# STRATEGIC PLAN 2019 - 2023

## SRI PALEE CAMPUS

## UNIVERSITY OF COLOMBO

## Wewala, Horana, Sri Lanka

## Strategic Planning Committee

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## 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 20$^{th}$ of June 1996 and its name was subsequently amended to Sri Palee Campus on the 11$^{th}$ 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 excellence in teaching and learning to produce competent, skilled, ethical, creative, and socially responsible graduates
2. Achieve excellence in research and innovation
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 nearly 18 years 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. The infrastructure built for very conventional small classrooms at the initial stage of this higher education institution commenced in 1930's was very outdated and is in a dilapidated condition and hence is not currently conducive for teaching and learning activities. Therefore, decisive steps should be taken to remedy these conditions and create nurturing academic and aesthetic environment on and around the campus by creating state-of-the-art infrastructure. Then only will it support, enable, and enhance the academic work of the campus and motivate its faculty, staff, and students. In other words, state-of-the-art infrastructure facilities will fully support its mission of teaching, learning, research, and community service engagement as a higher education institution.

The current campus buildings have a capacity to house about 700 in classroom space with the least learning and teaching facilities. In our five-year strategic plan 2019-2023, we project that enrollment on our campus will grow to about 1000 students by 2022 totaling more than 1100 campus community if the required infrastructure is developed. Accordingly, 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, learning and assessment 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 studies, performing arts, languages and computer studies. 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. As the Campus has initiated the blended learning mode in teaching, learning, and assessment activities, technical staff with necessary skills and experience is essential for both students and teaching staff with regard to regular technical and service support. Moreover, 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 yet to be established, in order for them to function smoothly.

**Lack of a Better Mechanism for Staff Training** – Three fourth of our faculty members are to undergo postgraduate studies training overseas. Lack of required competency in the English language has been identified as a barrier for applying for placement at reputed international universities. There should be a mechanism to improve the English competency skills and send them for training immediately if the teaching and researching skills among the faculty is to be improved.

**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.

**Financial Restraints** – As the budget allocation to the Campus is highly constrained due to the fact that the treasury funds of the Colombo University are distributed equally among all faculties and the campus, separate budgetary allocation for the campus is critical for capital /development budgets in addition to the recurrent budget.

# 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, DR | Treasury | Continuous | Number of strategies introduced |
| 1.1.1.2 | Implement reward systems for those who involve in creative and innovative approaches in teaching, learning, and research | VC, Rector, Heads, DR | 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, 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, DB,DR, 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, DR | Treasury | Continuous | Percentage of promotion applications processed to completion. |
| 1.1.1.6 | Systematize the teacher evaluation system | 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, Heads | Treasury | 2020/2021 | Number of units upgraded to Departments, Number of departments upgraded to faculties |
| 1.1.1.8 | Appoint Faculty Boards, for Deans' Offices with required physical and human resources | VC, Rector, Heads, DR | Treasury | 2020/2021 | Number of Deans appointed, Number of Faculty Boards formed, Number of infrastructure provided |
| 1.1.1.9 | Construct residence for academic and administrative staff in an appeasing and intellectually stimulating environment | VC, Rector, DR, DB, Work Engineer | Treasury | 2022 | 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**

| No. | 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, Heads, CDC, CRC | Treasury Funds | Continuous | Number of new degree programs and courses offered |

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|---|---|---|---|---|---|
| 1.2.1.2 | Update and revise the existing syllabi in alignment with the SLQF (Sri Lanka Qualification Framework) and SBSs (Subject Bench Marks) | Heads, Faculty | Treasury Funds | Continuous | Number of courses and programs revised and updated |
| 1.2.1.3 | Provide modern technology and physical equipment to enhance teaching and learning environment for following facilities: Multi-camera Studio, Editing and Sound Recording Studio, TV station, Outdoor Broadcasting, Film and Television studies, 2-D and 3-D Studio, 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, Virtual Learning Center, digital archives and e-library, and IMac computer laboratory | Rector, Heads, DR, DB, 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, SAL, DB, DR/AR | Treasury | 2019-2020 | Number of infrastructure developed |
| 1.2.2.2 | Implement an automated library system and train library staff | Rector, SAL, DB, DR/ AR | Treasury | 2019-2020 | An automated library system, Number of training workshops participated & 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 departments/faculties | Rector, 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, Heads | Treasury | 2020-2022 | Number of archives created |
| 1.2.2.5 | Establish departmental libraries, develop infrastructure, and purchase equipment and materials required for them | Heads, SAL | Treasury | 2021 | 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 |
| 1.2.2.7 | Integrate IT into library service | SAL, SB | Treasury | Continuous | No. of IT facilities improved in the library |

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

**1.3.1. STRATEGY : Improve the Internal Quality Assurance Cell (IQAC) to evaluate academic programs and allied services and take action to increase the quality liaising with the IQAU and 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 | IQAC Committee | Treasury | Continuous | Number of activities monitored and procedures implemented to improve the quality |
| 1.3.1.4 | Assist in writing the Internal Review Reports of the Campus and 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 | 2022 Continuous | 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 existing study programs | Rector, DR, Heads | Treasury | Continuous | % of student intake |
| 1.4.1.2 | Enroll new students in new undergraduate programs | Rector, DR, Heads | Treasury | 2021/2023 | New student intake |
| 1.4.1.3 | Design courses, with multidisciplinary involvement where necessary, and commence new ones | Heads Faculty | Treasury | Continuous | Number of newly initiated courses. |
| 1.4.1.4 | Promote study abroad programs for undergraduates | Heads | - | Continuous | Number of students who joined study abroad programs |
| 1.4.1.5 | Introduce fallback option for students to exit at lower level of the degree programs | Rector, DR, Heads | - | 2020 | Number of such fallback options |

**1.4.2. STRATEGY : Improve learning, teaching, and assessment practice**

| No | Action | Responsibility | Funding | Time Frame | KPI |
|---|---|---|---|---|---|
| 1.4.2.1 | Facilitate students for their new innovations/ productions/ research | Heads, DR, DB, SAL, Faculty | Treasury | Continuous | Number of new productions /innovations facilitated |
| 1.4.2.2 | Improve collaboration with industries to enhance students' practical skills to industry oriented work through internships | Rector, Heads, DR | Treasury | Continuous | Number of collaborations with the industries, Number of students underwent such internships |
| 1.4.2.3 | Introduce effective programs for first, second, and third year students to motivate and improve language and IT skills related to students' disciplines | Heads/Languages & Computer Studies | Treasury | 2019 onward | Implementation of such courses |
| 1.4.2.4 | Implement valid, fair, reliable and feasible assessment practices for students' assessment and evaluation in alignment with teaching content and ILOs (Constructive alignment) with regular and prompt feedback on student progress | Heads, Faculty | 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, 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, 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 | Heads, Faculty | – | Continuous | Improvement of teaching and learning and assessment |
| 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 | 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 | Heads, Faculty IQAC Committee | Treasury | Continuous | Feedback received for continuous improvement of teaching and learning |
| 1.4.2.10 | Improve generic skills among students through undergraduate courses and special programs | Heads, Faculty | – | Continuous | Improvement of generic skills among students |

