

# STRATEGIC PLAN

## & Action Plan

**2022 - 2026**

# Sri Palee Campus



# **STRATEGIC PLAN 2022- 2026**

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**Sri Palee Campus**

**University of Colombo**

**Wewala, Horana,**

**Sri Lanka**

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## **Strategic Planning Committee**

Dr. Prathiba Mahanamahewa (Rector, Sri Palee Campus)

Dr. Wathsala Athukorala, Deputy Librarian - Chair of the Strategic Plan Committee

Ms. Chaturika Nimalachandra, (Head, Department of Performing Arts )

Dr. S.A.S.M.Senarath, Head, Department of Mass Media

Dr. Jayantha Wannisinha, Head, Department of Languages

Ms. R.I.Batuwangala, Head, Department of Computer Studies

Prof. (Ms.) K.V.Dhanapala, Coordinator / IQAC

Ms. H.T.I.Sanjeewani, Deputy Bursar

Ms D.C.Perera., Deputy Registrar

Ms. R.M.D.M.Bandara, Assistant Registrar, (Convener)

Ms. J.T.H.Chaturangani, Works Engineer

Mr. R.A.A.N.Ransinghe, Curator

## **Other Supportive Staff (Academic)**

Prof. Tudor Weerasinghe, Professor, Department of Mass Media

Prof. R.C.K.Hettiarachchi, Professor, Department of Mass Media

Prof. G.D.D.K.Sri Ranjan., Professor, Department of Mass Media

Dr. W.M.P.Weerasinghe, Senior Lecturer, Department of Mass Media

Dr. (Ms.) M.D.Kumudini, Senior Lecturer, Department of Performing Arts

Ms. P.T.K.I.Dharmasiri, Senior Lecturer, Department of Mass Media

Ms. N.W.W.G.K.Prabhashini, Senior Lecturer, Department of Mass Media

Dr. ( Ms.) S.A.N.Perera, Senior Lecturer, Department of Performing Arts

Mr. J.M.R.C.Bandara, Senior Lecturer, Department of Mass Media

Ms. T.T.Kaluarachchi, Probationary Lecturer, Department of Computer Studies

## **Supportive Staff ( Non Academic)**

R.A.P.Nayani, Management Assistant, Student Welfare Division

# 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 .....	10
Strategic Dimension Three: Policy Formulation and National Development .....	12
Strategic Dimension Four: Institutional Culture, Climate, Wellness, & Support .....	15
Implementation Structure of Sri Palee Campus .....	18
Sri Palee Campus Action Plan for 2022 .....	22
Glossary .....	44

## **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 Shanti niketan. 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 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.

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 700 - 750. The total community population exceeds 721 including 30 academic members, six academic supporting members, three administrative officers, and 75 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. Excellence in Teaching and Learning
2. Excellence in Research and Innovation
3. Excellence in Human and Physical Capital
4. Excellence in Organizational and Responsible Management

## **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**

**1.1. OBJECTIVE : Produce Globally Competitive Graduates**

**1.1.1. STRATEGY : Strengthen graduate attributes unique to creative industries**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
1.1.1.1	Conducting Training Programme	Rector, CGCU, Heads, CMR	No. of Training Programs to improve TLA	08	02	05	05	05	SDG Target 4.c
1.1.1.2	Improving analytical and critical thinking skills	Rector, Heads, Coordinators, Faculty	No. teaching and learning activities, No. of webinars, No. of Critical Circles, No. Guest Lectures on Contemporary Issues	10	10	10	10	10	SDG Target 4.c
1.1.1.3	Introducing Internship Programmes	Heads, CILU Faculty	New Internship Programs	-	-	-	01	-	SDG Target 4.c
1.1.1.4	Conducting life-long learning programs for the community	Heads, Unit Coordinators, Faculty CGCU, CILU	No. of Community Programs	07	05	05	05	05	SDG Target 4.4

**1.1.2 STRATEGY : Develop curricula aligning with the requirements of creative industries**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
1.1.2.1	Reviewing and re-structuring curricula periodically for the job market in the creative industry	Rector, Deputy Registrar, Heads, Faculty	Revised curriculum in Media Studies and Performing Arts	50%	100%	-	-	-	SDG Target 4.4
1.1.2.2	Introducing multi-disciplinary and inter-disciplinary Course Units	Rector, Heads, Coordinators, Faculty	Number of Course Units introduced	-	25%	50%	75%	100%	SDG Target 4.4

**1.2 OBJECTIVE : To adopt modern technological approaches to enhance teaching and learning****1.2.1 STRATEGY : Strengthening Continuous Professional Development (CPD) of staff**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
1.2.1.1	Conducting staff development programs collaboration with SDC/ resource persons	Rector, Heads, Coordinators Faculty	Number of Workshops / Programme Conducted	02	02	02	02	02	SDG Target 4.c
1.2.1.2	Facilitating junior staff for overseas postgraduate programs	Rector, Heads	Number of Staff who undergo overseas training	05	05	04	02	02	SDG Target 4.c
1.2.1.3	Recognizing the academics for their contribution to research/ Production and development	Rector, Heads	Number of publications and productions.	30	20	25	25	25	SDG Target 4.c
1.2.1.4	Facilitating academic supporting staff for professional development.	Rector, DB, DR, AR, Heads	Number of Training programmes conducted	08	02	03	03	03	SDG Target 4.c

