



University of Colombo Sri Lanka

ACTION PLAN FOR 2019

Based on the Strategic Plan 2019- 2023

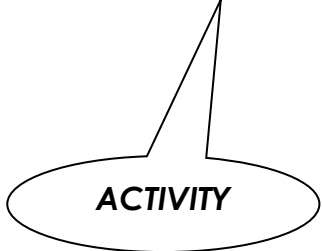
University of Colombo: Action Plan 2019

This document details the University of Colombo Action Plan for the year 2019 based on the Corporate Plan 2019-2023. The University has **7 Goals**; under each goal are several **Objectives**. Several **Strategies** have been identified to meet this Objective, and each strategy has one or more specific **Activities**. The chart shows the Goals, Objectives, Strategies, and Activities, together with the responsible parties for each activity, the estimated budget, and the quarter in 2019 during which each activity will be implemented.

Please note that the colour codes given below. Please refer appendix for abbreviations.

Title bar																	
Item No	Activity	Sub activity	Duration												Budgetary Allocation	Responsible Division officer	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
1	GOAL 1: Achieving Excellence in Facilitation Toward Teaching and Learning															85m	
1.1	Objective 1.1: To use of modern technology and pedagogies for dissemination of knowledge															50m	
		Strategy 1.1: Strengthen knowledge dissemination through multi-modes and modern teaching and learning systems															
1.1.1		Promoting interactive methods in teaching learning process														2m	Deans, Directors, Heads, Coordinators
1.1.2		Widening access to ICT resources														5m	VC, Registrar, Directors, Deans
1.1.3		Providing wider access to information and publications														4m	Registrar, Librarian, Deans, Directors, Heads
1.1.4		Promoting multimode delivery and evaluation methods														4m	VC, D/SDC, Deans, Heads
1.1.5		Improving university-industry collaboration														10m	Heads, CGU Deans, Rector, Directors

Shaded light purple are the quarters during which the activities will be implemented



UNIVERSITY OF COLOMBO –ACTION PLAN 2019

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec					
	Goal 1 – Achieving excellence in teaching and learning																		
	Objective 1.1: To use appropriate technologies and pedagogies to enhance graduate attributes																		
		Strategy 1.1.1 Strengthen graduate attributes through effective teaching and learning systems																	
1.1.1.1		Promoting interactive methods in teaching - learning process														- No. of interactive sessions in courses - Number of courses in a program incorporating	All courses 20% of the courses	50 M (UNESCO funds)	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
																blended learning (Cumulative) - Number of academics attended to training and workshops on interactive teaching (Cumulative)	20% of academic staff	
1.1.1.2		Widening access to ICT resources														- No. of students per computer - Availability of university wide Wi-Fi facilities - Percentage of students accessed LMS	18 65% 50%	
1.1.1.3		Promote access to information resources through modern technology														- No. of Information literacy programs conducted - No. of students accessed to virtual training programs on information literacy	10 programs 50% of students	
		Establishment of Cyber Campus														- Percentage of Completion	30%	10 M
1.1.1.4		Integrating IT into library services														Level of automation of the library services	60%	
		Integrating IT into Registration & Examination work														Level of automation of the Registration &	60%	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
																Exam work		
1.1.1.5		Increasing university-industry collaborations to enhance graduate attributes														-Percentage of internships provided for undergraduate students - No. of industry exposure provided through field trips, industry visits, off campus assignments	65% 1/year/student	
1.1.1.6		Promoting community based service learning projects														No. of Projects	1/Faculty	
		Strategy 1.1.2: Establish a systematic review of academic programs																
1.1.2.1		Reviewing curricula periodically to meet the stakeholders' needs														- Frequency of curriculum revision - No. of meetings held with stakeholders - Frequency of obtaining feedback from students	- Once in 3-5 years - 1/Year/ Faculty - 1 Programme/ Year/ Faculty	10 M
1.1.2.2		Mapping programs with SLQF														No. of Prgammes mapped	40	3 M
1.1.2.3		Nurturing students on logical and critical thinking														- No of teaching learning activities promoting critical thinking such as case based studies/	2/subject	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
															simulations, Intellectual Debates - No. of assessment with critical thinking component	1/programme	
1.1.2.4		Encouraging research on national and international issues													No. of presentations made	12/Faculty	10 M
1.1.2.5		Increasing the number of postgraduates and doctoral students in the faculty													No. of postgraduate research students registered per year	20/Faculty	100 M
	Goal 2 – Achieving Excellence in Research and Scholarship																
	Objective 2.1: To strengthen research, innovation and publications																
		Strategy 2.1.1: Strengthen mechanisms to improve research, innovations and publications															
2.1.1.1		Encouraging research by providing incentives													- Amount. of research grants allocated per year - No of hours reserved for research per person per semester	3% university expenditure 15% of working works	40 M

