning and improve students' generic skills through language programs 	Continuous
4.	Improve the language laboratory	<ul style="list-style-type: none"> ◦ Increase computers in the computer lab ◦ Use computer assisted language teaching/learning ◦ Train staff on computer assisted language teaching 	2017-2021
5.	Identify areas when recruiting academic staff members	<ul style="list-style-type: none"> ◦ Discuss requirements within departmental and general staff meetings. 	2017 – 2021
6.	Form language clubs for undergraduates and engage in different language improvement activities	<ul style="list-style-type: none"> ◦ Form an English Club/Society/Association ◦ Implement different activities which assist improvement of language proficiency among students ◦ Encourage students to participate in local contests/competitions 	2017 – 2021
7.	Introduce external courses in different languages (certificate and diploma) for the community	<ul style="list-style-type: none"> ◦ Write conceptual papers to introduce courses and get them approved by the statutory bodies ◦ Design lesson modules based on SBMs and in compliance with the SLQF ◦ Commence such courses for the local community 	2017 – 2021
8.	Develop national and international research links	<ul style="list-style-type: none"> ◦ Identify possible research links with international institutions ◦ Establish research links with other university researchers 	2017 – 2021

No.	Action	Activity	Time Frame
9.	Promote research culture	<ul style="list-style-type: none"> ◦ Improve research fund for the department in order to extend financial assistance for the academic staff to present in international conferences / symposiums ◦ Academic members to disseminate knowledge through publication in high indexed journals and research presentations in national and international conferences 	Annually
10.	Promote scholarly work	<ul style="list-style-type: none"> ◦ Introduce a departmental seminar/workshop/training series monthly by introducing an academic critical circle 	2017-2021
11.	Conduct special programs to promote English teaching and learning at school levels	<ul style="list-style-type: none"> ◦ Annual seminars for selected communities conducted by the academic staff 	2018- 2021
12.	Introduce student and peer evaluation in respect of teaching	<ul style="list-style-type: none"> ◦ Implement peer evaluation and student feedback ◦ Improve teaching through feedback 	Continuous
13.	Provide reference materials for students and staff	<ul style="list-style-type: none"> ◦ Recommend journals and books to the library for the language courses ◦ Purchase and update all related books, journals, software, e-resources, and other materials to improve teaching and learning 	Annually
14.	Develop infrastructure, physical resources and recruit high caliber academic staff	<ul style="list-style-type: none"> ◦ Plan to construct a new building for the Department ◦ Recruit high caliber academic staff ◦ Purchase required equipment and physical resources ◦ Construct new rooms for the academic staff 	2018-2021 Continuous 2017-2021