**1.2.2 STRATEGY : Strengthening quality in teaching, learning, and assessments**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
1.2.2.1	Facilitating students for their new innovation productions and research	Rector, Heads, Deputy Registrar Deputy Bursar	Number of New productions / innovation facilitated	15	21	20	20	20	SDG Target 4.4
1.2.2.2	Conducting workshops for Improving practical and production skills for academic, academic support staff, and undergraduates	Rector, Heads, Coordinators, Faculty	Number of programmes conducted	09	12	07	07	07	SDG Target 4.4 & 4.c

1.2.2.3	Implementing 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	Rector, Heads	Updating examination manual, Syllabus and Bylaws	50% 70%	100% 100%	- -	- -	- -	SDG Target 4.4
1.2.2.4	Introducing effective English and IT programs for first, second, and third-year students to motivate and improve language and IT skills related to students' disciplines	Rector, Heads	No of English and IT courses developed	-	04	04	04	-	SDG Target 4.4
1.2.2.5	Practicing peer evaluation, and student feedback for improving teaching, learning, and Assessments	Heads, IQAC Committee	Student feedback / peer evaluation / annualizes of students feedback	80%	100%	100%	100%	100%	SDG Target 4.c & 4.4
1.2.2.6	Systematizing the exam rules and regulations	Heads, IQAC Committee	Percentage of Systematizing of Exam rules and regulations.	100%	100%	100%	100%	100%	SDG Target 16.6 & 16.7
1.2.2.7	Obtaining the full service to the SIS for efficient functioning of examination procedures	AR, DR, Exam Branch, Heads	Percentage of Obtaining the service of SIS	80%	100%	100%	100%	100%	SDG Target 16.6

1.2.2.8	Upgrading infrastructure (lecture halls, examination halls, labs with required multimedia equipment to enhance practical and theoretical aspects of TLAs)	AR, DR, Exam Branch, Heads	Percentage / Number of Upgraded Infrastructure facilities	20%	25%	30%	35%	40%	SDG Target 4.a & 9.1
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### 1.2.3 STRATEGY: Promoting modern Technological approaches to enhance Teaching, Learning, and Assessment

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
1.2.3.1	Providing modern technology and physical equipment to enhance teaching and learning environment	AHEAD Project Coordinator/ Heads	Number of such equipment/s services provided	40%	40%	50%	50%	60%	SDG Target 4.a & 9.1
1.2.3.2	Maximizing student engagement through the use of Blended Learning	Rector, Heads	Percentage of Staff involved in Blended Learning	63%	67%	77%	80%	83%	SDG Target 4.4
1.2.3.3	Using Technological tools for assessment practices.	SAL, IQAC Committee	Percentage of use	25%	15%	15%	15%	15%	SDG Target 4.a

### 1.3 OBJECTIVE : To expand national and international collaborations /networks

#### 1.3.1 STRATEGY : Promoting national and international collaborations

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
1.3.1.1	Signing MOUs with the National and International institutions	CILU- Coordinator, Heads of the Departments, Faculty	Number of signed MOUs	02	03	03	01	01	SDG Target 17

1.3.1.2	Conducting workshops seminars, symposia, and academic discussions in collaboration with National and International experts and academic institutions.	Rector, Heads, Coordinators, Faculty	Number of such activities conducted	05	05	05	05	05	SDG Target 17
1.3.1.3	Organizing National and International cultural events.	Rector, Heads, Coordinators	Number of such events organized	05	07	05	05	05	SDG Target 17

### 1.3.2 STRATEGY: Encouraging Staff to Engage in National and International Organizations

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
1.3.2.1	Encouraging academic staff for local and international fellowships	VC, Rector, Heads, Registrar	Number of scholar programs /fellowships achieved	-	01	-	-	-	SDG Target 4.c
1.3.2.2	Facilitating/obtaining memberships in academic/professional associations	VC, Rector, Heads, Registrar, Bursar	Number of memberships obtained	07	07	-	-	-	SDG Target 4.c
1.3.2.3	Serving as visiting scholars in National and International institutes or organizations	VC, Rector, Heads, Registrar, Bursar	Number of academic staff visited for visiting scholars	02	01	-	-	-	SDG Target 4.c

### 1.3.3 STRATEGY : Encouraging participation in National and International Social and Cultural Events

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
1.3.3.1	Facilitating faculty and students in participating in national and international social and cultural events	VC, Rector, Heads, Registrar, Bursar	Number of such events participated	04	05	05	05	05	SDG Target 4.4

1.3.3.2	Organizing National and International contests and events	VC, Rector, Heads, Registrar, Bursar	Number of such events organized	01	01	01	01	01	SDG Target 4.4
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**1.4 OBJECTIVE : To expand disciplines of creative industries**

**1.4.1 STRATEGY : Developing new disciplines related to modern creative industries**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
1.4.1.1	Introducing new undergraduate study programs	Rector, Heads, IQAC Committee, DR, AR	Percentage of Completion	60%	100%	-	-	-	SDG Target 4.4
1.4.1.2	Introducing new external programs (Postgraduates, MPhil, PhD., Undergraduate, Diploma, Certificates, and other)	Rector, Heads, IQAC Committee, DR, AR, Coordinator-CMR	Percentage of completion	40%	80%	100%	-	-	SDG Target 4.4