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
															- Percentage of early career academics (<45 years) receiving funding	5%	
2.1.1.2		Recognizing Academics for their contribution in research and development													Percentage of academics receiving awards per year/ per faculty	3%	
2.1.1.3		Integrate research into undergraduate programs													No of students who undertake research as a part of the degree program	50%	
2.1.1.4		Integrate research Postgraduate programs													No of students who undertake research as a part of the degree program	35%	
2.1.1.5		Increasing the number of postgraduates and doctoral students in the faculty													- No. of postgraduate research students graduated - No. of articles published in indexed/peer reviewed journals	75/year 175/ university	
2.1.1.6		Ensuring wide dissemination of research outputs													- No. of new citations/ year (per person/year) - No. of conference presentations	10 225/	
2.1.1.7		Encouraging research on national and international issues													- No. of publications made - No of presentations made	27% 12/Faculty	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec					
2.1.1.8		Organizing national and international research conferences/workshops/Symposia														No. of national/international conferences/workshops organized per year	1/Faculty		
		Strategy 2.1.2: Expand facilities and build networks for high caliber research culture																	
2.1.2.1		Develop a centre for research development														No. of programs for continued training in research methodology	01		
2.1.2.2		Increasing access for resources														- No of subscriptions for databases - No. of items in university information repository	6 4500		
2.1.2.3		Promoting national research collaborations														No. of national joint research/publications	12		
		Strategy 2.1.3: Facilitate knowledge and technology transfer																	
2.1.3.1		Forming mutually beneficial research collaborations for R&D with industry & corporate sector														No. of projects completed per year	3		
2.1.3.2		Encouraging commercialization of research and development through development of a Technology Transfer Centre														No. of patents, inventions, innovations and new products registered	1		

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec					
	Goal 3 – Providing improved infrastructure facilities																		
	Objective 3.1: To upgrade physical and visual environment																		
		Strategy 3.1.1 Optimal use of existing facilities																	140 M
3.1.1.1		Optimal usage of lecture halls														No. of hours occupied	90%		
3.1.1.2		Optimal usage of laboratories														No. of hours occupied	90%		
3.1.1.3		Optimal usage of Play Ground and Indoor Stadium														No. of hours occupied 6am – 8pm	100%		
3.1.1.4		Optimal usage of Gymnasium														No. of hours occupied 6 a.m.-8.p.m.	100%		
		Strategy 3.1.2 : Improve and expand physical infrastructure facilities																	
3.1.2.1		Improving and Modernizing lecture halls/laboratories														No. of lecture halls/laboratories with modern facilities (wi-fi /Multimedia/sounds/AC etc)	60%		
3.1.2.2		Redefining library space														Learning commons	1		
																Smart Class rooms	1		
																	Group Class rooms		1
																	Research commons / Information		1

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
																Commons		
3.1.2.3		Improving sanitary facilities														Wash rooms /students ratio	1:45	
3.1.2.4		Providing facilities for differently abled people														Proportion of buildings with accessibility	15%	
3.1.2.5		Improving facilities at the Health Centre														No. of major medical equipment's available	5	
3.1.2.6		Mobile Services for outside faculties														No. of services/week	1	
3.1.2.7		Development of landscaping with attractive faculty premises														% of available space	30	
3.1.2.8		Improving office with modern office furniture and equipment														% of modernized offices / Depts.	60%	
3.1.2.9		Upgrading Common rooms with modern equipment														% of Improvement	60%	
3.1.2.10		Improving accommodation for students														No of students accommodated (% of the total student population)	20%	
3.1.2.11		Improving cafeteria facilities (space, healthy food, etc)														No students per seat available at a time	5	
																Modernizing the existing cafeteria facilities (kitchens) % of improvement	45%	
3.1.2.12		Establishment of the Faculty of Technology														Percentage of project completed annually.		

