

Strategic Planning Committee

# STRATEGIC PLAN 2020- 2024

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**Sri Palee Campus**

**University of Colombo**

**Wewala, Horana,**

**Sri Lanka**

## Strategic Planning Committee

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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 by 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 on campus and offers 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 Department 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 to all undergraduates of the campus. These two departments are yet to develop their undergraduate specializations in the near future.

### Existing population

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

## **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 20<sup>th</sup> 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<sup>th</sup> of June 1996 and its name was subsequently amended to Sri Palee Campus on the 11<sup>th</sup> 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.

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## **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 2020-2024, we project that enrollment on our campus will grow to about 1000 students by 2023 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.

**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.

**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.



## 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	2021	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	IQAC Committee	-	Continuous	Peer review mechanism
1.1.1.7	Upgrade from units to departments and from departments to faculties with required physical and human resources	VC, Rector, Heads	Treasury	2023/2024	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	2024	Number of residential facilities for academic and administrative staff
1.1.1.10	Maintain the work norms of academic staff	VC, Rector, Heads	-	Continuous	Documents related to work norms

- 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
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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
1.2.1.2	Update and revise the existing syllabi in alignment with the SLQF (Sri Lanka Qualification Framework) and SBSs (Subject Bench Marks and student feedback)	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, Work Engineer	Treasury/ generated Funds/Grants	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	2019-2021	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	2021-2022	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
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**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 QAC**

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	Monitor implementation of the recommendations given by the external review team	IQAC Committee	-	Continuous	Procedures implemented
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
1.3.1.6	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	2021 -2024	Number of Internal and External Review Reports

**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 increase in 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, DR	-	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	-	2021	By-Laws, Developed Syllabi
1.4.1.6	Develop a mechanism to support differently abled students	Rector, DR, DB, Heads	-	2023	A mechanism developed

#### 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	Continuous	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	Practice peer evaluation, student feedback for evaluating the performance of teachers for excellent teaching	Heads, Faculty IQAC Committee	-	Continuous	Students feedback, peer evaluation, analysis of student feedback
1.4.2.10	Improve generic skills among students through undergraduate courses and special programs	Heads, Faculty	–	Continuous	Improvement of generic skills among students Through courses/programs
1.4.2.11	Systematizing exam rules and regulations	Rector, Heads, DR	-	Continuous	Exam rules and regulations implemented

**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/ Unit environment with required physical and human resources.	Heads. BL Committee	Treasury	2018-2019	Number of staff and students trained in LMS, The Virtual Learning Center established
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, Faculty	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/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, training & 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	2021	No. of such rewards and incentive schemes for teaching staff

1.5.1.6	Evaluate activity design, teaching, learning, and assessment practices of blended learning	Rector, Heads BL Committee	-	Continuous	Availability of an evaluation criteria
1.5.1.7	Provide infrastructure facilities to the network.	Rector, DR, DB, Network Manager	Treasury	Continuous	Infrastructure facilities provided

## 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 developed
2.1.1.2	Establish competitive research grants/ programs and expand travel grant opportunities for the faculty	Research Committee	Generated funds/ Treasury	2022	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	2020	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	Continuous	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	2021	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	-	2021	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	2021 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	Publish journals for dissemination of knowledge	Research Committee	Generated funds	2020-2024	Number of publications

### 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 open access high indexed journals	Research Committee	Treasury/ generated funds	2021	Number of research articles published
2.1.2.2	Reward high quality researchers who publish in high indexed research journals in order 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	Continuous	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	Encourage staff to undertake 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	No. of community research projects, No. of presentations of such research

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
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	2020	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 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 developed
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	2022	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	Continue technical and professional programs in association with institutions to train personnel, enhance capacity and provide services to the public sector	Heads	Generated funds	Continues	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
3.2.1.10	Conduct community engagement programs by departments and undergraduates	Heads	Treasury	Continuous	Number of community programs
3.2.1.11	Hold CVCD meetings	Rector, DR, DB	Treasury	2020	Number of CVCD meetings held

## 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 the campus Master Plan that promotes the aesthetic and eco friendly environment protecting the historical value of the campus	Rector, Work Engineer, DB, DR, Curator	Treasury	2020/2021	Campus Master Plan
4.1.1.2	Design an architectural Beautification Plan and implement it to recognize the unique identity of the campus	Rector, DB, DR, Work Engineer, Curator	Treasury	2019/2020	The Beautification Plan designed and implemented
4.1.1.3	Introduce an appraisal system for academic and non-academic staff	IQAC Committee DR, DB	Generated funds & grants	2021	The appraisal system introduced
4.1.1.4	Conduct regular interactive sessions with senior administrative staff for performance evaluation of support staff	Rector, DR, DB, AR	-	Continuous	Interactive sessions, an evaluation system designed

4.1.1.5	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	2020	A Sports and Recreation Center with all facilities and human resources
4.1.1.6	Improve the learning environment and students support	Rector, DR, DB, AR	Treasury	Continuous	No. of activities done, Facilities provided for students

