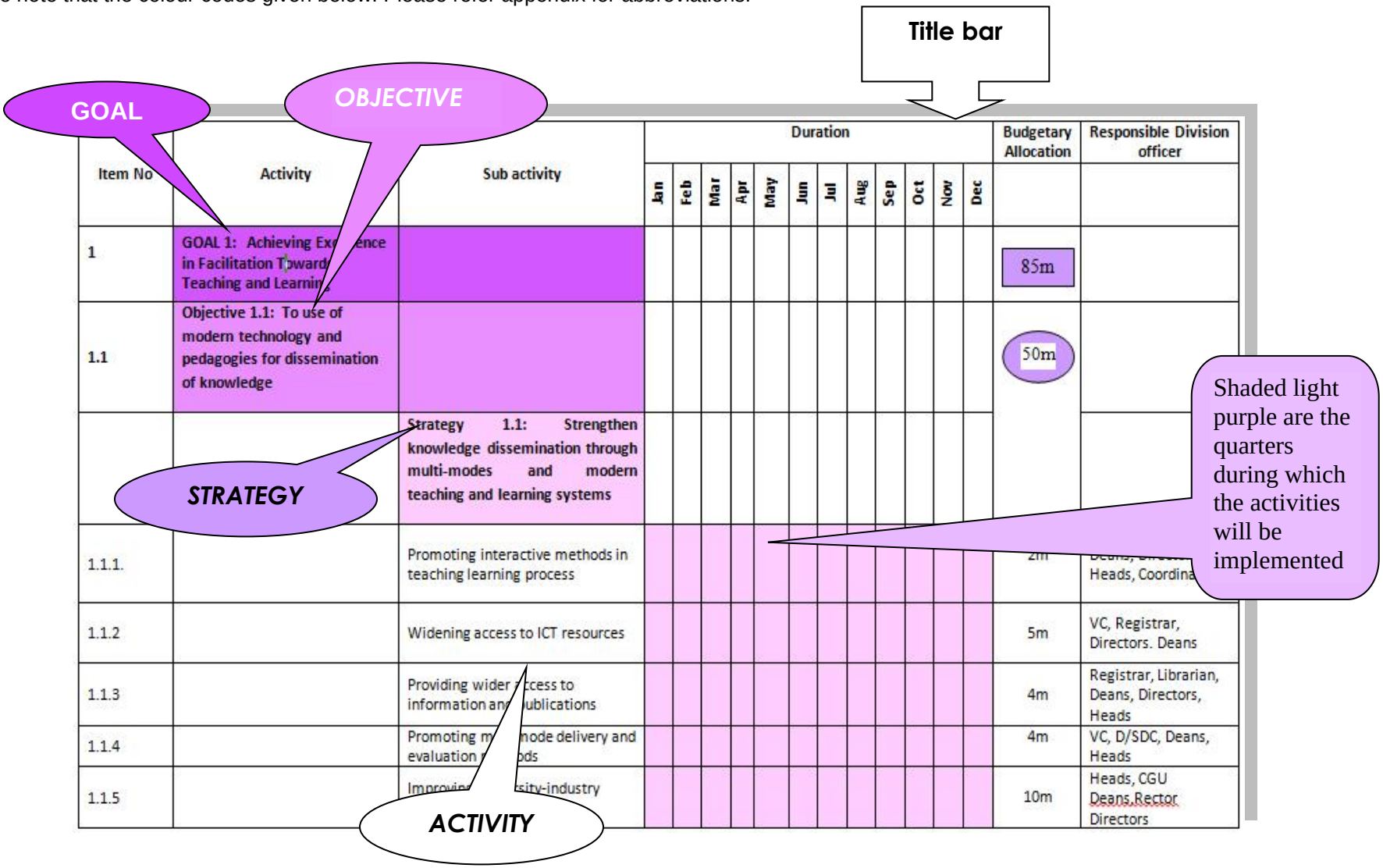
University of Colombo
Sri Lanka

ACTION PLAN FOR 2020

Based on the Strategic Plan 2020- 2024

University of Colombo: Action Plan 2020

This document details the University of Colombo Action Plan for the year 2020 based on the Corporate Plan 2020-2024. 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 2020 during which each activity will be implemented.
Please note that the colour codes given below. Please refer appendix for abbreviations.