**1.5. OBJECTIVE : Use modern technology (Blended learning/ICT based) 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. | Heads. BL Committee, DR, DB | Treasury/ UNESCO Grant | 2018-2019 | 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 and promote higher order productive skills | Rector, Heads, DR/AR, DB | Treasury | 2018 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/BL based teaching and learning | Heads, BL Committee, DR, DB, AR, Network Manager | Treasury | Continuous | Percentage/number of upgraded infrastructure facilities |
| 1.5.1.4 | Design/redesign online TLA activities/ courses/degree programs and improve continuous professional development among staff and physical resources for delivering such courses / programs | BL Committee Heads, DR, DB | Treasury | Continuous | Number of online TLA activities/ courses/ programs and facilities provided for such programs |
| 1.5.1.5 | Initiate a reward and incentive schemes for teaching staff as recognition measures to motivate them to adopt BL practices | IQAC Committee | Treasury | Continuous | No. of such rewards and incentive schemes for teaching staff |
| 1.5.1.6 | Initiate a mechanism to evaluate activity design, teaching, learning, and assessment practices of blended learning | Rector, Heads BL Committee | - | 2019 | Such a mechanism |
| 1.5.1.7 | Provide infrastructure facilities to the network. | Rector, Heads, Network Manager, DR, DB | Treasury | Continuous | Infrastructure facilities. |

# STRATEGIC DIMENSION TWO: RESEARCH AND SCHOLARSHIP

**2. GOAL : Achieve excellence in research and scholarship**

**2.1. OBJECTIVE : Achieve excellence in research and development**

**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) | Research Committee DR, AR, | Treasury | Continuous | Number of infrastructure facilities |

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| 2.1.1.2 | Establish competitive research grants/ programs and expand travel grant opportunities for the faculty | Research Committee | Generated funds/ Treasury | 2021 | 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 | Research Committee | Earned fund/Treasury | 2019 | An International Cell formed |
| 2.1.1.4 | Organize and facilitate symposiums and conferences held by the campus annually | Research Committee, DR, DB | Treasury/ generated funds | Continuous | Number of conferences/ symposiums facilitated |
| 2.1.1.5 | Invite national and international scholars to serve as research scholars | Research Committee | Treasury/ generated funds | 2019 | Number of local and international scholars invited |
| 2.1.1.6 | Offer workshops/training programs on research for professionals in the local community | Research Committee | Treasury/ generated funds | 2019 | Number of short courses offered |
| 2.1.1.7 | Introduce new research directions among staff and students for multidisciplinary, interdisciplinary, and trans-disciplinary (MIT) research | Heads, Faculty | – | Continuous | % of such research |
| 2.1.1.8 | Develop a data base of media and liberal arts research/ productions | Research Committee | – | 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 | – | 2019 | 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 | Research Committee IQAC Committee | Treasury/ generated funds | Continuous | Number of training workshops |
| 2.1.1.12 | Release an academic member for 3 months to work on a research project as recommended by the Head of the Department | Research Committee | Treasury/ generated funds | 2019 onward | Number of research projects |
| 2.1.1.13 | Write collaborative research proposals for grants and undertake such research | Research Committee, Heads | Treasury/ generated funds/ grants | 2021 | Number of collaborative research projects, Publication of such research |
| 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 | 2021 | Number of research articles published |

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| 2.1.2.2 | Implement an appraisal system, to reward high quality researchers who publish in high indexed research journals in orde to recognize and encourage them for further research | VC, Research 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 | Treasury/ generated funds | 2020 | Number of such publications |
| 2.1.2.4 | Promote community based research among students in collaboration with the community | Heads, Research Committee | Treasury/ generated funds | Continuous | 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 | Heads, Research Committee | Treasury/ Earned funds | Continuous | Creation of such a plan |
| 3.1.1.2 | Integrate policy related research and study into teaching programs and undergraduate/ postgraduate research programs | Heads, Research Committee | – | Continuous | % of such research incorporated into study programs |
| 3.1.1.3 | Disseminate the findings of such research, meetings and seminars through publications | Heads, Faculty | Treasury/ Earned funds | Continuous | Publication of such research in campus publications |
| 3.1.1.4 | Promote pro-active participation of the university community in public policy dialogues on contemporary issues through seminars/workshops | Faculty | Treasury/ Earned funds | Continuous | Number of seminars/ workshops per year |
| 3.1.1.5 | Develop a database of expertise on media and liberal arts policy research and study | Research Committee, Faculty | Treasury/ Earned funds | Continuous | A database developed in Campus Website |
| 3.1.1.6 | Contribute to formulate general education policy towards national development | Heads, Faculty | – | Continuous | Contribution to education policy |

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| 3.1.1.7 | Undertake research and produce programs and productions for industry and private sector institutions | Heads, Research Committee | Treasury/ Earned funds | Continuous | Number of such programs, Amount of income generated annually through such tasks. |
| 3.1.1.8 | Publish a You Tube Channel for disseminating knowledge on campus activities | Heads, IT Committee, | Treasury | 2019 | A You Tube Channel published, No. of videos uploaded, No. of subscriptions |

**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 | Develop new fee levying extension programs (certificate, diploma/ undergraduate and postgraduate) based on need assessment and revise the existing ones based on requirement | Heads | Generated funds | Continuous | Number of departments which initiated such courses, Number of such courses available |
| 3.2.1.2 | Identify areas of study where short term training programs can be offered while improving upon the ones being offered. | Heads | Generated funds | 2020 | Number of such training programs offered |
| 3.2.1.3 | Design training programs through collaboration with the private sector, to enhance capacity and provide services to the public sector | Heads | Generated funds | 2020 | Number of faculties organizing such programs. Total number of programs organized annually |
| 3.2.1.4 | Develop aesthetic and artistic values of professional artists and improve artistic and aesthetic appreciation of audiences | Heads/ Performing Arts | Generated funds | Continuous | No of productions developed/ events held |
| 3.2.1.5 | Offer consultancy services in general and tertiary education to national, regional, and international institutions | Heads, Faculty | Generated funds | Continuous | Number of consultations sought for at departmental 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 | Generated 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 | Heads | Generated funds | 2020 | Number of such programs developed |
| 3.2.1.8 | Continue, plan and conduct educational programs, workshops and awareness programs on social and cultural issues | Heads | Generated funds | Continuous | Number of such programs conducted |
| 3.2.1.9 | Develop public education materials to be disseminated through media. Priority areas: media, performing arts, languages, culture, and literature | Heads, Faculty | Generated funds | Continuous | Number of public education materials by faculties |