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
3.1.2.13		Construction of HELP ZONE													Percentage of project completed annually	5%	
3.1.2.14		Construction of University press													Percentage of project completed annually	-	
3.1.2.15		Construction of west wing building													Percentage of project completed annually	50%	
3.1.2.16		Construction of ten storied building for the Faculty of Mgt. & Finance													Percentage of project completed annually	5%	
3.1.2.17		Construction of statistics building,													Percentage of project completed annually	25%	
3.1.2.18		Construction of Information learning center, student service center for the Faculty of Science													Percentage of project completed annually	10%	
3.1.2.19		Construction of seven storied new wing building for Faculty of Arts													Percentage of project completed annually	5%	
3.1.2.20		Construction of 17 story building for the Faculty of Medicine													Percentage of project completed annually	25%	
3.1.2.21		Converting IARS to Faculty of Commercial Agriculture													Percentage of project completed annually	-	
3.1.2.22		Construction of the staff quarters (Accommodation for Staff)													Percentage of project completed annually.	2%	
3.1.2.23		Ten storied State of the Art Building of Faculty of Law													Percentage of project completed annually.	5%	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec					
3.1.2.24		Library extension and multi-purpose building, multi-camera studio for the Sri Palee campus														Percentage of project completed annually	-		
	Objective 3.2: To enhance social environment																		6 M
3.2.1.1		Strategy 3.2.1 : Improve and expand sports and recreation facilities																	
3.2.1.2		Improving facilities for physical and mental fitness														No of gym equipment	32		
																Availability of indoor sports facilities	10		
																Availability of outdoor sports facilities	12		
3.2.1.3		Establishment of recreation facilities for Sri Palee Campus & Faculty of Technology														% Improvement	15%		
3.2.1.4		Construction of Swimming Pool														Percentage of project completed annually	100%		
3.2.1.5		Construction of Modern Basketball and Netball Court														Percentage of project completed annually	30%		
3.2.1.6		Improve the quality and standard of the Existing Tennis Court														Money allocated for improve the quality and maintain the quality.			
		Strategy 3.2.2 : To promote social harmony																	
3.2.2.1		Promote and encourage multicultural, social and multi –														No. of multicultural and	5/faculty		

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		religious events														social events held		
3.2.2.2		Promote and encourage sports events between staff and students/academic & non-academic														No. of sports events held	1/faculty	
	Objective 3.3 To Promote Environmental Sustainability																	
		Strategy 3.3.1 Introduce and practice sustainable environmental initiatives																5 M
3.3.1.1.		Promoting green and sustainable initiatives														No. of initiatives taken for sustainable development	2	
3.3.1.2		Conserving water and energy														No. of units generated	800kW	
																No. of units saved	800kW	
																% Reduction of waste	35%	
	Goal 4 – Managing Human Capital																	
	Objective 4.1 - To create a pool of competent staff																	
4.1.1.1		Strategy 4.1.1 Recruitment of high caliber staff / Obtaining expertise service																
4.1.1.2		Recruit competent academic staff														- % of existing vacant carder filled	100%	180 M