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 Ex[illegible]ence in Facilitation T[illegible]ward[illegible] Teaching and Learnin[illegible]														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	Heads, Coordina[illegible]
1.1.2		Widening access to ICT resources													5m	VC, Registrar, Directors. Deans
1.1.3		Providing wider [illegible]ccess to information an[illegible]ublications													4m	Registrar, Librarian, Deans, Directors, Heads
1.1.4		Promoting m[illegible]node delivery and evaluation [illegible]ods													4m	VC, D/SDC, Deans, Heads
1.1.5		Improvi[illegible]sity-industry													10m	Heads, CGU Deans Rector Directors

UNIVERSITY OF COLOMBO –ACTION PLAN 2020

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 blended learning (Cumulative) - Number of academics attended to training and workshops on	All courses 40% of the courses 30% of academic staff	10M

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
															interactive teaching (Cumulative)		
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	12 40% 75%	10M
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 100% of students	
		Establishment of Cyber Campus													- Percentage of Completion	100%	
1.1.1.4		Integrating IT into library services													Level of automation of the library services	70%	
1.1.1.5		Integrating IT into Registration & Examination work													Level of automation of the Registration & Exam work - Undergraduates	70%	
															Level of automation of the Registration & Exam work - Postgraduates	50%	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
1.1.1.6		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	50% 10/year	5M
1.1.1.7		Promoting community based service learning projects													No. of Projects	2/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 - 2 /Year/ Faculty	1M
1.1.2.2		Mapping programs with SLQF													Percentage of Prgrammes mapped	80%	4M
1.1.2.3		Nurturing students on logical and critical thinking													- No of teaching learning activities promoting critical thinking such as case based studies/ simulations, Intellectual Debates	3/subject	

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 assessment with critical thinking component	1/programme	
1.1.2.4		Encouraging research on national and international issues													No. of presentations made	15/Faculty	
1.1.2.5		Increasing the number of postgraduates and doctorial students in the faculty													No. of students registered for Master's Prograammes per year	500	
															No. of students registered for Doctoral Prograammes per year	40	
1.1.2.6		Promote the establishment of new Extension Programmes													Number of Extension Programmes	01	
1.1.2.7		Organize and conduct workshops on designing online instructional material													Number of staff members involved in blended/ online course/ programme design	5	
															Number of New programmes/ courses	3	
															Number of complete online course modules/ selections	2	
	Goal 2 – Achieving Excellence in Research and Scholarship																

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
	Objective 2.1: To strengthen research, innovation and publications																
		Strategy 2.1.1: Strengthen mechanisms to improve research, innovations and publications															30M
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 - Percentage of early career academics (<45 years) receiving funding	4% university expenditure 20% of working works 7%	
2.1.1.2		Recognizing Academics for their contribution in research and development													Percentage of academics receiving awards per year/ per faculty	5%	
2.1.1.3		Integrate research into undergraduate programs													No of students who undertake research as a part of the degree program	60%	
2.1.1.4		Integrate research into Postgraduate programs													No of students who undertake research as a part of the degree program	70%	
2.1.1.5		Increasing the number of postgraduates and doctorial students in the faculty													- No. of postgraduate research students	50/year	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
															graduated		
2.1.1.6		Ensuring wide dissemination of research outputs													- No. of articles published in indexed/peer reviewed journals - No. of new citations/ year No. of conference presentations	350 12 400	
2.1.1.7		Encouraging research on national and international issues													- No. of publications made - No of presentations made	800 15/Faculty	
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		Establish centres, units and other entities to promote research, innovation and entrepreneurship													No. of programs for continued training in research methodology	2	
															No. of new student enrolments generated	2	
															no. of support services provided	2	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
															Proportion of financial self-sustainability	5%	
2.1.2.2		Increasing access for resources													- No of subscriptions for databases - No. of items in university information repository	7 5000	
2.1.2.3		Promoting national research collaborations													No. of national joint research/ publications	15	
		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	
	Goal 3 – Providing improved infrastructure facilities																
	Objective 3.1: To upgrade physical and visual environment																
		Strategy 3.1.1 Optimal use of existing facilities															
3.1.1.1		Optimal usage of lecture halls													No. of hours occupied	100%	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
3.1.1.2		Optimal usage of laboratories													No. of hours occupied	100%	
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)	70%	
3.1.2.2		Redefining library space													Learning commons Smart Class rooms Group Class rooms Research commons / Information Commons	0 1 0 1	
3.1.2.3		Improving sanitary facilities													Wash rooms /students ratio	1:40	
3.1.2.4		Providing facilities for differently abled people													Proportion of buildings with accessibility	25%	
3.1.2.5		Improving facilities at the Health Centre													No. of major medical equipment's available	3	140M