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| 3.2.1.10 | Conduct community engagement programs by departments and undergraduates | Heads | 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, Work Engineer, DB, DR | Treasury | 2018/2020 | Beautification Plan |
| 4.1.1.2 | Design the campus Master Plan in such a way that promotes the aesthetic and echo friendly environment protecting the historical value of the campus | Rector, Work Engineer, DB, DR | Treasury | 2019/2020 | Campus Master Plan |
| 4.1.1.3 | Introduce an appraisal system for academic and non-academic staff | Rector, IQAC Committee Heads, DR, DB | Generated funds & grants | 2019 | 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, DR, DB, AR | Treasury | 2019 | A Sports and Recreation Center with all facilities and human resources |
| 4.1.1.5 | Conduct regular interactive sessions with senior administrative staff for performance evaluation of support staff | Rector, DR, DB, AR | – | Continuous | Implementation of a performance evaluation system |

**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 | Prepare with justification the annual estimates for resource requirements | Heads, DB, AB | – | Continuous | Number of departments preparing annual estimates and resource requirement |
| 4.1.2.2 | Propose a separate budget allocation for the campus from the UGC | Rector, DR, DB | – | 2019 | Separate budget allocation obtained |
| 4.1.2.3 | Prepare an annual financial policy | DB, DR | _ | 2019 | Annual Financial Policy |

**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, IT Committee DB, DR, AR | Treasury | 2020 | Implementation of the MIS |
| 4.1.3.2 | Provide training for campus community on the use of MIS | DB, DR, | Treasury | 2020 | Number of training opportunities provided |
| 4.1.3.3 | Implement the SIS (Student Information System) for student administration purposes | IT Committee, DR, DB | Treasury | 2019 | No. of a SIS implemented |
| 4.1.3.4 | Maintain 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, Heads, DR, DB | – | 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 | Improve the student – faculty and a faculty-faculty mentoring programs | IQAC Committee | _ | Continuous | Number of mentoring programs offered |
| 4.1.3.7 | Conduct an effective orientation programs for freshers and for newly appointed student union officials annually | Rector, Heads, Student Counsellor, DR/AR | Treasury | Continuous | Number of orientation programs held annually |
| 4.1.3.8 | Maintain the UGC and university code of ethics for staff to include standards of conducting research, supervision of teaching, work norms, and interpersonal relationship | Rector, 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 staff | Rector, Research Committee DR, DB, | _ | 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, DR, Heads | - | Continuous | Policy on GEE and SGBV |

**4.1.4. STRATEGY : Recruit qualified support staff and provide training for campus community to improve relevant 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, Heads DR | Treasury | Continuous | Number of qualified staff recruited |

| | | | | | |
|---|---|---|---|---|---|
| 4.1.4.2 | Conduct training workshops on management skills and IT skills for support staff | Rector, DR/AR | Treasury | 2019 | 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, DR, DB, 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 | Conduct an awareness program for all staff regarding the vision, mission goals, and value statements of the campus | DR, 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, DR, 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, Heads, Student Counselor | – | Continuous | Number of such programs |
| 4.1.5.4 | Promote university autonomy and academic freedom | Rector, 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 | Strengthen the links with the passed out graduates and reform an Alumni Association | Rector, Deans DR | - | 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, DR, Coordinator of CGCEU | - | 2020 | 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, DR, DB | Treasury | 2019/2020 | A Network Center/Unit |
| 4.1.6.4 | Establish an Art Council with necessary infrastructure and personnel | Rector, DR, Heads | Treasury | 2019 | An Art Council established with required facilities and personnel |

| | | | | | |
|---|---|---|---|---|---|
| 4.1.6.5 | Establish other supportive cells/units/centers under UGC/ University of Colombo circulars and guidelines | Rector, DR, Work Engineer, AR | Treasury | Continuous | Establishment of such units |

**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 for the campus community | Rector, DR, 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, Work Engineer, DR, AR | Treasury | Continuous | Number of such facilities provided |
| 4.2.1.3 | Strengthen the Student Counselling System by improving required infrastructure and personnel | Rector, Student Counselor, DR/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, DR/AR, Health Officials | Treasury | 2020 Continuous | Relocation and improvement of health care |

## STRATEGIC DIMENSION FIVE: INFRASTRUCTURE DEVELOPMENT

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

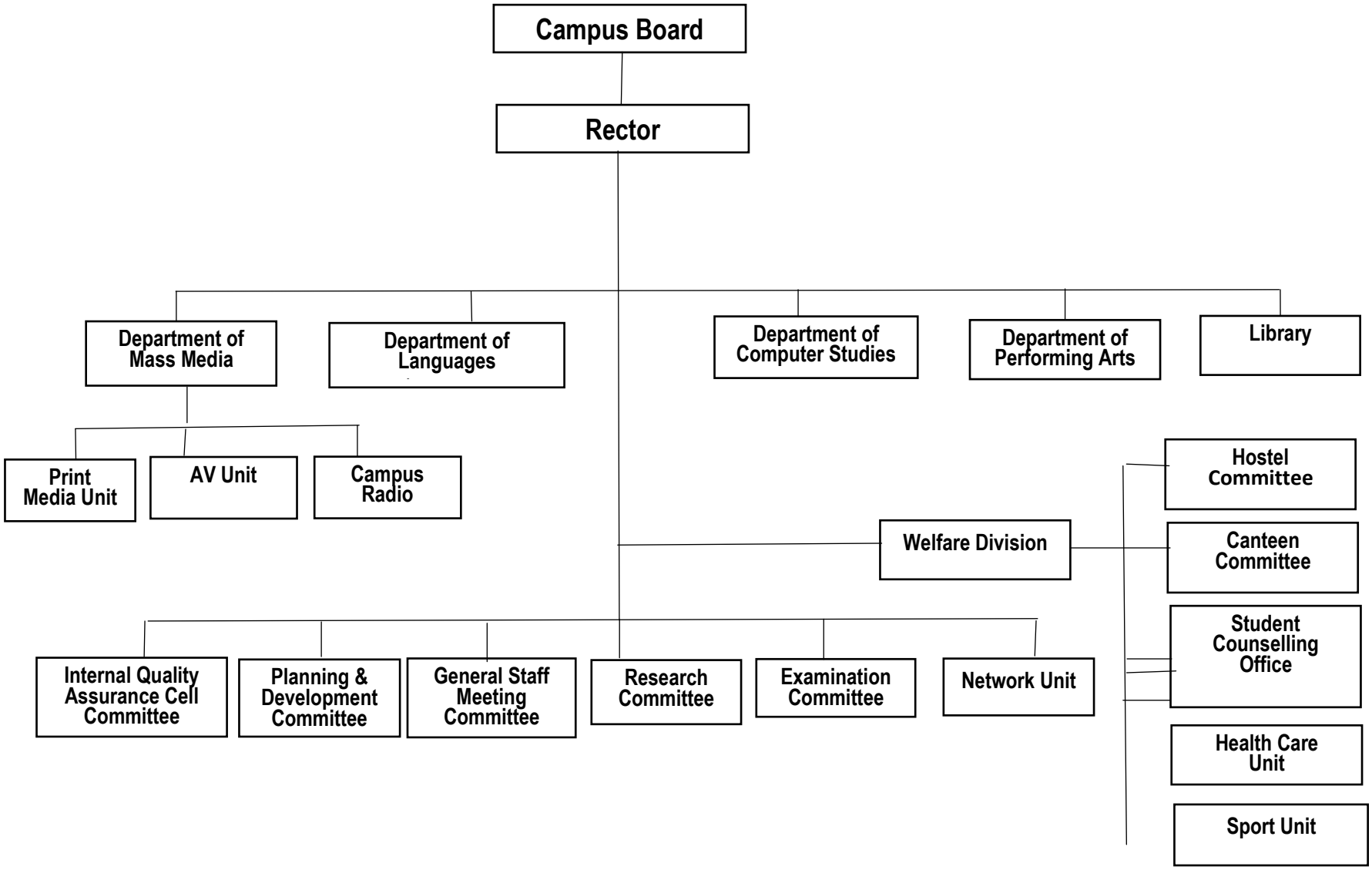
**5.1. OBJECTIVE : Develop infrastructure, in order to enhance the quality of the academic and allied services**

