

STRATEGIC PLAN 2021- 2025



Sri Palee Campus

University of Colombo

Wewala, Horana,

Sri Lanka

Strategic Planning Committee

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Contents

Introduction	1
Vision of the Campus	2
Mission of the Campus	2
Our Values	3
Our Goals	3
SWOT Analysis	4
Strategic Dimension One: Academic Excellence	5
Strategic Dimension Two: Research and Scholarship	11
Strategic Dimension Three: Policy Formulation and National Development	12
Strategic Dimension Four: Institutional Culture, Climate, Wellness, & Support	14
Strategic Dimension Five: Infrastructure Development	18
Implementation Structure of Sri Palee Campus	20
Sri Palee Campus Action Plan for 2021	21
Glossary	48

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 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 the 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 kilometers away from the campus.

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

Current Status of the Campus

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

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

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

Existing population

Currently the annual graduate intake has increased up to 220 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 including blended learning
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 adequate infrastructure facilities to enable achieving the other goals

SWOT Analysis - SRI Palee Campus, University of Colombo

Strengths :

1. Campus being an integral part of the University of Colombo
2. Academic and professional development oriented programs
3. Well-defined progressive functions and operational procedures
4. Land for future development
5. Qualified and committed academic and academic support staff
6. Variety of academic programs for the students community
7. Attractive location with green environment
8. Strong staff and students relationship

Weaknesses :

1. Insufficient infrastructure for modern technological facilities
2. Inadequate physical and human resources
3. Budgetary constraints to meet the needs of the Campus
4. Unavailability of financial autonomy as a Campus
5. Non availability of a Master plan and a beautification plan for the campus
6. Distance from the Main University
7. Lack of relationship with international institutions
8. Inactive Alumni
9. Less opportunities for on-the-job training due to the remoteness from the industry

Opportunities :

1. Expanding partnership with local and international partners
2. Demand for existing and new study programs
3. Attractive green environment for different purposes
4. Offering of Study Programms for foreign students

Threats :

1. Vulnerability to lightning strikes and landslides
2. Limitation of State investment in higher Education
3. Competitiveness from other universities and institutions
4. Rapid changes in the technological advancement

STRATEGIC DIMENSION ONE: ACADEMIC EXCELLENCE

1. GOAL : Excellence in teaching and learning including blended learning

1.1. OBJECTIVE : To enhance the quality of teaching and learning

1.1.1. STRATEGY : Create a mechanism to recruit and retain high caliber academic staff

No.	Action	Responsibility	Funding	Time Frame	KPI
1.1.1.1	Recruiting and retaining high caliber academic staff	Rector, Heads, DR	Treasury	Continuous	Number of cadre filled
1.1.1.2	Implementing reward systems for those who involve in creative and innovative approaches in teaching, learning, and research	VC, Rector, Heads, DR	Treasury/ Generated funds	2022	Number of reward systems and number of rewards awarded
1.1.1.3	Providing opportunities to the staff to uplift their quality and qualification	Rector, Heads	Treasury	Continuous	Number of PhD holders
1.1.1.4	Providing 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	Encouraging qualified senior academic members for expediting promotional procedures	Rector, Heads, DR	Treasury	Continuous	Percentage of promotion applications processed to completion
1.1.1.6	Systematizing the teacher evaluation system	IQAC Committee	–	Continuous	Number of academic staff Peer reviewed
1.1.1.7	Establishing residential facilities for academic and administrative staff	VC, Rector, DR, DB, Work Engineer	Treasury	2025	Number of residential facilities for academic and administrative staff
1.1.1.8	Establishing departmental libraries, developing infrastructure, and purchasing equipment and materials required for them	Heads, SAL	Treasury	2025	Number of such facilities developed

1.1.2. STRATEGY : Enhancing the monitoring of quality of teaching and learning through Internal Quality Assurance Cell (IQAC)

No	Action	Responsibility	Funding	Time Frame	KPI
1.1.2.1	Establish IQAC in a separate location and purchase required physical facilities	IQAC Committee	Treasury	2021	1 desktop computer 01 executive chair, 1 table and 1 Steel cupboard.
1.1.2.2	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