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
3.1.2.6		Mobile Services for outside faculties													No. of services/week	1	
3.1.2.7		Development of landscaping with attractive faculty premises													% of available space	40%	
3.1.2.8		Improving office with modern office furniture and equipment													% of modernized offices / Depts.	70%	
3.1.2.9		Upgrading Common rooms with modern equipment													% of Improvement	40%	
3.1.2.10		Improving accommodation for students													No of students accommodated (% of the total student population)	25%	
3.1.2.11		Improving cafeteria facilities (space, healthy food, etc)													No students per seat available at a time Modernizing the existing cafeteria facilities (kitchens) % of improvement	4 50%	
3.1.2.12		Establishment of the Faculty of Technology, Faculty of Nursing Faculty of Engineering													Percentage of project completed annually.	70%	
3.1.2.13		Construction of HELP ZONE													Percentage of project completed annually	20%	100M
3.1.2.14		Construction of University press													Percentage of project completed annually	2020 Completion	
3.1.2.15		Construction of west wing building													Percentage of project completed annually	2019 Completed	
3.1.2.16		Construction of statistics building													Percentage of project completed annually	2019 completed	125M

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
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3.1.2.17		Construction of Information learning center, student service center for the Faculty of Science													Percentage of project completed annually	65%	75M
3.1.2.18		Construction of seven storied new wing building for Faculty of Arts													Percentage of project completed annually	30%	25M
3.1.2.19		Construction of 17 story building for the Faculty of Medicine													Percentage of project completed annually	50%	1 Billion from a Bank Loan
3.1.2.20		Converting IARS to Faculty of Commercial Agriculture													Percentage of project completed annually	5%	
3.1.2.21		Construction of the staff quarters (Accommodation for Staff)													Percentage of project completed annually.	10%	
3.1.2.22		Ten storied State of the Art Building of Faculty of Law													Percentage of project completed annually.	-	
3.1.2.23		Construction extension to the Library building at Sri Palee Campus													Percentage of project completed annually	77%	30M
3.1.2.24		Finalize improvements to the physical structure of the “Cyber Campus.”													Space that can be utilized by the staff of Cyber Campus	Renovation of the CC space	
															Level of worker satisfaction		
3.1.2.25		Improve IT infrastructure													Cost of hardware and software resources owned by the Cyber Campus	Purchasing of IT equipment necessary for online learning	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
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															Number of information technology staff members at Cyber Campus	material development	
3.1.2.26		Construction of the Administration Building of Sri Palee Campus													Percentage of Completion	75%	
	Objective 3.2: To enhance social environment																
		Strategy 3.2.1 : Improve and expand sports and recreation facilities															
3.2.1.1		Improving facilities for physical and mental fitness													No of gym equipment Availability of indoor sports facilities Availability of outdoor sports facilities	34 11 13	
3.2.1.2		Establishment of recreation facilities for Sri Palee Campus &Faculty of Technology													% Improvement	20%	3M
3.2.1.3		Construction of Swimming Pool													Percentage of project completed annually	20%	
3.2.1.4		Construction of modern Basketball and Netball court													Percentage of project completed annually	75%	
3.2.1.5		Promote and encourage multicultural, social and multi – religious events													No. of multicultural and social events held	5/Faculty	
3.2.1.6		Promote and encourage sports events between staff and													No. of sports events held	1/Faculty	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
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		students/academic & non-academic															
	Objective 3.3 To Promote Environmental Sustainability																
		Strategy 3.3.1 Introduce and practice sustainable environmental initiatives															
3.3.1.1.		Promoting green and sustainable initiatives													No. of initiatives taken for sustainable development	3	
3.3.1.2		Conserving energy, water, and resources													No. of units generated No. of units saved % Reduction of waste	800kW 800kW 40%	
	Goal 4 – Managing Human Capital																
	Objective 4.1 - To create a pool of competent staff																
		Strategy 4.1.1 Recruitment of high caliber staff / Obtaining expertise service															
4.1.1.1		Recruit competent academic staff													- % of existing vacant carder filled - No of new carder filled as a % of new carder filled	60% 85%	
4.1.1.2		Form a pool of experts with academic excellence													No. of professional / expert services	3	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
4.1.1.3		Recruitment of Administrative and Financial Staff													% of existing vacant cadre filled	100%	
4.1.1.4		Recruit competent nonacademic staff through rigorous selection process													% of existing vacant carder filled	85%	
		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 -No, of capacity building training programs conducted in-house/out side -No of employees attending for foreign trainings programs	3 3 9	
4.1.2.2		Staff recognitions													No of Reward Types	3	1M
4.1.2.3		Developing policy paper to implement Rewards scheme for the staff													Policy paper for granting awards	Initiative	
4.1.2.4		Designing work norms and work ethics													No of periodic updates	1	
4.1.2.5		Promoting welfare facilities													No. of welfare activities	10	
	Goal 5 - Ensuring good governance																
	Objective 5.1: To practice good governance and accountability at all levels																