**STRATEGIC DIMENSION TWO: RESEARCH AND SCHOLARSHIP**

**2. GOAL : Excellence in research and innovation**

**2.1 OBJECTIVE : To enhance the engagement in research and innovations**

**2.1.1 STRATEGY : Cultivating a strong research culture through policies and best practices**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
2.1.1.1	Conducting training sessions for improving research skills among staff, academic and public	Rector, Heads, DR, AR, Coordinator-CMR, Research Committee	Number of training sessions to improve research skills.	05	02	05	05	05	SDG Target 9.5

**2.1.2 STRATEGY: Strengthening global visibility and impact in research**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
2.1.2.1	Increase the scientific publication (books and articles)	Rector, CMR, Academics, Heads, Bursar, Registrar	Number of books and articles published.	20	20	20	20	20	SDG Target 9.5
2.1.2.2	Conducting research symposia and conferences	Rector, Coordinator CMR, Academics, Heads, Bursar, Registrar,	Number of Symposia / conferences conducted	02	02	02	02	02	SDG Target 9.5

**2.1 OBJECTIVE : To promote innovations and knowledge transfers from Campus to industry****2.2.1 STRATEGY : Enhancing the activities of the Campus Industry Linkage Unit (CILU)**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
2.2.1.1	Upgrading existing human and physical resources for CILU	Rector, Heads, Bursar, Registrar,	Percentage of Resources upgraded	100%	-	-	-	-	SDG Target 4.4 & 9.5
2.2.1.2	Systematizing internship programme for the undergraduates	Rector, Heads, Coordinator CILU	Number of MOUs signed with Stake holders.	-	-	50%	100%	-	SDG Target 4.4 & 9.5
2.2.1.3	Producing and distributing students' productions as mainstream arts and media productions through commercialization	Heads, Coordinators	Number of such production produced and distributed	01	-	-	-	-	SDG Target 4.4 & 9.5
2.2.1.4	Initiating intellectual asset management regarding academic productions	VC, Rector, Registrar, Heads,	Number of Asset management	-	-	-	-	-	SDG Target 4.4 & 9.5

2.2.1.5	Conducting professional training for undergraduates for new job skills	Rector, Heads, Stake Holders , Academics, CILU, Coordinators	Number of Training Conducted	-	-	-	-	-	SDG Target 4.4 & 9.5
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**2.2.2 STRATEGY : Upgrading and enhancing the functionality of the Center for Media Research (CMR)**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
2.2.2.1	Forming Research Ethical Committee	Rector, Heads, , Research Committee, IQAC	Research Ethical Committee Established	-	-	-	-	-	SDG Target 9.5
2.2.2.2	Publishing journals for the dissemination of knowledge	Rector Heads, SAL, DR, Bursar, Research Committee	Number of Journals issues published	01	02	02	02	02	SDG Target 9.5

**STRATEGIC DIMENSION THREE: POLICY FORMULATION AND NATIONAL DEVELOPMENT**

**3. Goal : Excellence in human and physical capital**

**3.1 OBJECTIVE : To upgrade human capital aligning with the vision and mission of the campus**

**3.1.1 STRATEGY: Enhancing capabilities and competencies of staff through training and development**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
3.1.1.1	Conducting workshops for enhancing English, IT and Management skills among the existing staff	Rector Heads, DR, DB	Number of Workshops conducted.	02	05	03	03	03	SDG Target 4.c
3.1.1.2	Recruiting staff based on merit taking into special consideration the need for language, communication and IT Skills	Rector Heads, DR, DB	Number of Staff recruited	-	02	-	-	-	SDG Target 4.c



**3.2. OBJECTIVE: Enhancing physical Capital for Improving Quality Teaching and Learning****3.2.1 STRATEGY: Improving the Physical and Human Resources for the Proposed Faculties**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
3.2.1.1	Functioning two Faculties with required facilities	Rector Heads, DR, Bursar, Works Engineer	Progress of the Process	80%	100%	100%	100%	100%	SDG Target 4.4
3.2.1.2	Lightning protection system	Rector, Heads, DR, Bursar, Works Engineer	Percentage of functionalities completed	100%	100%	100%	100%	100%	SDG Target 4.4
3.2.1.3	Extension to the computer department	Rector, Heads Bursar, DR, Works Engineer	Percentage of work Completed 100%	100%	100%	100%	100%	100%	SDG Target 4.4
3.2.1.4	Rehabilitating in the Road system	Rector, Heads, DR, Bursar, Works Engineer	Percentage of the work completed	5%	10%	100%	100%	100%	SDG Target 4.4

**3.2.2 STRATEGY : Adopting an effective and preventive maintenance system with emphasis on preventive maintenance**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
3.2.2.1	Preventive maintenance system	DR, WE, Curator	Number of site visits by the Technical staff	12	24	24	24	24	SDG Target 9.1

**3.2.3 STRATEGY: Upgrading required modern facilities to improve the quality in teaching and Learning**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
3.2.3.1	Constructing a Mini Theatre	Rector, Works Engineer, Coordinator AHEAD, Activity 01 Coordinator	Percentage of work completed.	50%	100%	100%	100%	100%	SDG Target 9.1