**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 | An Administration Building | VC, Rector, Research Committee DR, DB, AR, Engineer, Work Superintendent | Treasury | 2018 - 2020 | No of a such building |
| 5.1.1.2 | Two New Faculty Buildings for Media Studies and Performing Arts | 'DO' | Treasury | 2019 - 2023 | 'DO' |
| 5.1.1.3 | A New Building for Department of Languages | 'DO' | Treasury | 2020 - 2022 | 'DO' |
| 5.1.1.4 | A playground and Recreation Center | 'DO' | Treasury | 2019 - 2022 | 'DO' |
| 5.1.1.5 | A Network Operating Center/Unit | 'DO' | Treasury | 2019 - 2022 | 'DO' |
| 5.1.1.6 | A Medical Center (Relocation) | 'DO' | Treasury | 2020 - 2021 | 'DO' |

| | | | | | |
|---|---|---|---|---|---|
| 5.1.1.7 | New Cafeteria Facilities | 'DO' | Treasury | 2020 - 2022 | 'DO' |
| 5.1.1.8 | A Security Office and Security Check Points | 'DO' | Treasury | 2019 - 2022 | 'DO' |
| 5.1.1.9 | Car Parks | 'DO' | Treasury | 2019 - 2022 | 'DO' |
| 5.1.1.10 | Drivers' Rest Rooms | 'DO' | Treasury | 2019 | 'DO' |
| 5.1.1.11 | Residence for academic and administrative staff | 'DO' | Treasury | 2022 | 'DO' |
| 5.1.1.12 | A New Faculty Club | 'DO' | Treasury | 2021 - 2022 | 'DO' |
| 5.1.1.13 | Summer Huts (Reading, Discussion Groups, etc.) | 'DO' | Treasury | 2019 - 2022 | 'DO' |
| 5.1.1.14 | Audio Visual and Sound Recording Studio Building | 'DO' | Treasury | 2020 - 2022 | 'DO' |
| 5.1.1.15 | Multi- Camera Studio | 'DO' | Treasury & Grants | 2018 – 2019 | 'DO' |
| 5.1.1.16 | A Theater and Film complex | 'DO' | Treasury | 2020 – 2022 | 'DO' |
| 5.1.1.17 | A New Building for Computer Studies | 'DO' | Treasury | 2020 – 2022 | 'DO' |
| 5.1.1.18 | Open Spaces for Practicing Performing Arts | 'DO' | Treasury | 2019 | 'DO' |
| 5.1.1.19 | Extension to the Open Theater | 'DO' | Treasury | 2018 – 2020 | 'DO' |
| 5.1.1.20 | Store Rooms | 'DO' | Treasury | 2020 | 'DO' |
| 5.1.1.21 | Sump House for the New Hostel Complex | 'DO' | Treasury | 2019 | 'DO' |
| 5.1.1.22 | Purchase required vehicles for the campus community | 'DO' | Treasury | 2019 – 2022 | 'DO' |
| **Renovate and extend existing buildings**: | | | | | |
| 5.1.1.23 | Extension to the Main Library | 'DO' | Treasury | 2018 – 2020 | 'DO' |
| 5.1.1.24 | Extension to the Center for Media Research | 'DO' | Treasury | 2020 – 2022 | 'DO' |
| 5.1.1.25 | Extension to the Mass Media Building | 'DO' | Treasury | 2020 - 2020 | 'DO' |
| 5.1.1.26 | Extension to the Student Counseling Center | 'DO' | Treasury | 2019 - 2022 | 'DO' |
| 5.1.1.27 | Renovation of Arundathi Hall | 'DO' | Treasury | 2018 - 2020 | 'DO' |
| 5.1.1.28 | Extension of Dept. of Computer Studies | 'DO' | Treasury | 2020 - 2021 | 'DO' |
| 5.1.1.29 | Extension of Dept. of Performing Arts | 'DO' | Treasury | 2020 - 2021 | 'DO' |
| 5.1.1.30 | Extension of the Dancing Room and Arts & Design Building | 'DO' | Treasury | 2019 | 'DO' |
| 5.1.1.31 | Extension of Arts and Design Building | 'DO' | Treasury | 2019 | 'DO' |
| 5.1.1.32 | Carpeting the internal road system at Campus | 'DO' | Treasury/ Grants | 2019 - 2020 | 'DO' |

## Implementation Structure of Sri Palee Campus



# Sri Palee Campus

# University of Colombo

# ACTION PLAN FOR 2019

# Based on the Strategic Plan 2019-2023

**Sri Palee Campus Action Plan 2019**

This document details Sri Palee Campus Action Plan for the year 2019 based on the Strategic Plan 2019-2023. The Campus has **5 Goals**; under each goal are several **Objectives**. Several **Strategies** have been identified to meet this Objective, and each strategy has one or more specific **Activities/ Actions**. The chart shows the Goals, Objectives, Strategies, and Activities, together with the responsible parties for each activity, the estimated budget, and the month in 2019 during which each activity will be implemented.