1.1.2.3	Conduct training to enhance the quality of staff with regard to academic, administrative, and other staff	IQAC Committee	Treasury	Continuous	04 training workshops
1.1.2.4	Monitor 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
1.1.2.5	Ensure that policies and regulatory frameworks are adopted	IQAC Committee	-	Continuous	A Regular monitoring Procedure adopted
1.1.2.6	Monitor implementation of the recommendations given by the external review team	IQAC Committee	-	Continuous	Procedures implemented
1.1.2.7	Monitor implementation of curriculum, student feedback, peer observation, and graduate satisfaction surveys, and use the findings for continuous improvement	IQAC Committee	-	Continuous	Feedback analysis Improvement of the quality of academic activities
1.1.2.8	Monitor the writing the Internal Review Reports of the Campus and assist for external review conducted by the QAC and monitor implementation of the recommendations given by the Review Team	IQAC Committee	Treasury	2021	Self-Evaluation Reports written, External Review Reports
1.1.2.9	Improve the academic mentoring program for the academic community	IQAC Committee	-	2021	Improvement made through feedback from mentees and mentors
1.1.2.10	Review and ensure if undergraduate degree programs and postgraduates programs are in line with SLQF	IQAC Committee	Treasury	2021 - 2022	No. of study programs prepared in line with SLQF

1.1.2.11	Monitor the activities of each unit/ club/program/ activities etc. in the campus	IQAC Committee	-	2021 – 2025	A mechanism to monitor the activities
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1.2. OBJECTIVE : To expand and initiate disciplines of learning

1.2.1. STRATEGY : Introducing and improving new programs

No.	Action	Responsibility	Funding	Time Frame	KPI
1.2.1.1	Designing new degree programs and new courses	Rector, Heads, CDC, CRC	Treasury Funds	Continuous	Number of new degree programs and courses offered.
1.2.1.2	Restructuring existing degree programs	AHEAD Activity Coordinator, Heads, Faculty	AHEAD (ELTA-ELSE grant)	Continuous	Number of courses and programs revised
1.2.1.3	Providing modern technology and physical equipment to enhance teaching and learning environment	Rector, Heads, DR, DB, SAL, AR, Work Engineer	Treasury/ generated Funds/Grants	Continuous	Number of such equipment/service s provided
1.2.1.4	Improving practical components of existing and new courses	AHEAD Activity Coordinator, Heads/ Faculty	AHEAD (ELTA-ELSE grant)	2021 - 2022	No of Practical Components included into existing and new courses
1.2.1.5	Conducting workshops for Improving practical and production skills for academic, academic support staff and undergraduates	AHEAD Project Coordinator/ Heads	AHEAD (ELTA-ELSE grant)	2021 - 2022	No. of staff undergone such training
1.2.1.6	Providing training for academic staff as a part of professional development in teaching content in the English medium	AHEAD Project Coordinator/ Heads	AHEAD (ELTA-ELSE grant)	2022	No. of staff undergone such training

1.2.2.STRATEGY : To improve library facilities for students and staff

No.	Action	Responsibility	Funding	Time Frame	KPI
1.2.2.1	Developing infrastructure facilities for upgrading the library and recruit required personnel	Rector, SAL, DB, DR/AR	Treasury	2021 - 2025	Number of infrastructure developed
1.2.2.2	Upgrading an automated library system	Rector, SAL, DB, DR/ AR	Treasury	2021 - 2025	Automated library system updated
1.2.2.3	Digitalizing the library services	SAL, Heads	Treasury	2021 - 2025	Number of digitalized services introduced

1.2.2.4	Providing students and staff with all facilities and services related to their learning and teaching	Heads, SAL	Treasury	Continuous	Number of databases accessible
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1.3. OBJECTIVE : To expand the access to higher education

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

No	Action	Responsibility	Funding	Time Frame	KPI
1.3.1.1	Increasing the intake of students	Rector, DR, Heads	Treasury	Continuous	0% additional student intake
1.3.1.2	Designing courses, with multidisciplinary involvement	Heads	Treasury	Continuous	Number of newly designed courses.
1.3.1.3	Promoting study abroad programs for undergraduates	IQAC Committee	-	Continuous	Number of awareness programs conducted
1.3.1.4	Introducing fallback option for students to exit at lower level of the degree programs	Rector, DR, Heads	-	2025	By-Laws, Developed Syllabi
1.3.1.5	Developing a mechanism to support differently abled students	Rector, DR, DB, Heads	-	2025	A mechanism developed