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
		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	
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) Professor Promotions (excluding those that require external evaluation)	Average time for processing of promotions reduced to 08 months Average time for processing of promotions reduced to 10 months	
5.1.1.4		Ensuring work norms													Agreement of workloads with established work norms as a percentage	60% compliance	
5.1.1.5		Substantive and procedural													Reduce average	Maintain	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
		fairness is ensured in disciplinary matters involving students and staff													time taken to conduct a disciplinary inquiry and action taken (except where outside adjudicators are involved in the inquiry)	average time taken to conclude a disciplinary inquiry at 5 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	90%	
5.1.1.8		Preparation of Financial Manual													Percentage of completion	100%	
5.1.1.9		Conducting statutory meetings in a timely manner and ensuring participation													Annual reports reflecting conduct of and attendance at, meetings	70%	
5.1.1.10		Introducing paperless financial and administrative control procedures wherever possible using existing database													- Percentage of financial matters operated through paperless mode - Percentage of administrative matters operated through paperless mode	40% 40%	
5.1.1.11		Setup Online payment gateway for Cyber Campus													Online payment facility for students	-	

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5.1.1.12		Online Registration system for Cyber Campus													Online registration facility for students	-	
	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	18	
6.1.1.2		Introducing education programs for school students													No. of programmes conducted	14	3M
6.1.1.3		Engagement in national projects													No. of projects involved	7	
6.1.1.4		Conduct life-long learning programs for general public													number of programs conducted per year	3	
		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	7 7	
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)	5	
6.1.2.3		Involvement of staff at national professional organizations													No. of staff involved	45/faculty	
		Strategy 6.1.3: Encouraging contribution to national policy dialogue															

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
6.1.3.1		Writing books and publications for national policy development													No. of publications	3	
6.1.3.2		Participation in advisory boards on national policy													No. of staff on advisory boards panels	7	
		Strategy 6.1.4: Strengthening contribution to national professional development															
6.1.4.1		Develop networks with national professional associations													Number of networks developed per year	2	
6.1.4.2		Conduct professional development programs for public and private sector employee community													Number of programs conducted per year	5	
		Strategy 6.1.5: Improving collaborations with entrepreneurial community															
6.1.5.1		Develop educational programs for small and medium scale entrepreneurs													Number of programs conducted per year	5	
6.1.5.2		Establish an incubator for entrepreneurial counselling													Number of entrepreneurial clients served per year	3	
6.1.5.3		Develop networks of local entrepreneurs and student community for joint entrepreneurship development programs													Number of networks developed per year	5	
		Strategy 6.1.6: Providing honorary healthcare services to improve the clinical care of patients and wellbeing of the public															
6.1.6.1		Conducting specialist consultation services in the Colombo group of hospitals/													percentage increase in services or diversification of	1.5%	

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		Medical Officer of Health units/ Family practice units/ forensic judiciary services													services provided (based on allocation of resources by the Ministry of Health)		
6.1.6.2		providing laboratory diagnostics/imaging/genetic testing													percentage increase in services or diversification of services provided	1.5%	
	Goal 7: Ensuring Global Visibility																
	Objective: 7.1: To achieve regional and global recognition																4M
		Strategy 7.1.1: Promoting International Collaboration															
7.1.1.1		Find International Partner Organizations													Number of MoUs signed	7	
7.1.1.2		Visits of international scholars													No of Visits (scholarly contribution)	7	
7.1.1.3		Invitations received by the academics/professionals of the University of Colombo													Number of invitations received	4	
7.1.1.4		Staff exchanges with foreign universities													Number of exchanges (Staff)	5	
7.1.1.5		Student exchanges with foreign universities													Number of exchanges (Students)	14	
7.1.1.6		Obtaining postgraduate degrees from foreign universities													Number of postgraduate degrees completed (per year)	10	
7.1.1.7		Overseas short-term training received by the staff													Number of participants	9	
7.1.1.8		Receiving International													Number of	95	

Item No	Activity	Sub activity	Duration												KPI	Performance Target	Budgetary allocation
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
		Students													international students		
7.1.1.9		Taking part in international sports and other competitions													Number of participants	50	
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	1	
7.1.1.12		Encouraging university graduates to secure placements at foreign universities													Number of graduates who received placements	25	
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															
7.1.2.1		Encouraging to obtain institutional memberships in academic/professional associations													Number of memberships	3	
7.1.2.2		Obtaining memberships in international academic/professional associations													Number of memberships	7	
		Strategy 7.1.3: Encouraging academic excellence															4M
7.1.3.1		Promoting publications in international peer-reviewed indexed journals													Number of Papers published	200	
7.1.3.2		Promoting publications as internationally recognized book chapters/books													Number of books /book chapters published	12	

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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	16	
7.1.3.4		Encouraging academics to be the speakers at international conferences													Number of keynote/guest speeches made	7	
7.1.3.5		Encouraging to take sabbatical positions in foreign universities													Number of sabbatical positions in foreign universities	16	

*** 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