Please refer the Glossary for abbreviations.

# 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. | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 1.1.1.1 | Create a mechanism to recruit and retain high caliber academic staff | 1. Create department wise mechanism to recruit high caliber academics | | | | | | | | | | | | | – | Rector, Heads, DR |
| | | 2. Advertise vacancies in the university website in addition to the newspaper advertisements | | | | | | | | | | | | | – | |
| 1.1.1.2 | Implement reward systems for those who involve in creative and innovative approaches in teaching, learning, and research | Write a TOR for the reward system | | | | | | | | | | | | | – | VC, Rector, Heads, DR |
| 1.1.1.3 | Increase the quality and qualification among faculty members | Conduct professional development workshops for faculty members | | | | | | | | | | | | | 0.15Mn Treasury | Rector, Heads |
| 1.1.1.4 | Provide academic staff with better facilities for their academic and research activities | Provide all the lecturers with computers | | | | | | | | | | | | | 4.7 Mn Treasury | Rector, DB, DR, AR |
| 1.1.1.5 | Encourage qualified senior academic members for expediting promotional procedures | | | | | | | | | | | | | | – | Rector, Heads, DR |
| 1.1.1.6 | Systematize the teacher evaluation system | Conduct peer review sessions | | | | | | | | | | | | | – | Heads, IQAC Committee |

**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**

| No. | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 1.2.1.1 | Design new degree programs under two faculties and new courses under existing programs | Initiate syllabus planning | | | | | | | | | | | | | 2.5 Mn | Rector, Heads CDC, CRC |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1.2.1.2 | Update and revise the existing syllabi in alignment with the SLQF (Sri Lanka Qualification Framework) and SBSs (Subject Bench Marks) | Get stakeholder views and suggestions prior to curricular revision by conducting workshops/ discussions/ seminars/ forums. | | | | | | | | | | | | | 0.5 Mn | Heads, Faculty |
| 1.2.1.3 | Provide modern technology and physical equipment to enhance teaching and learning environment for following facilities: Multi-camera Studio, Editing and Sound Recording Studio, TV station, Outdoor Broadcasting, Film and Television studies, 2-D and 3-D Studio, 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, Virtual Learning Center, digital archives and e-library and IMac computer laboratory | | | | | | | | | | | | | | 200. Mn | Rector, Heads, DR, DB, SAL, AR |

**1.2.2. STRATEGY : Update library facilities for students and staff**

| No. | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 1.2.2.1 | Develop infrastructure facilities for upgrading the library and recruit required personnel | 1. Implement the construction of extension to the library | | | | | | | | | | | | | 60 Mn | Rector, SAL, DB, DR/ AR |
| | | 2. Recruit required personnel | | | | | | | | | | | | | | |
| 1.2.2.2 | Implement an automated library system and train library staff | Train library staff | | | | | | | | | | | | | 0.05 Mn | Rector, SAL, DB, DR/ AR |
| 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 departments/faculties faculties | | | | | | | | | | | | | | 2 Mn | Rector, Heads, DR, SAL |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1.2.2.4 | Provide students and staff with all facilities related to their learning and teaching | 1. Initiate the human library | | | | | | | | | | | | | 0.5 mn | Heads, SAL |
| | | 2. Introduce e-resources and subscriptions to reputed journals and databases | | | | | | | | | | | | | 1 Mn | |
| 1.2.2.5 | Integrate IT into library service | Purchase required computers | | | | | | | | | | | | | - | SAL, SB |

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

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

| No | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 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. | 1. Develop the facility for the Internal Quality Assurance Cell | | | | | | | | | | | | | 2 Mn Treasury | IQAC Committee |
| | | 2. Implement the recommendations given by the external review committee | | | | | | | | | | | | | – | |
| | | 3. Develop a 5 year strategic plan based on the recommendations given by the external review team | | | | | | | | | | | | | – | |
| | | 4. Recruit personnel to work for the IQAC | | | | | | | | | | | | | .3 Mn Treasury | |
| 1.3.1.2 | Conduct training to enhance the quality of staff with regard to academic, administrative, and other work | | | | | | | | | | | | | | .15 Mn Treasury | IQAC Committee |
| 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 | Monitor examination systems and teaching, learning and assessment activities of undergraduate programs | | | | | | | | | | | | | – | IQAC Committee |
| 1.3.1.5 | Monitor implementation of curriculum, student feedback, peer observation, and graduate satisfaction surveys, and use the findings for continuous improvement | 1. Monitor the administration of annual graduate satisfaction survey | | | | | | | | | | | | | – | IQAC Committee |
| | | 2. Monitor obtaining the student feedback and conducting peer observation | | | | | | | | | | | | | – | |

**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 | Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 1.4.1.1. | Increase the intake of students into existing study programs | | | | | | | | | | | | | | Rector, DR, Heads |
| 1.4.1.2 | Design courses with multidisciplinary involvement where necessary and commence new ones | | | | | | | | | | | | | 1 Mn Treasury | Heads, Faculty |
| 1.4.1.3 | Promote study abroad programs for undergraduates | | | | | | | | | | | | | _ | Heads |

**1.4.2. STRATEGY : Improve learning, teaching, and assessment practices**

| | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 1.4.2.1 | Facilitate students for their new innovations/ productions/ research | 1. Organize an undergraduate research symposiums | | | | | | | | | | | | | 1.0 Mn Treasury Generated funds | Heads, DR, DB, SAL, Faculty |
| | | 2. Hold creative productions for final year students | | | | | | | | | | | | | 0.2 Mn Treasury | |
| | | 3. Introduce research publications | | | | | | | | | | | | | 0.1 Mn Treasury | |
| 1.4.2.2 | Improve collaboration with industries to enhance students' practical skills to industry oriented work through internships | Sign MOUs with relevant industries and companies | | | | | | | | | | | | | – | Rector, Heads, DR |
| 1.4.2.3. | Introduce effective programs for first, second, and third year students to motivate and improve language and IT skills related to students' disciplines | Establish an English Society | | | | | | | | | | | | | 1 Mn Treasury | Heads/Languages & Computer Studies |
| 1.4.2.4 | Implement valid, fair, reliable and feasible assessment practices for students' assessment and evaluation in alignment with teaching content and ILOs (Constructive alignment) with regular and prompt feedback on student progress | | | | | | | | | | | | | | – | Heads, Faculty |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1.4.2.5 | Further promote staff development programs with the collaboration of SDC/utilizing resource persons in addition to scheduled programs | | | | | | | | | | | | | | 0.2 Mn Treasury | Rector, Heads, SDC, IQAC Committee |
| 1.4.2.6 | Encourage and facilitate junior staff for overseas postgraduate training with guidance of respective departmental Heads and the Rector | | | | | | | | | | | | | | – | Rector, Heads |
| 1.4.2.7 | Facilitate internalization of OBE (Outcome Based Education), SCL (Student Centered Learning) approach, and self-directed learning | | | | | | | | | | | | | | – | Heads, Faculty |
| 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 | 1. Establish new clubs, associations and different events | | | | | | | | | | | | | – | Heads, Faculty |
| | | 2. Encourage students to participate in creative competitions and other external events | | | | | | | | | | | | | – | |
| | | 3. Facilitate students with onsite media training within the Campus | | | | | | | | | | | | | – | |
| 1. 4.2.9 | Practice peer evaluation, student feedback for evaluating the performance of teachers for excellent teaching | | | | | | | | | | | | | | – | Heads, Faculty, IQAC Committee |
| 1.4.2.10 | Improve generic skills among students through undergraduate courses and special programs | | | | | | | | | | | | | | – | Heads, Faculty |