1.3.2. STRATEGY : Enhancing Administrative Structure and Resources

No	Action	Responsibility	Funding	Time Frame	KPI
1.3.2.1	Implementing the functions of the Faculties	VC, Rector, Heads	Treasury	2022 - 2025	Number of faculties which commenced activities.
1.3.2.2	Establishing new departments	VC, Rector, Heads	Treasury	2022 - 2025	Number of new department established
1.3.2.3	Appointing Faculty Boards, for Deans' Offices with required physical resources	VC, Rector, Heads, DR	Treasury	2022 - 2025	Number of Deans appointed, Number of Faculty Boards formed

1.3.3. STRATEGY : Improve learning, teaching, and assessment practice

No	Action	Responsibility	Funding	Time Frame	KPI
1.3.3.1	Facilitate students for their new innovations/ productions/ research	Heads, DR, DB, SAL, Faculty	Treasury	Continuous	Number of new productions /innovations facilitated

1.3.3.2	Improve collaboration with industries to enhance students' practical skills to industry oriented work through internships	Rector, Heads, DR	AHEAD (ELTA-ELSE grant)	Continuous	Number of collaborations with the industries, Number of students underwent such internships
1.3.3.3	Introduce effective English and IT programs for first, second, and third year students to motivate and improve language and IT skills related to students' disciplines	Head/Languages & Computer Studies	AHEAD (ELTA-ELSE grant) & Treasury	Continuous	Number of resource persons recruited to develop English Courses and obtained services to develop IT courses.
1.3.3.4	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	Preparing a manual of examination procedure. Number of workshops conducted on examination procedure.
1.3.3.5	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 persons enrolled in CTHE Course and number of workshops conducted on Revising UG Programmes aligning with SLQF.
1.3.3.6	Encourage and facilitate junior staff for overseas postgraduate training with guidance of respective departmental Heads and the Rector	Rector, Heads	-	Continuous	Number of awareness programs circulated and number of academics enrolled for postgraduate training
1.3.3.7	Facilitate internalization of OBE (Outcome Based Education), SCL (Student Centered Learning) approach, and self-directed learning	Heads, Faculty	AHEAD (ELTA-ELSE grant)	Continuous	Syllabi revision completed with OBE, SCL and SDL
1.3.3.8	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 (clubs and workshops conducted)
1.3.3.9	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
1.3.3.10	Improve generic skills among students through undergraduate courses and special programs	Heads, Faculty	AHEAD (ELTA-ELSE grant)	Continuous	Number of workshops conducted to improve generic skills
1.3.3.11	Systematizing exam rules and regulations	Rector, Heads, DR	-	Continuous	Adhering to the rules and regulation of examination procedure.

1.4. OBJECTIVE : To adopt modern technology in teaching and learning**1.4.1. 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
1.4.1.1	Establish a Virtual Learning/ Unit environment with required physical and human resources.	Heads/ BL Committee	Treasury	2022	Number of staff and students trained in LMS, The Virtual Learning Center established
1.4.1.2	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
1.4.1.3	Equip and upgrade infrastructure e.g., classrooms, examination halls, labs with needed IT equipment to enhance ICT/BL based teaching and learning	Heads, AHEAD Activity Coordinator, E- Coordinator, DR, DB, AR, Network Manager	AHEAD (ELTA- ELSE grant)	2022	Percentage/number of upgraded infrastructure Facilities
1.4.1.4	Design/redesign online TLA activities / courses/degree programs and improve continuous professional development among staff and physical resources for delivering such courses / programs	E- Coordinator, AHEAD Activity Coordinator, Heads, DR, DB	AHEAD (ELTA- ELSE grant)	2021 - 2022	Number of blended/online TLA activities/ courses/ programs, training & facilities provided for such programs
1.4.1.5	Initiate a reward and incentive schemes for teaching staff as recognition measures to motivate them to adopt BL practices	DR/AR/ DB/AB/IQAC Committee	Treasury	2021 - 2022	No. of such rewards and incentive schemes for teaching staff
1.4.1.6	Evaluate activity design, teaching, learning, and assessment practices of blended learning	Rector, Heads E- Coordinator	-	Continuous	Availability of an evaluation criteria
1.4.1.7	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 innovation**
- 2.1. OBJECTIVE : To strengthen research culture and academic development**
- 2.1.1. STRATEGY : Widen a conducive research culture among the community**