3.2.3.2	Renovating Arundathi Theatre	Rector, Heads, DR, Bursar, Works Engineer, Coordinator AHEAD,	Percentage of work completed	20%	30%	50%	100%	100%	SDG Target 9.1
3.2.3.3	Extension to the Mai Library	Rector, SAL DR, Bursar, Works Engineer, Curator	Percentage of the completed.	50%	60%	100%	100%	100%	SDG Target 9.1
3.2.3.4	Purchasing of the required physical sources and recruiting human resources	Rector, SAL DR, Bursar, Works Engineer, Curator	Percentage of Physical human resources	50%	60%	65%	70%	75%	SDG Target 9.1
3.2.3.5	Digitalizing the library resources	Rector, SAL DR, Bursar, Heads, Head Computer,	Percentage of digitalization	20%	30%	40%	50%	60%	SDG Target 9.1

### 3.3. OBJECTIVE: To upgrade virtual capital in facilitating technological changes

#### 3.3.1 STRATEGY: Increasing required physical and human resources for technological changes

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
3.3.1.1	Widening access to digital infrastructure and resource	Heads	Number of computer labs established	01	01	01	-	-	SDG Target 9.1 & 8.2,
3.3.1.2	Training the staff on digital practices	Heads	Number of training session conduct per year	01	02	02	02	02	SDG Target 9.1 & 8.2,
3.3.1.3	Upgrading the network facilities for staff and students	Heads Administration	Percentage of Upgraded network system	20%	25%	50%	60%	75%	SDG Target 9.1 & 8.2,

**3.3.2 STRATEGY: Promoting practices of a Digital Working Environment**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
3.3.2.1	Conducting Aptitude Test through Online mode	Heads Administration	No of Aptitude test conducted	01	01	01	01	01	SDG Target 9.1 & 8.2,12
3.3.2.2	Conducting statutory meetings through Zoom	Heads Administration	No of meetings conducted per year	01	01	01	01	01	SDG Target 9.1 & 8.2,12

**STRATEGIC DIMENSION FOUR: INSTITUTIONAL CULTURE, CLIMATE, WELLNESS, AND SUPPORT**
**4. Goal: Excellence in organizational and responsible management****4.1 OBJECTIVE: To enhance sustainable initiatives****4.1.1 STRATEGY: Initiating activities with Sustainable Development Goals (SDGs)**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
4.1.1.1	Increasing SDGs awareness among students and staff of the SPC	Heads, DR, AR, WE, Curator	Number of awareness campaigns conducted	01	02	03	04	05	Overall SDG Frame Work

**4.1.2 STRATEGY: Promoting a sustainability reporting and Evaluation System**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
4.1.2.1	Introducing of reporting system for sustainability activities	Heads, DR, AR, WE, Curator	Availability of recording system for sustainability activities	Yes	Yes	Yes	Yes	Yes	Overall SDG Frame Work

**4.1.3 STRATEGY: Promoting green innovation practices**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
4.1.3.1	Designing the Campus Master Plan to enhance eco-friendly environment.	Heads, DR, AR, WE, Curator	Approved Master plan	10%	25%	40%	70%	100%	SDG Target 9.1
4.1.3.2	Designing and implementing site specific architectural beautification plans.	Heads, DR, AR, WE, Curator	Number of approved and implemented beautification plan	2	2	2	2	2	SDG Target 9.1
4.1.3.3	Conducting the awareness programs and seminars) on SDG's.	Heads, DR, AR, WE, Curator	Number of workshops conducted	-	1	2	2	2	Overall SDG Frame Work
4.1.3.4	Initiating renewable energy sources.	Heads, DR, AR, WE, Curator	Availability of renewable energy sources	-	-	-	02%	03%	SDG Target 7

**4.1.4 STRATEGY: Strengthening financial management system**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
4.1.4.1	Obtaining financial autonomy for the Campus.	Rector, DR, DB/AB,	Number of Meetings conducted	-	02	03	03	04	SDG Target 16.6
4.1.4.2	Preparing realistic budget estimates for the Campus by considering the departmental requests and prevailing budgetary policies.	Rector, DR, DB/AB, AR HoDs, WE, Curator	Availability of budget estimates	Yes	Yes	Yes	Yes	Yes	SDG Target 16.6
4.1.4.3	Preparing realistic estimates for the development funds.	Rector, DR, DB/AB, AR HoDs, WE, Curator	Availability of such budgets estimates	Yes	Yes	Yes	Yes	Yes	SDG Target 16.6
4.1.4.4	Investing funds of the external courses by evaluating the investment plans.	Rector, DR, DB/AB, AR HoDs, WE, Curator	Investments of Funds	Yes	Yes	Yes	Yes	Yes	SDG Target 16.6

**4.2 OBJECTIVE: To strengthen professionalism and ethical practices****4.2.1 STRATEGY: Promoting professionalism and ethical practices among staff**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
4.2.1.1	Conducting training sessions for all kinds of staff	Rector, CGCU, Heads	No. of Training Programs	02	03	03	03	03	SDG Target 8.2 9.1