**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, Curator	-	Continuous	Number of departments preparing annual estimates and resource requirement
4.1.2.2	Propose a separate budget allocation for the campus from the university	Rector, DR, DB	-	2020	Separate budget allocation 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	Introduce 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	2021	Availability 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	Continuous	Number of services offered with the SIS
4.1.3.4	Maintain the documentation of activities done by each section of the campus	All Involved	-	Continuous	Number of documents recorded and maintained
4.1.3.5	Improve 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
4.1.3.6	Improve the campus website to the professional standard	IT & Web Committee	-	Continuous	Up-to-date information in the Campus web
4.1.3.7	Revisit the academic mentoring program	IQAC Committee	-	Continuous	A hand book of Academic Mentoring Program approved, No of training sessions

4.1.3.8	Conduct effective orientation programs for fresher's and for newly appointed student union officials annually	Rector, Heads, Student Counsellor, DR/AR	Treasury	Continuous	Number of orientation programs held annually,
4.1.3.9	Maintain the UGC and university code of ethics for staff that includes standards of conducting research, supervision of teaching, work norms, and interpersonal relationship	Rector, Heads	-	Continuous	Code of ethics implemented
4.1.3.10	Regularize and formalize the furnished job descriptions and descriptions of roles and responsibilities for staff	Rector, DR, DB,	-	Continuous	Development of job descriptions for support staff
4.1.3.11	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	2020	Number of training workshops held annually for the said purpose
4.1.4.3	Strengthen management skills of academic and administrative staff through workshops	Rector, DR, DB, AR	Treasury	Continuous	No of training workshops attended

**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
4.1.5.6	Establish a mechanism of students 'rights, responsibilities of conduct	Rector, Heads, DR, AR	-	2021	Code of conduct for students

**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 reformed, activities done
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, No. of events held
4.1.6.3	Establish a Network Operating Center/Unit with required physical and human resources	Rector, Network Manager, DR, DB	Treasury	2020/2021	Establishment of a Network Center/Unit
4.1.6.4	Establish an Art Council with necessary infrastructure and personnel	Rector, DR, Heads	Treasury	2020	An Art Council established with required facilities and personnel
4.1.6.5	Set up a mechanism to address students grievances	Rector, Senior Student Counselor, DR, AB	-	2020	The TOR of Grievance Committee, Grievance committee approved
4.1.6.6	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, extend and maintain the existing buildings**

No.	Action	Responsibility	Funding	Time Frame	KPI
5.1.1.1	An Administration Building	VC, Rector, DR, DB, AR, Work Engineer,	Treasury	2018 - 2020	No of a such Building/ extension/ facilities provided
5.1.1.2	Two New Faculty Buildings for Media Studies and Performing Arts	'DO'	Treasury	2020 - 2022	'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	2020 – 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	2020	'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	A Theater and Film complex	'DO'	Treasury	2020 – 2022	'DO'
5.1.1.16	A New Building for Computer Studies	'DO'	Treasury	2020 – 2022	'DO'
5.1.1.17	Open Spaces for Practicing Performing Arts	'DO'	Treasury	2020	'DO'
5.1.1.18	Extension to the Open Theater	'DO'	Treasury	2020 – 2023	'DO'
5.1.1.19	Store Rooms	'DO'	Treasury	2020	'DO'

5.1.1.20	Sump House for the New Hostel Complex	‘DO’	Treasury	2019 -2020	‘DO’
5.1.1.21	Purchase required vehicles for the campus community	‘DO’	Treasury	2019 – 2022	‘DO’
5.1.1.22	Supply installation and maintenance of a Total Lightening Protection System	‘DO’	Treasury	2020 – 2021	‘DO’
<b>Renovate, extend and maintain existing infrastructure</b>					
5.1.1.22	Extension to the Main Library	‘DO’	Treasury	2018 – 2020	‘DO’
5.1.1.23	Extension to the Center for Media Research	‘DO’	Treasury	2020 – 2022	‘DO’
5.1.1.24	Extension to the Mass Media Building	‘DO’	Treasury	2020 - 2022	‘DO’
5.1.1.25	Extension to the Student Counseling Center	‘DO’	Treasury	2020 - 2023	‘DO’
5.1.1.26	Renovation of Arundathi Hall	‘DO’	Treasury	2018 - 2020	‘DO’
5.1.1.27	Extension of Dept. of Computer Studies	‘DO’	Treasury	2020 - 2022	‘DO’
5.1.1.28	Extension of Dept. of Performing Arts	‘DO’	Treasury	2020 - 2022	‘DO’
5.1.1.29	Extension of the Dancing Room and Arts & Design Building	‘DO’	Treasury	2020	‘DO’
5.1.1.30	Extension of Arts and Design Building	‘DO’	Treasury	2020	‘DO’
5.1.1.31	Carpeting the internal road system at Campus	‘DO’	Treasury/ Grants	2020	‘DO’
5.1.1.32	Maintain the existing infrastructure	“DO”	Treasury	Continuous	Existing infrastructures maintained

**Implementation Structure of Sri Palee Campus**