**1.5. OBJECTIVE : Use modern technology (Blended learning/ICT based) 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**

| | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 1.5.1.1 | Establish a Virtual Learning Center / environment with required physical and human resources. | 1. Recruit required human resources | | | | | | | | | | | | | Treasury | Heads, BL Committee, DR, DB |
| | | 2. Purchase necessary equipment for the smart class room | | | | | | | | | | | | | 6 Mn Treasury/ UNESCO Funds | |
| 1.5.1.2 | Promote the use of blended learning to maximize student engagement with the curriculum and promote higher order productive skills | Hold regular meetings to share experiences | | | | | | | | | | | | | – | Rector, Heads, DR/AR, DB |
| 1.5.1.3 | Equip and upgrade infrastructure e.g., class rooms, examination halls, labs with needed IT equipment to enhance ICT/BL based teaching and learning | Provide necessary infrastructure to enhance the BL based teaching, learning and assessments. | | | | | | | | | | | | | 2.5 Mn Treasury | Heads, BL Committee, DR, DB, AR, Network Manager |
| 1.5.1.4 | Design/redesign online TLA activities/ courses/degree programs and improve continuous professional development among staff and physical resources for delivering such courses / programs | Design/redesign interactive BL activities/ courses | | | | | | | | | | | | | | BL Committee, Heads, DR, DB |
| | | Conduct professional development programs include awards. | | | | | | | | | | | | | 0.5 Mn Treasury | |
| 1.5.1.5 | Initiate a reward and incentive schemes for teaching staff as recognition measures to motivate them to adopt BL practices | Create an evaluation criteria for the reward | | | | | | | | | | | | | | IQAC Committee |
| 1.5.6.6 | Initiate a mechanism to evaluate activity design, teaching, learning, and assessment practices of blended learning | Appoint an evaluating team with required evaluation criteria | | | | | | | | | | | | | – | Rector, Heads, BL Committee |
| 1.5.6.7 | Provide infrastructure facilities to the network.. | Establish a WiFi zone in the campus | | | | | | | | | | | | | 30 Mn Treasury | Rector, Heads, Network Manager, DR, DB |

# STRATEGIC DIMENSION TWO: RESEARCH AND SCHOLARSHIP

**2. GOAL : Achieve excellence in research and scholarship**

**2.1. OBJECTIVE : Achieve excellence in research and development**

**2.1.1. STRATEGY : Improve a conducive research culture among the community**

| No | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 2.1.1.1 | Develop/improve infrastructure and human resources for the CMR (Center for Media Research) | 1.Recruit personnel for the CMR | | | | | | | | | | | | | Treasury | Research Committee, DR, AR |
| | | 2.Purchase computers | | | | | | | | | | | | | 1 Mn Treasury | |
| | | 3.Partition office space of CMR | | | | | | | | | | | | | 0.2 Mn Treasury | |
| 2.1.1.2 | Establish an International Cell with all facilities and personnel under the CMR that facilitates research | Create a concept paper for establishing an International Cell and get it approved by the statutory bodies | | | | | | | | | | | | | – | Research Committee |
| 2.1.1.3 | Organize and facilitate symposiums and conferences held by the campus annually | Hold an undergraduate research symposium Hold an annual research symposium | | | | | | | | | | | | | 1.5 Mn Generated funds/ Treasury | Research Committee, DR, DB |
| 2.1.1.4 | Invite national and international scholars to serve as research scholars | | | | | | | | | | | | | | – | Research Committee |
| 2.1.1.5 | Offer workshops/training programs on research for professionals in the local community | | | | | | | | | | | | | | | Research Committee |
| 2.1.1.6 | Introduce new research directions among staff and students for multidisciplinary, interdisciplinary, and trans-disciplinary (MIT) research | Encourage the students for the multidisciplinary, interdisciplinary, and trans-disciplinary (MIT) research | | | | | | | | | | | | | – | Heads, Faculty |
| 2.1.1.7 | Develop a data base of media and liberal arts research/ productions | | | | | | | | | | | | | | 0.5 Mn Treasury | Research Committee |
| 2.1.1.8 | Introduce a code of ethics for research to maintain high ethical values and standards in research with social responsibility | Compile a code of ethics for research | | | | | | | | | | | | | – | Research Committee |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2.1.1.9 | Identify research areas/gaps related to media and liberal arts industry toward policy formulation and undertake such research | Include policy related research on media and performing arts in undergraduate research projects | | | | | | | | | | | | – | Research Committee, Faculty |
| 2.1.1.10 | Introduce research training programs for research proposal writing, conducting research, and publication process | | | | | | | | | | | | | 0.3 Mn Treasury | Research Committee, IQAC Committee |
| 2.1.1.11 | Release an academic member for 3 months to work on a research project as recommended by the Head of the Department | Prepare guidelines for releasing an academic member to do research | | | | | | | | | | | | | Research Committee |
| 2.1.1.12 | Promote research groups among both students and staff, to engage in MIT research projects within faculties and apply for funding as a group | Form a student research group to engage in MIT research | | | | | | | | | | | | – | Research Committee, Heads |

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

| No | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 2.1.2.1 | Implement 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 | Create a TOR for funding such activities | | | | | | | | | | | | | – | VC, Research Committee |
| 2.1.2.2 | Promote community based research among students in collaboration with the community | | | | | | | | | | | | | | 0.6 Mn Treasury /Generated funds | Heads, Research Committee |