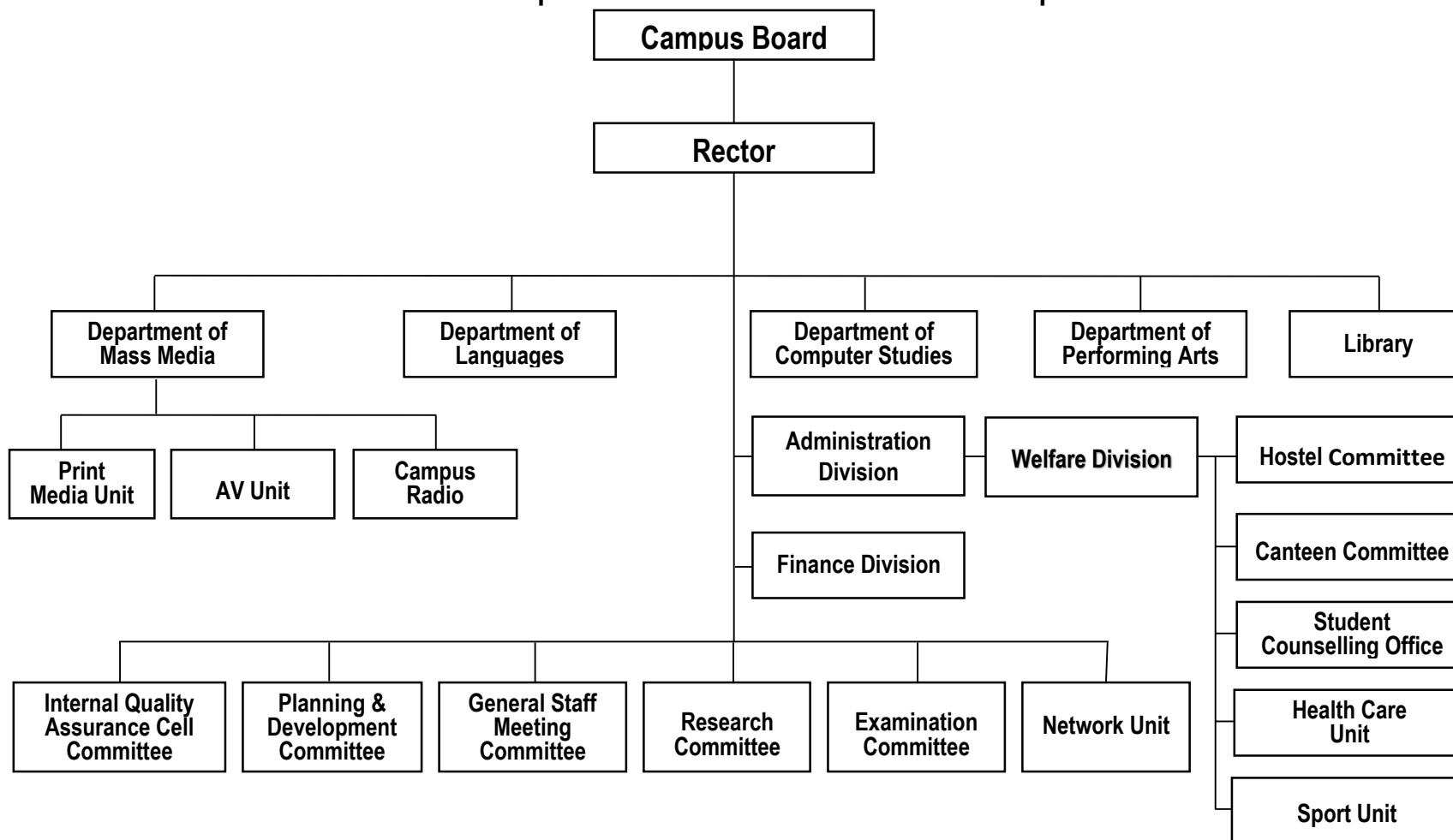
**4.3 OBJECTIVE: To promote responsibility and accountability****4.3.1 STRATEGY: Promote good governance to strengthen integrity and accountability**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
4.3.1.1.	Conducting workshops on government rules and regulations (Budgetary policies, circulars)	Heads, DR, DB, AR, AB, WE, Curator	Number of workshops conducted	02	01	-	-	-	SDG Target 16
4.3.1.2.	Building positive attitudes in the workplace through constant training	Heads, DR, DB, AR, AB, WE, Curator	Number of trainings programmes conducted	-	-	01	01	01	SDG Target 16
4.3.1.3.	Providing rewards for the staff committed to achieving good governance	Heads, DR, DB, AR, AB, WE, Curator	Number of events, issued appreciation letters	02	02	02	02	02	SDG Target 16
4.3.1.4.	Introducing MIS to increase work efficiency and facilities	Heads, DR, DB, AR, AB, WE, Curator	Percentage of MIS awareness	-	50%	75%	100%	-	SDG Target 16

**4.3.2 STRATEGY: Improving quality improvement practices through feedback**

No.	Action	Responsibility	KPI	Performance Targets					SDG Goal/Target
				2022	2023	2024	2025	2026	
4.3.2.1	Developing feedback forms to collect information.	Heads, SAL, DR, DB, AR, AB, WE, Curator	Percentage of feedback received	100%	100%	100%	100%	100%	SDG Target 16.6 & 16.7
4.3.2.2	Analysing the collected data to make decisions.		Percentage of improvement based on Analysis	60%	-	-	-	-	SDG Target 16.6 & 16.7

### Implementation Structure of Sri Palee Campus





**Sri Palee Campus**

**University of Colombo**

**ACTION PLAN FOR 2022**

**Based on the Strategic Plan 2022-2026**

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## **Sri Palee Campus - Action Plan 2022**

This document detailed Sri Palee Campus Action Plan for the year 2022 based on the Strategic Plan 2022-2026. The Campus has **5 Goals**; under each goal several **Objectives**. Several **Strategies** have been identified to meet these Objectives, and each strategy has one or more specific **Activities/ Actions or/and sub activities**. The chart shows the Goals, Objectives, Strategies, Activities/Actions and sub activities, together with the responsible parties for each activity, Key Performance Indicators (KPI), the estimated budget, and the month in 2022 during which each activity will be implemented.