No	Action	Responsibility	Funding	Time Frame	KPI
2.1.1.1	Recruit human resources for the CMR (Center for Media Research)	Research Committee DR, AR,	Treasury	2021 – 2022	Number of human resources recruited
2.1.1.2	Establish competitive research grants/ programs and expand travel grant opportunities for the Campus.	Research Committee	Generated funds/ Treasury	2022	Number of competitive research grants established
2.1.1.3	Establish an International Cell under the CMR	Research Committee	Generated fund/Treasury	2022	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	2022	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 - 2022	Number of workshops and training programs conducted
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 database of Media and Performing Arts research/ productions	Research Committee	–	Continuous	Database established
2.1.1.9	Introduce a code of ethics for research to maintain high ethical values and standards in research	Research Committee	–	2021 - 2022	A code of ethics for research introduced
2.1.1.10	Identify research areas/gaps related to media and performing 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	<u>2022</u> 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	2022	Number of collaborative research projects, Publication of such research
2.1.1.14	Publish journals for dissemination of knowledge	Research Committee	Generated funds	Continuous	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 proposal for campus collaborative research groups to publish in open access high indexed journals	Research Committee	Generated funds	2022 – 2025	Number of research articles published
2.1.2.2	Reward high quality researchers who publish in high indexed research journals to encourage them for further research	VC, Research Committee,	Treasury/ generated funds	2022 – 2025	Number of best researchers recognized
2.1.2.3	Funding academic staff, and graduates for research/ productions and publishing research books, and academic texts	Research Committee	Treasury/ generated funds	2022 – 2025	Number of such publications
2.1.2.4	Promote community based research among students	Heads, Research Committee	-	Continuous	Number of community based research conducted

STRATEGIC DIMENSION THREE: POLICY FORMULATION AND NATIONAL DEVELOPMENT

- 3. GOAL : Create a university community committed to contribute to public policy formulation and national development**
- 3.1. OBJECTIVE : To enhance the status of the Campus as an active partner in national policy formulation**
- 3.1.1. STRATEGY : Share expertise knowledge with national, and international institutions related disciplines**

No	Action	Responsibility	Funding	Time Frame	KPI
3.1.1.1	Facilitate staff and student to undertake research on national policy formulation on related fields.	Heads, Research Committee	Treasury/Generated Funds	Continuous	10% of the total research on national policy formulation on related fields.
3.1.1.2	Integrate policy related research and study into undergraduate/ postgraduate research programs	Heads, Research Committee	-	Continuous	5% of such research

3.1.1.3	Disseminate the findings of such research, through presentations publications	Heads, Faculty	Treasury/ Earned Funds	Continuous	5% of Publications and presentations of such research
3.1.1.4	Conduct seminars/workshops on contemporary issues to promote pro-active participation of the university community in public policy dialogues	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 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	Create a You Tube Channel for disseminating knowledge on campus activities	Heads, Committee, IT	Treasury	2021 – 2022	A You Tube Channel created, number 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 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	continuous	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, AHEAD Activity Coordinator, Faculty	Generated funds/ AHEAD (ELTA-ELSE grant)	2020 - 2021	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, AHEAD Activity Coordinator	AHEAD (ELTA-ELSE grant)	2022	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 the campus Master Plan that promotes an aesthetic and eco friendly environment protecting the historical value of the campus	Rector, Heads, Work Engineer, DB, DR, Curator	Treasury	2021 – 2023	Campus Master Plan
4.1.1.2	Design and implement site specific architectural Beautification Plans and implement them to recognize the unique identity of the Campus	Rector, Head, DB, DR, Work Engineer, Curator	Treasury	2021 – 2024	No of beautification Plans designed and implemented