## 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 performing arts**

| No | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 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 | Create guidelines for initiating such research | | | | | | | | | | | | | – | Heads, Research Committee |
| 3.1.1.2 | Integrate policy related research and study into teaching programs and undergraduate/ postgraduate research programs | | | | | | | | | | | | | | – | Heads, Research Committee |
| 3.1.1.3 | Disseminate the findings of such research, meetings and seminars through publications | | | | | | | | | | | | | | 0.5 Mn Treasury / Generated funds | Heads, Faculty |
| 3.1.1.4 | Promote pro-active participation of the university community in public policy dialogues on contemporary issues through seminars/workshops | | | | | | | | | | | | | | – | Faculty |
| 3.1.1.5 | Develop a database of expertise on media and liberal arts policy research and study | | | | | | | | | | | | | | – | Research committee, Faculty |
| 3.1.1.6 | Contribute to formulate general education policy towards national development | | | | | | | | | | | | | | – | Heads, Faculty |
| 3.1.1.7 | Undertake research and produce programs and productions for industry and private sector institutions | | | | | | | | | | | | | | 0.7 Mn Treasury | Heads, Research committee |
| 3.1.1.8 | Publish a You Tube Channel for disseminating knowledge on campus activities | | | | | | | | | | | | | | – | Heads, IT Committee, |

**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 | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 3.2.1.1 | Develop new fee levying extension programs (certificate, diploma/ undergraduate and postgraduate) based on need assessment and | 1. Commence a master degree program in media research | | | | | | | | | | | | | Generated funds | Heads |
| | | 2. Revise the Diploma in Mass Media | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | revise the existing ones based on requirement | 3. Initiate syllabus planning for diploma and master degree in Performing Arts | | | | | | | | | | | | | | |
| 3.2.1.2 | Develop aesthetic and artistic values of professional artists and improve artistic and aesthetic appreciation of audiences | | | | | | | | | | | | | | – | Heads |
| 3.2.1.3 | Offer consultancy services in general and tertiary education to national, regional, and international institutions | Conduct training programs for the public sector | | | | | | | | | | | | | – | Heads |
| 3.2.1.4 | Initiate linkages and collaborations with other national and international development agencies with mutual exchange of ideas and strive to establish new ones. | Conduct creative productions for the public | | | | | | | | | | | | | .5 Mn Generated funds | Heads/ Performing Arts |
| 3.2.1.5 | Develop new fee levying extension programs (certificate, diploma/ undergraduate and postgraduate) based on need assessment and revise the existing ones based on requirement | Offer consultancy services to other higher educational institution | | | | | | | | | | | | | – | Heads, Faculty |
| 3.2.1.6 | Identify areas of study where short term training programs can be offered while improving upon the ones being offered. | | | | | | | | | | | | | | – | Heads, Research Committee, Faculty |
| 3.2.1.8 | Continue, plan and conduct educational programs, workshops and awareness programs on social and cultural issues | Conduct educational programs for schools/ public | | | | | | | | | | | | | 0.15 Mn Generated funds | Heads |
| 3.2.1.9 | Develop public education materials to be disseminated through media. Priority areas: media, performing arts, languages, culture, and literature | 1. Publish magazines | | | | | | | | | | | | | – | Heads, Faculty |
| | | 2. Participate in educational programs through modern and new media | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3.2.1.10 | Conduct community engagement programs by departments and undergraduates | | | | | | | | | | | | | | – | Heads |

## 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 | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 4.1.1.1 | Design an architectural Beautification Plan and implement it to recognize the unique identity of the campus | Implement the Plan to recognize the unique identity of the campus | | | | | | | | | | | | | 2 Mn Treasury | Rector, Work Engineer, DB, DR |
| 4.1.1.2 | Design the campus Master Plan in such a way that promotes the aesthetic and echo friendly environment protecting the historical value of the campus | | | | | | | | | | | | | | 1.5 Mn Treasury | Rector, Work Engineer, DB, DR |
| 4.1.1.3 | Introduce an appraisal system for academic and non-academic staff | Write a concept paper on the appraisal system | | | | | | | | | | | | | - | Rector, IQAC Committee, Heads, DR, DB |
| 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 | 3. Build a playground/ badminton/ volleyball courts | | | | | | | | | | | | | 2 Mn Treasury | Rector, Sport, Coordinator, DR, DB, AR |
| | | 4. Purchase required equipment for the gym | | | | | | | | | | | | | 1.5 Mn Treasury | |
| | | 5. Recruit a sport instructor | | | | | | | | | | | | | Treasury | |
| 4.1.1.5 | Conduct regular interactive sessions with senior administrative staff for performance evaluation of support staff | Participate in outdoor activities | | | | | | | | | | | | | – | Rector, DR, DB, AR |

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

| No | Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 4.1.2.1 | Prepare with justification the annual estimates for resource requirements | | | | | | | | | | | | | – | Heads, DB, AB |
| 4.1.2.2 | Propose a separate budget allocation for the campus from the UGC | | | | | | | | | | | | | – | Rector, DR, DB |
| 4.1.2.3 | Prepare an annual financial policy | | | | | | | | | | | | | _ | DR,DB |

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

| No | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 4.1.3.1 | Implement the SIS (Student Information System) for student administration purposes | | | | | | | | | | | | | | 2 Mn Treasury | IT Committee, DR, DB |
| 4.1.3.2 | Maintain the documentation of activities done by each section of the campus | | | | | | | | | | | | | | _ | All Involved |
| 4.1.3.3 | Develop team work culture and professionalism among academic and non-academic staff and students through training | | | | | | | | | | | | | | _ | Rector, Heads, DR, DB |
| 4.1.3.4 | Improve the campus website to the professional standard | Hire the service of a web designer | | | | | | | | | | | | | 0.15 Mn Generated funds/ Treasury | IT & Web Committee |
| 4.1.3.5 | Improve the student – faculty and a faculty-faculty mentoring programs | | | | | | | | | | | | | | – | IQAC Committee |
| 4.1.3.6 | Conduct an effective orientation programs for freshers and for newly appointed student union officials annually | | | | | | | | | | | | | | 0.2 Mn Treasury | Rector, Heads, Student Counsellor, DR/AR |
| 4.1.3.7 | Maintain the UGC and university code of ethics for staff to include standards of conducting research, supervision of teaching, work norms, and interpersonal relationship | | | | | | | | | | | | | | _ | Rector, Heads, IQAC Committee |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4.1.3.8 | Regularize and formalize the furnished job descriptions and descriptions of roles and responsibilities for staff | | | | | | | | | | | | | | – | Rector, Research Committee, DR, DB, |
| 4.1.3.9 | Promote gender equity and equality (GEE) and deter sexual and gender-based violence (SGBV) amongst all categories of staff and students | | | | | | | | | | | | | | - | Rector, DR, Heads |