Please refer the Glossary for abbreviations.



## STRATEGIC DIMENSION ONE: ACADEMIC EXCELLENCE

**1. GOAL : Excellence in Teaching and Learning**

**1.1. OBJECTIVE : Produce Globally Competitive Graduates**

**1.1.1. STRATEGY : Strengthen graduate attributes unique to creative industries**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
1.1.1.1	Conducting Training Programme	08 Training Programme conducted												AHEAD Funds	Rector, CGCU, Heads	
1.1.1.2	Improving analytical and critical thinking skills	10 webinars/ Critical Circles,												AHEAD Funds	Rector, Heads, Coordinators, Faculty	
1.1.1.3	Conducting life-long learning programs for the community	07 Community Programs												AHEAD Funds	Heads, Unit Coordinators, Faculty CGCU, CILU	

**1.1.2 STRATEGY : Develop curricula aligning with the requirements of creative industries**

Strategic Plan No.	Activity	KPI	Q1			Q2		Q3			Q4		Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t		
1.1.2.1	Reviewing and re-structuring curricula periodically for the job market in the creative industry	02 Revised curriculum in Media Studies and Performing Arts											AHEAD Funds	Rector, Deputy Registrar, Heads, Faculty

**1.2 OBJECTIVE : To adopt modern Technological approaches to enhance Teaching and Learning****1.2.1 STRATEGY : Strengthening Continuous Professional Development (CPD) of Staff**

Strategic Plan No.	Activity	KPI	Q1			Q2		Q3			Q4		Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t		
1.2.1.1	Conducting staff development programs in the collaboration with SDC/ resource persons	02 Workshops conducted.											GOSL Funds	Rector, Heads, Coordinators Faculty

1.2.1.2	Facilitating junior staff for overseas postgraduate programs	05 Junior Staff members																AHEAD Funds / Self Finance, NCAS, Chinese Scholarship Council	Rector, Heads
1.2.1.3	Recognizing the academics for their contribution to research/ Production and development	30 publications																-	Rector, DB, DR, AR
1.2.1.4	Facilitating academic supporting staff for professional development.	08 Training programmes																AHEAD Funds	Rector, DB, DR, AR, Heads

### 1.2.2 STRATEGY : Strengthening Quality in Teaching, Learning, and Assessments

Strategic Plan No.	Activity	KPI	Q1		Q2		Q3		Q4		Budgetary allocation	Responsibility		
			J	F	M	A	J	J	A	S			C	N
1.2.2.1	Facilitating students for their new innovation productions and research	15 New productions / workshops to improve research skills											GOSL Funds / Self finance	Rector, Heads, Deputy Registrar Deputy Bursar



1.2.2.8	Upgrading infrastructure (lecture halls, examination halls, labs with required multimedia equipment to enhance practical and theoretical aspects of TLAs)	30% Completed																	GOSL Funds/ AHEAD Funds	Rector, HOD, DR, AR
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### 1.2.3 STRATEGY: Promoting Modern Technological Approaches to enhance Teaching, Learning, and Assessment

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
1.2.3.1	Providing modern technology and physical equipment to enhance the teaching and learning environment	40 Computers and required furniture													AHEAD Funds	AHEAD Project Coordinator/ Heads
1.2.3.3	Maximizing student engagement through the use of Blended Learning	63% Staff involved in Blended Learning													-	Rector, Heads
1.2.3.4	Using Technological tools for assessment practices.	25% of use													-	SAL, IQAC Committee

**1.3 OBJECTIVE : To expand national and international collaborations /networks**

**1.3.1 STRATEGY : Promoting National and International Collaborations**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
1.3.1.1	Signing MOUs with the National and International institutions	02 MOUs Signed													-	CILU-Coordinator, Heads of the Departments, Faculty
1.3.1.2	Conducting workshops seminars, symposia, and academic discussions in collaboration with National and International experts and academic institutions.	05 workshops activities conducted													-	Rector, Heads, Coordinators, Faculty
1.3.1.3	Organizing National and International cultural events.	05 events													-	Rector, Heads, Coordinators

**1.3.2 STRATEGY: Encouraging Staff to Engage in National and International Organizations**

Strategic . Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c		
1.3.2.2	Facilitating obtaining memberships in academic/professional associations	07 memberships obtained													-	VC, Rector, Heads, Registrar, Bursar
1.3.2.3	Serving as visiting scholars in National and International institutes or organizations	02 academic staff visited for visiting scholars													-	VC, Rector, Heads, Registrar, Bursar