4.1.1.3	Introduce and practice sustainable environmental initiatives	Rector, Heads, DB, DR, Engineer, Curator	Treasury/ Donators	2021 – 2024	No. of initiatives taken for sustainable development
4.1.1.4	Introduce an appraisal system for academic and non-academic staff	IQAC Committee DR, DB	Generated funds & grants	2023	The appraisal system introduced
4.1.1.5	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
4.1.1.6	Establish a Sports and Recreation Center with required facilities	Rector, Sport Coordinator, DR, DB, AR	Treasury	2023	A Sports and Recreation Center with required facilities
4.1.1.7	Improve the learning environment and students support	Rector, HoDs, SAL, DR, AR	-	Continuous	No. of 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, DR, AR, WE & Curator	-	Continuous	Number of departments preparing annual estimates
4.1.2.2	Propose a separate budget allocation for the Campus	Rector, DR, DB	-	2023	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	2022	MIS introduced
4.1.3.2	Provide training for campus community on the use of MIS	DB, DR,	Treasury	2022	Number of training opportunities provided
4.1.3.3	Systematize the SIS (Student Information System) for student administration purposes	Mr. Rajesh, DR, AR	-	Continuous	Number of services offered through the SIS
4.1.3.4	Maintain the documentation of activities done by each section of the Campus	All Involved	-	Continuous	100% Documentation

4.1.3.5	Improve team work culture and professionalism among the Campus community	Rector, Heads, DR, DB	Treasury/Generated funds	Continuous	The teamwork culture and professionalism developed through training
4.1.3.6	Improve the Campus website to the professional standard	Mr. Rajesh, IT & Web Committee	Treasury/Generated funds	Continuous	Up-to-date information in the Campus web
4.1.3.7	Strengthen the academic mentoring program	IQAC Committee	-	Continuous	No of training sessions conducted
4.1.3.8	Conduct effective orientation programs for fresher's and for newly appointed student union officials annually	Rector, Heads, Permanent Student Counsellor, DR/AR	Treasury	Continuous	Number of orientation/awareness 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 relevant staff	Rector, DR, DB,	-	Continuous	No. of job descriptions developed for relevant staff
4.1.3.11	Promote gender equity and equality (GEE) and deter sexual and gender-based violence (SGBV)	Rector, DR, Heads	-	Continuous	No. of Policies on GEE and SGBV introduced

4.1.4. STRATEGY : Recruit qualified staff and provide training for Campus community to improve relevant skills

No	Action	Responsibility	Funding	Time Frame	KPI
4.1.4.1	Recruit staff based on merit, taking into special consideration the need for language, communication and IT skills	Rector, Heads DR	Treasury	Continuous	Number of staff recruited
4.1.4.2	Conduct training workshops on management skills and IT skills for staff	Rector, DR/AR	-	Continuous	Number of training programs and workshops conducted annually
4.1.4.3	Strengthen management skills of academic and administrative staff through workshops	Rector, DR, DB, AR	Treasury	Continuous	No of training programs/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 incorporated
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	No. of awareness programs conducted for staff and students
4.1.5.5	Promote the values of pluralism, diversity in knowledge production and dissemination	All departments	-	Continuous	No. of awareness programs conducted
4.1.5.6	Make students aware of students' rights, responsibilities, rules, regulations and conduct	Rector, Heads, DR, AR	-	Continuous	Orientation program conducted

4.1.6. STRATEGY : Strengthen Campus Supportive mechanism

No	Action	Responsibility	Funding	Time Frame	KPI
4.1.6.1	Establish the links with the passed out graduates and reform an Alumni Association	Rector, Coordinator of AA, DR	-	Continuous	The Alumni Association reformed, activities done
4.1.6.2	Establish and implement the on Campus Career Guidance and Community Outreach Unit (CGCOU) and continue improvement of the infrastructure, human and physical resources of the CGCOU.	Rector, DR, AHEAD Activity Coordinator Coordinator of CGCOU	AHEAD (ELTA-ELSE grant)	2021	The CGCOU established No of personnel appointed, no of physical resources provided, No. of events held
4.1.6.3	Establish the Campus Industry Linkage Unit (CILU)	Rector/ AHEAD Coordinator - CILU, Head PA	AHEAD (ELTA-ELSE grant)	2021	No. of CILUs established
4.1.6.4	Establish a Network Operating Unit with required physical and human resources	Rector, Asst. Network Manager, DR, DB	Treasury	2022	Establishment of a Network Unit
4.1.6.5	Establish an Art Council with necessary infrastructure and personnel	Rector, DR, Heads	Treasury	2025	An Art Council established with required facilities and personnel