**4.1.4. STRATEGY Recruit qualified support staff and provide training for campus community to improve relevant skills**

| No | Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Jan | Feb | Mar | Apri | May | Jun | July | Aug | Sept | Oct | Nov | Dec | | |
| 4.1.4.1 | Recruit support staff based on merit, taking into special consideration the need for language, communication and IT skills | | | | | | | | | | | | | – | Rector, Heads, DR |
| 4.1.4.2 | Conduct training workshops on management skills and IT skills for support staff | | | | | | | | | | | | | 0.05 Mn Treasury | Rector, DR,AR |
| 4.1.4.3 | Strengthen management skills of academic and administrative staff by organizing regular workshops for them | | | | | | | | | | | | | Treasury | Rector, DR, DB, AR |

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

| No | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 4.1.5.1 | Conduct an awareness program for all staff regarding the vision, mission goals, and value statements of the campus | | | | | | | | | | | | | | – | DR, IQAC Committee |
| 4.1.5.2 | Incorporate interactive staff-student group discussions on university values into the orientation program | | | | | | | | | | | | | | – | Heads, DR, AR, Student Counsellor |
| 4.1.5.3 | Initiate programs to uphold students' social responsibility and other values campus/university promotes | | | | | | | | | | | | | | – | Rector, Student Counselor, Heads |
| 4.1.5.4 | Promote university autonomy and academic freedom | | | | | | | | | | | | | | – | Rector, Heads, |
| 4.1.5.5 | Promote the values of pluralism, diversity in knowledge production and dissemination | | | | | | | | | | | | | | – | All Faculty |

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

| No | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 4.1.6.1 | Strengthen links with the passed out graduates and reform the Alumni Association | | | | | | | | | | | | | | 0.1 Mn Generated funds | Rector, Deans DR |
| 4.1.6.2 | Establish the Network Operating Center/Unit with required physical and human resources | Write the concept paper and get it approved by the statutory bodies | | | | | | | | | | | | | 2 Mn Treasury | Rector, Asst. Network Manager, DR, DB |
| 4.1.6.3 | Establish an Art Council with necessary infrastructure and personnel | Write a conceptual paper and the By-Laws | | | | | | | | | | | | | 10 Mn Treasury | Rector, Heads, DR |
| 4.1.6.4 | Establish other supportive cells /units/centers under UGC/ University of Colombo circulars and guidelines | | | | | | | | | | | | | | Treasury | Rector, DR, Work Engineer, AR |

**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 | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 4.2.1.1 | Facilitate recreational facilities and hold different events for the campus community | Hold cultural events | | | | | | | | | | | | | 02 Mn Treasury | Rector, DR, Sport Coordinator |
| 4.2.1.2 | Construct shops, service centers, postal and telecommunication facilities, cafeterias and common rooms under a Service Providing Center | Improve the cafeterias and common rooms | | | | | | | | | | | | | 0.5 Mn Treasury | Rector, Work Engineer, DR, AR |
| 4.2.1.3 | Strengthen the Student Counseling System by improving required infrastructure and personnel | | | | | | | | | | | | | | – | Rector, Student Counselor, DR/AR, |
| 4.2.1.4 | Relocate the Health Centre and improve health care for the campus community | Improve health care for the campus community | | | | | | | | | | | | | 1 Mn Treasury | Rector, DR/AR, Health Officials |

# 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 | Activity | Sub Activity | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Budgetary allocation (Treasury Funds) | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Jan | Feb | Mar | April | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| 5.1.1.1 | An Administration Building | | | | | | | | | | | | | | 149 Mn | VC, Rector, Research Committee, DR, DB, AR, AB Engineer, Work Superintendent |
| 5.1.1.2 | Two new faculty buildings for Media Studies and Performing Arts | Write proposals for two new buildings | | | | | | | | | | | | | - | |
| 5.1.1.3 | A playground and recreation center | Prepare the ground for the play ground | | | | | | | | | | | | | 1Mn | |
| 5.1.1.4 | A Network Operating Center/Unit | Get the concept paper approved by the statutory boards | | | | | | | | | | | | | 3 Mn | |
| 5.1.1.5 | A Security Office and Security Check Points | | | | | | | | | | | | | | 2 Mn | |
| 5.1.1.6 | Car Parks | | | | | | | | | | | | | | 2 Mn | |
| 5.1.1.7 | Drivers' Rest Rooms | | | | | | | | | | | | | | 10 mn | |
| 5.1.1.8 | Summer Huts (Reading, Discussion, Groups, etc) | | | | | | | | | | | | | | | |
| 5.1.1.9 | A Multi- Camera Studio | Construct the extension to the Multi Camera Studio | | | | | | | | | | | | | 25 Mn | |
| 5.1.1.10 | Open spaces for practicing Performing Arts | | | | | | | | | | | | | | 1 Mn | |
| 5.1.1.11 | Extension to the Open Theater | | | | | | | | | | | | | | 10 mn | |
| 5.1.1.12 | Sump House for the New Hostel Complex | | | | | | | | | | | | | | .5 Mn | |
| 5.1.1.13 | Purchase Required vehicles for the Campus Community | | | | | | | | | | | | | | 17 Mn | |
| **Renovate and extend existing buildings**: | | | | | | | | | | | | | | | | |
| 5.1.1.14 | Extension to the Main Library | | | | | | | | | | | | | | 60 mn | |
| 5.1.1.15 | Extension to the Student Counseling Center | | | | | | | | | | | | | | 2 Mn | |
| 5.1.1.16 | Renovation of Arundathi Hall | | | | | | | | | | | | | | 11 mn | |
| 5.1.1.17 | Extension of the Dancing Room/ Music and Arts & Design Building | | | | | | | | | | | | | | 40 Mn | |
| 5.1.1.18 | Extension of Arts and Design Building | | | | | | | | | | | | | | | |
| 5.1.1.19 | Carpeting the internal road system at Campus | | | | | | | | | | | | | | 10 mn | |

# Glossary

ACCPAC - Accounts Package
AR - Assistant Registrar
AVU - Audio Visual Unit
BL - Blended Learning
CGCEU - Career Guidance & Community Engagement Unit
CMR - Center for Media Research
FAR - Financial Accounting & Reporting
ICT - Information Communications Technology
ILO - Intended Learning Outcomes
IQAC - Internal Quality Assurance Cell
IT - Information Technology
KPI - Key Performance Indicators
LMS - Learning Management System
MIS - Management Information System
MOU - Memorandum of Understanding
OBE - Outcome Based Education
DR - Deputy Bursar
SAL - Senior Assistant Librarian
SAR - Senior Assistant Registrar
SIS - Student Information System
SBS - Subject Benchmark Statements
SCL - Student Centered Learning
SDC - Staff Development Center
SLQF - Sri Lanka Qualification Framework
TLA - Teaching, Learning & Assessment
UGC - University Grants Commission
VC - Vice Chancellor
DB - Deputy Bursar
AB - Assistant Bursar