**1.3.3 STRATEGY : Encouraging Participation in National and International Social and Cultural Events**

Strategic . Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c		
1.3.3.1	Facilitating faculty and students in participating in national and international social and cultural events	04 events participated													Self-Finance	VC, Rector, Heads, Registrar, Bursar

1.3.3.2	Organizing National and International contests and events	01 events organized																sponsorships	VC, Rector, Heads, Registrar, Bursar
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**1.4 OBJECTIVE : To expand disciplines of creative industries**

**1.4.1 STRATEGY : Developing new disciplines related to modern creative industries**

Strategic . Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c		
1.4.1.1	Introducing new undergraduate study programs	60% completion of new a new degree programs													AHEAD funds	Rector, Heads, IQAC Committee, DR, AR
1.4.2.	Introducing new external programs (Postgraduates, MPhil, PhD., Undergraduate, Diploma, Certificates, and other)	40% of completion													-	Rector, Heads, IQAC Committee, DR, AR, Coordinator-CMR



## STRATEGIC DIMENSION TWO: RESEARCH AND SCHOLARSHIP

**2. GOAL : Excellence in research and innovation**

**2.2 OBJECTIVE : To enhance the engagement in research and innovations**

**2.1.1 STRATEGY : Cultivating a strong research culture through policies and best practices**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
2.1.1.1	Conducting training sessions for improving research skills among staff, academic and public	05 training sessions on research.												-	Rector, Heads, DR, AR, Coordinator-CMR, Research Committee	

**2.1.2 STRATEGY: Strengthening Global Visibility and Impact in Research**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
2.1.2.1	Increase the Scientific publication ( books and articles)	20 Books and Articles published												Self-Finance/ Research Grant / GOSL Finance	Rector, Coordinator Academics, Heads, Bursar, Registrar CMR,	
2.1.2.2	Conducting research symposia and conferences	02 Research Symposia												GOSL Funds / Sponser Ships	Rector, Coordinator Academics, Heads, Bursar, Registrar, CMR,	

**2.1 OBJECTIVE : To promote innovations and knowledge transfers from campus to industry**

**2.2.1 STRATEGY : Enhancing the activities of the Campus Industry Linkage Unit (CILU)**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
2.2.1.1	Upgrading existing human and physical resources for CILU	100% of Resources upgraded												AHEAD Funds	Rector, Heads, Bursar, Registrar,	
2.2.1.3	Producing and distributing students' productions as mainstream arts and media productions through commercialization	01 Production Commercialized.												GOSL Funds / Self	Heads, Coordinators	

**2.2.2 STRATEGY : Upgrading and enhancing the functionality of the Center for Media Research (CMR)**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c		
2.2.2.2	Publishing journals for dissemination of knowledge	01 Issues published												Earns Funds	Rector Heads, SAL, DR, Bursar, Research Committee	

**STRATEGIC DIMENSION THREE: POLICY FORMULATION AND NATIONAL DEVELOPMENT****3. GOAL : Excellence in Human and Physical Capital****3.1 OBJECTIVE : To Upgrade Human Capital Aligning with the Vision and Mission of the Campus****3.1.1 STRATEGY : Enhancing Capabilities and Competencies of Staff through Training and Development**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c		
3.1.1.1	Conducting workshops for enhancing English, IT and Management skills among the existing staff	02 Workshops conducted												GOSL Funds / Sponsorship	Rector Heads, DR, Bursar,	

### 3.2. OBJECTIVE: Enhancing Physical Capital for Improving Quality Teaching and Learning

#### 3.2.1 STRATEGY: Improving the Physical and Human Resources for the Proposed Faculties

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c		
3.2.1.1	Functioning two Faculties with required facilities	80% progress													Treasury Funds	Rector Heads, DR, Bursar, Works Engineer
3.2.1.2	Lightning protection system	100% Completed													Treasury Funds	Rector, Heads, Works Engineer DR, Bursar,
3.2.1.3	Extension to the computer department	100% Completed													Treasury Funds	Rector, Heads, Works Engineer DR, Bursar,
3.2.1.4	Rehabilitating in the Road system	05% Completed													Treasury Funds	Rector, Heads, Works Engineer DR, Bursar,

**3.2.2 STRATEGY : Adopting an Effective and Preventive Maintenance System**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
3.2.2.1	Preventive maintenance system	12% Completed													-	Rector, Heads, Works Engineer DR, Bursar,

**3.2.3 STRATEGY: Upgrading required Modern Facilities to Improve the Quality in Teaching and Learning**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
3.2.3.1	Constructing a mini theatre	50% Completed													AEHEAD Funds	Rector, Works Engineer, Coordinator AHEAD, Activity 01 Coordinator
3.2.3.2	Renovating Arundathi Theatre	20% Completed													AEHEAD Funds	Rector, Heads, DR, Bursar, Works Engineer, Coordinator AHEAD,
3.2.3.3	Extension to the main Library	53% Completed													GOSL Funds	Rector, SAL DR, Bursar, Works Engineer, Curator

3.2.3.5	Digitalizing the library resources	25% Completed																	-	Rector, SAL DR, Bursar, Heads, Head Computer,
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### 3.3. OBJECTIVE: To Upgrade Virtual Capital in Facilitating Technological Changes