4.1.6.6	Set up a mechanism to address students and staff grievances	Rector, Senior Student Counselor, DR, AR	-	2021	No. of Grievance Committees formed
4.1.6.7	Establish other supportive cells/units/centers under UGC/ University of Colombo circulars and guidelines	Rector, DR, 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, AR	Treasury	2023	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	2023 – 2025	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, maintain and extend 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	2021- 2022	No of a such Building/ extension/ facilities provided
5.1.1.2	New Faculty Building for Mass Media	‘DO’	Treasury	2021- 2025	‘DO’
5.1.1.3	New Faculty Building for Performing Arts	‘DO’	Treasury	2021- 2025	‘DO’
5.1.1.4	A playground and Recreation Center	‘DO’	Treasury	2022 – 2025	‘DO’
5.1.1.5	A Network Operating Unit	‘DO’	Treasury	2022 – 2023	‘DO’
5.1.1.6	New Cafeteria Facilities	‘DO’	Treasury	2025	‘DO’

5.1.1.7	A Security Office and Security Checkpoints	‘DO’	Treasury	2025	‘DO’
5.1.1.8	Car Parks	‘DO’	Treasury	2022 – 2025	‘DO’
5.1.1.9	Drivers’ Rest Rooms	‘DO’	Treasury	2022 – 2025	‘DO’
5.1.1.10	Residence for academic and administrative staff	‘DO’	Treasury	2023 – 2025	‘DO’
5.1.1.11	A New Faculty Club	‘DO’	Treasury	2023 – 2025	‘DO’
5.1.1.12	Summer Huts (Reading, Discussion Groups, etc.)	‘DO’	Treasury	2023 – 2024	‘DO’
5.1.1.13	A Theater and Film complex	‘DO’	Treasury	2022 – 2024	‘DO’
5.1.1.14	Audio Visual and Sound Recording Studio Building	‘DO’	Treasury	2021	‘DO’
5.1.1.15	Open Spaces for Practicing Performing Arts	‘DO’	Treasury	2023 – 2024	‘DO’
5.1.1.16	Store Rooms	‘DO’	Treasury	2023 – 2024	‘DO’
5.1.1.17	New Building for the Department of Works and Landscape	‘DO’	Treasury	2023 – 2025	‘DO’
5.1.1.18	New building for Maintenance Dept.	‘DO’	Treasury	2025	‘DO’
5.1.1.19	Purchase required vehicles for the campus community	‘DO’	Treasury	2023 – 2024	‘DO’
5.1.1.20	Supply installation and maintenance of a Total Lightning Protection System	‘DO’	Treasury	2021 – 2022	‘DO’
Renovate, extend and maintain existing infrastructure					
5.1.1.21	Extension to the Main Library	‘DO’	Treasury	2021 – 2022	‘DO’
5.1.1.22	Extension to the Computer Department	‘DO’	Treasury	2021 – 2022	‘DO’
5.1.1.23	Renovation of Arundathi Hall	‘DO’	Treasury/ Grants	2022 – 2025	‘DO’
5.1.1.24	Extension of the Dancing Room and Arts & Design Building	‘DO’	Treasury	2025	‘DO’
5.1.1.25	Extension of Arts and Design Building	‘DO’	Treasury	2025	‘DO’
5.1.1.26	Rehabilitation of internal road system at Campus	‘DO’	Treasury/ Grants	2021 – 2025	‘DO’
5.1.1.27	Upgrading the existing Open Air Theatre for students' practical skills	Rector, Engineer, AHEAD Activity Coordinator, Head PA	AHEAD Grant	2021 – 2022	‘DO’
5.1.1.28	Upgrading an existing building for a Mini Theatre for TLA activities	Rector, Engineer, AHEAD Activity Coordinator, Head PA	AHEAD Grant	2021/2022	‘DO’
5.1.1.29	Renovation of Dancing Room (13 B)	HoD, WE, DB, AR	Treasury	2021	‘DO’
5.1.1.30	Maintain the existing infrastructure	VC, Rector, DR, DB, AR, Work Engineer,	Treasury	Continuous	‘DO’

Implementation Structure of Sri Palee Campus