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
																- No of new carder filled as a % of new carder filled	100%	
4.1.1.3		Form a pool of experts with academic excellence														No. of professional / expert services	3	
4.1.1.4		Recruitment of Administrative and Financial Staff														% of existing vacant cadre filled		
4.1.1.5		Recruit competent nonacademic staff through rigorous selection process														% of existing vacant carder filled		
		Strategy 4.1.2: Develop and retain staff																
4.1.2.1		Design training programs for current and future staff														-No of orientation programs conducted	3	4 M
															-No, of capacity building training programs conducted in-house/out side	3		
															-No of employees attending for foreign trainings programs	7		
4.1.2.2		Staff recognitions														Types of rewards granted	3	
4.1.2.3		Developing policy paper to implement Rewards scheme for the staff																
4.1.2.4		Designing work norms and work ethics														No of periodic	-	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
																updates		
4.1.2.5		Promoting welfare facilities														No. of welfare activities	11	
	Goal 5 - Ensuring good governance																	
	Objective 5.1: To practice good governance and accountability at all levels																	
		Strategy 5.1.1: Strengthen and maintain effective management systems																
5.1.1.1		Effective continuation of faculty grievance committees														Grievance Redress committee established	Concept note and mandate presented to Senate and mandate defined. Grievance committee appointed	3 M
5.1.1.2		Recruitment of all staff and appointment to administrative posts are made according to established procedures and rules in a fair and transparent manner														Average time taken to recruit staff.	Average time for recruitment reduced to 6 months	
5.1.1.3		Promotion of staff is done in a timely, transparent, and accountable manner														Average time taken for promotions (excluding those that require external evaluation)	Average time for processing of promotions reduced to 10 months	
																Professor Promotions (excluding those that require	Average time for processing of	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
																external evaluation)	promotions reduced to 11 months	
5.1.1.4		Ensuring work norms														Agreement of workloads with established work norms as a percentage	55% compliance	
5.1.1.5		Substantive and procedural fairness is ensured in disciplinary matters involving students and staff														Reduce average time taken to conduct a disciplinary inquiry and action taken (except where outside adjudicators are involved in the inquiry)	Maintain average time taken to conclude a disciplinary inquiry at 6 months	
5.1.1.6		Revising the existing reporting system of providing financial and non-financial information at different levels of governance														Percentage of completion	100%	
5.1.1.7		Obtaining unqualified audit opinion														Percentage of completion	70%	
5.1.1.8		Preparation of Financial Manual														Percentage of completion	70%	
5.1.1.9		Conducting statutory meetings in a timely manner and ensuring participation														Annual reports reflecting conduct of and attendance at, meetings	65%	
5.1.1.10		Introducing paperless financial and administrative control procedures wherever possible														- Percentage of financial matters operated through	30%	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		using existing database														paperless mode - Percentage of administrative matters operated through paperless mode	30%	
	Goal 6 - Fulfilling social responsibility																	
	Objective 6.1: To identify and address needs of the society																	
		Strategy 6.1.1: Strengthening engagement with public																
6.1.1.1		Conducting community outreach programmes														No. of programmes conducted per year	16	4 M
6.1.1.2		Introducing education programs for school students														No. of programmes conducted	13	
6.1.1.3		Engagement in national projects														No. of projects involved	6	
		Strategy 6.1.2: Improving collaboration/partnership with governmental, non-governmental and civil society organizations																
6.1.2.1		Staff engagement in collaboration/partnership with governmental organization, non-governmental organization and civil society organizations														No. of partnerships No. of workshops conducted	6	
6.1.2.2		Contribution to society out of collaboration / partnership with governmental organization, non-governmental organization and civil society organizations														No. of publications (Newspaper/Reports)	4	
6.1.2.3		Involvement of staff at national professional organizations														No. of staff involved	40/faculty	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
		Strategy 6.1.3: Encouraging contribution to national policy dialogue															
6.1.3.1		Writing books and publications for national policy development													No. of publications	2	
6.1.3.2		Participation in advisory boards on national policy													No. of staff on advisory boards panels	6	
	Goal 7: Ensuring Global Visibility																
	Objective: 7.1: To achieve regional and global recognition																
		Strategy 7.1.1: Promoting International Collaboration															
7.1.1.1		Find International Partner Organizations													Number of MoUs signed	6	6 M
7.1.1.2		Visits of international scholars													No of Visits (scholarly contribution)	6	
7.1.1.3		Invitations received by the academics/professionals of the University of Colombo													Number of invitations received	3	
7.1.1.4		Staff exchanges with foreign universities													Number of exchanges (Staff)	4	
7.1.1.5		Student exchanges with foreign universities													Number of exchanges (Students)	12	
7.1.1.6		Obtaining postgraduate degrees from foreign universities													Number of postgraduate degrees completed (per year)	15	
7.1.1.7		Overseas short-term training received by the staff													Number of participants	8	
7.1.1.8		Receiving International Students													Number of international	90	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
																students		
7.1.1.9		Taking part in international sports and other competitions														Number of participants	101	
7.1.1.10		Providing funds to take part in international conferences/workshops/training programmes														Number of visits financed	25	
7.1.1.11		Establishing international centers														Number of international centers established	2	
7.1.1.12		Encouraging university graduates to secure placements at foreign universities														Number of graduates who received placements	20	
7.1.1.13		Encouraging academic staff to take part in international education fairs														Number of events participated	2	
		Strategy 7.1.2: Encouraging to obtain membership in academic/professional associations																4 M
7.1.2.1		Encouraging to obtain institutional memberships in academic/professional associations														Number of memberships	2	
7.1.2.2		Obtaining memberships in international academic/professional associations														Number of memberships	5	
		Strategy 7.1.3: Encouraging academic excellence																
7.1.3.1		Promoting publications in international peer-reviewed indexed journals														Number of Papers published	175	
7.1.3.2		Promoting publications as internationally recognized book														Number of books /book chapters	10	5 M

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		chapters/books														published		
7.1.3.3		Encouraging staff to serving in editorial boards of internationally recognized journals														Number of academic staff serving in editorial boards of internationally recognized journals	12	
7.1.3.4		Encouraging academics to be the speakers at international conferences														Number of keynote/guest speeches made	6	
7.1.3.5		Encouraging to take sabbatical positions in foreign universities														Number of sabbatical positions in foreign universities	14	

*** Budgetary allocation – by treasury and Funds

APPENDIX: ABBREVIATIONS

VC- Vice Chancellor
R- Registrar
B- Bursar
DB-Deputy Bursar
SAR- Senior Assistant Registrar
CW – Capital Works
AP – Academic & Publications
AE – Academic Establishments
NAE-Non Academic Establishment
CIU – Chief Information Officer
UDF – University Development Fund
UCSC – University of Colombo School of Computing
CD&EC – Curriculum Development and Evaluation Committee

IUUC – International Unit of the University of Colombo
RMU – Research Management Unit
DEMP – Distance Education Modernization Project
VCUC – Virtual Campus of the University of Colombo
NAC – National Access Centre for Online Programs
CSHR- Centre for Study of Human Rights
SPARC- Social Policy Analysis and Research Centre
IPS – Institute for Policy Studies
IAEA – International Atomic Energy Authority
IRQUE – Improving Relevance and Quality of Undergraduate Education Project
NEREC - National Education Research and Evaluation Centre
SDC – Staff Development Centre
HEMIS- Higher Education Information Management System
NW M –Networks Manager