#### 3.3.1 STRATEGY : Increasing required Physical and Human Resources for Technological Changes

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c		
3.3.1.1	Widening access to digital infrastructure resources	50 computers with a computer lab													AHEAD Funds	Heads
3.3.1.2	Training the staff on digital practices	01 training sessions													AHEAD Funds	Heads
3.3.1.3	Upgrading the network facilities for staff and students	20% Upgrade the network facilities													GOSL Funds	Heads Administration

#### 3.3.2 STRATEGY : Promoting Practices of a Digital Working Environment

Strategic. Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
3.3.2.1	Conducting Aptitude Test through Online mode	01 Aptitude Test												Earned Funds	Heads Administration	
3.3.2.2	Conducting statutory meetings through Zoom	01 Completed												-	Heads Administration	



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

**4. Goal : Excellence in organizational and responsible management**

**4.1 OBJECTIVE : To enhance sustainable initiatives**

**4.1.1 STRATEGY : Initiating activities with Sustainable Development Goals (SDGs)**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
4.1.1.1	Increasing SDGs awareness among students and staff of the SPC	01 Conducted													-	Heads, DR, AR, WE, Curator

**4.1.2. STRATEGY: Promoting a sustainability reporting and evaluation system**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
4.1.2.1	Introducing of reporting system for SDG Activities	SDGs conducted activities													-	Heads, DR, AR, WE, Curator

**4.1.3 STRATEGY : Promoting green innovation Practices**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
4.1.3.1	Designing the Campus Master Plan to enhance eco-friendly environment.	10% Completed													GOSL Funds	Heads, DR, AR, WE, Curator
4.1.3.2	Designing and implementing site specific architectural beautification plans.	02 Numbers implemented.													GOSL Funds / AHEAD Funds	Heads, DR, AR, WE, Curator

**4.1.4 STRATEGY: Strengthening Financial Management System**

Strategic. Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J a n	F e b	M a r	A p r i l	M a y	J u n e	J u l y	A u g	S e p	O c t	N o v	D e c		
4.1.4.2	Preparing realistic budget estimates for the Campus by considering the departmental requests and prevailing budgetary policies.	Availability of budget estimates													GOSL Funds	Rector, DR, DB/AB, AR HoDs, WE, Curator
4.1.4.3	Preparing realistic estimates for the development funds.	Availability of such budgets estimates													Generated Funds	Rector, Heads, Coordinators, Faculty
4.1.4.4	Investing funds of the external courses by evaluating the investment plans.	Investments of Funds													Generated Funds	Rector, Heads, Coordinators, Faculty

#### 4.2 OBJECTIVE: To strengthen Professionalism and Ethical Practices

##### 4.2.1 STRATEGY : Promoting Professionalism and Ethical Practices among Staff

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J	F	M	A	M	J	J	A	S	C	N	D		
4.2.1.1	Conducting training sessions for all kinds of staff	02 Training Sessions													GOSL Funds / AHEAD Funds	Rector, CGCU, Heads

#### 4.3 OBJECTIVE : To promote responsibility and accountability

##### 4.3.1 STRATEGY : Promote good governance to strengthen integrity and accountability

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility
			J	F	M	A	M	J	J	A	S	C	N	D		
4.3.1.2	Conducting workshops on government rules and regulations ( Budgetary Policies, circulars)	02 workshops conducted													-	Heads, SAL, DR,DB, AR, AB, WE, Curator

4.3.1.4	Providing rewards for the staff committed to achieving good governance.	02 events provided rewards																	-	Heads, SAL, DR,DB, AR, AB, WE, Curator
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**4.3.2 STRATEGY: Improving Quality Improvement Practices through Feedback**

Strategic Plan No.	Activity	KPI	Q1			Q2			Q3			Q4			Budgetary allocation	Responsibility		
			J	F	M	A	M	J	J	A	S	C	N	D				
			a	e	a	p	a	J	J	A	S	C	N	D				
			n	b	r	r	i	e	u	l	g	e	p	t	v	c		
4.3.2.1	Developing feedback forms to collect information.	100% feedback													-	Heads, SAL, DR, DB, AR, AB, WE, Curator		
4.3.2.2	Analysing the collected data to make decisions.	60% improvement													-	Heads, SAL, DR, DB, AR, AB, WE, Curator		

## Glossary

AB	- Assistant Bursar
AHEAD	- Accelerating Higher Education Expansion and Development
ACCPAC	- Accounts Package
AMP	- Academic Mentoring Program
AR	- Assistant Registrar
AVU	- Audio Visual Unit
BL	- Blended Learning
CGCU	- Career Guidance & Community Unit
CILU	- Campus Industry Linkage Unit
CMR	- Center for Media Research
CRC	- Curriculum Review Committee
CDC	- Curriculum Development Committee
CVCD	- Committee of Vice Chancellors and Directors
DB	- Deputy Bursar
ELTA-ELSE	- Enriching Learning, Teaching, Assessment and English Language Skills Enhancement
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
MIT	- Multi-disciplinary, Inter-disciplinary, Trans-disciplinary
OBE	- Outcome Based Education
SAL	- Senior Assistant Librarian
SAR	- Senior Assistant Registrar
SBS	- Subject Benchmark Statements
SCL	- Student Centered Learning
SDC	- Staff Development Center
SIS	- Student Information System
SLQF	- Sri Lanka Qualification Framework
TLA	- Teaching, Learning & Assessment
UGC	- University Grants Commission

