

University of Colombo Sri Lanka

ACTION PLAN FOR 2021

Based on the Strategic Plan 2020- 2024

University of Colombo: Action Plan 2021

This document details the University of Colombo Action Plan for the year 2021 based on the Corporate Plan 2021-2025. 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 2021 during which each activity will be implemented.

Please note that the colour codes given below. Please refer appendix for abbreviations. Title bar **OBJECTIVE GOAL** Duration Responsible Division Budgetary Allocation officer Activity Sub activity Item No Mar Apr May Aug Oct Nov Sep 를 GOAL 1: Achieving Ex in Facilitation Toward 85m **Teaching and Learnin** Objective 1.1: To use of modern technology and 50m 1.1 pedagogies for dissemination of knowledge Shaded light purple are the Strategy 1.1: Strengthen quarters knowledge dissemination through multi-modes and modern during which **STRATEGY** teaching and learning systems the activities will be Promoting interactive methods in implemented 1.1.1. Heads, Coordina teaching learning process VC, Registrar, 1.1.2 Widening access to ICT resources 5m Directors, Deans Registrar, Librarian, Providing wider ccess to 1.1.3 4m Deans, Directors, information an ublications Heads VC, D/SDC, Deans, Promoting my node delivery and 4m 1.1.4 evaluation Heads Heads, CGU sity-industry Improv 1.1.5 10m Deans.Rector **ACTIVITY** Directors

UNIVERSITY OF COLOMBO – ACTION PLAN 2021

							0	ura	atio	n						КРІ	Performance Target	Budgetary allocation
Item No	Activity	Sub activity	Jan	Feb	Mar	Apr	Mav	unf	Jul	5	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 (Blended Learning)																	
		Strategy 1.1.1 Strengthen graduate attributes through effective teaching and learning systems																
1.1.1.1		Promoting interactive methods in teaching - learning process Blended Learning														- No. of interactive sessions in courses - Number of courses in a program incorporating blended learning (Cumulative)	All courses 45% of the courses	

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					- Number of academics attended to training and	35% of academic staff	
					workshops on interactive teaching (Cumulative)		
1.1.1.2	Widening access to ICT resources				- No. of students per computer	10	
					- Availability of university wide Wi-Fi facilities	60%	60M
					- Percentage of students accessed LMS	80%	
1.1.1.3	Promote access to information resources through modern technology				- No. of Information literacy programs conducted	10 programs	
					- No. of students accessed to virtual training programs on information literacy	100% of students	
1.1.1.4	Integrating IT into library services				Level of automation of the library services	75%	15
1.1.1.5	Integrating IT into Registration & Examination work				Level of automation of the Registration & Exam work - Undergraduates	80%	
					Level of automation of the Registration & Exam work - Postgraduates	70%	
1.1.1.6	Increasing university-industry collaborations to enhance graduate attributes				-Percentage of internships provided for undergraduate students	60%	4

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					- No. of industry exposure provided through field trips, industry visits, off campus assignments	12/year	
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	- Once in 3-5 years - 1/Year/ Faculty - 2/Year/	
					- Frequency of obtaining feedback from students	Faculty	
1.1.2.2	Mapping programs with SLQF				Percentage of Prgrammes mapped	90%	
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	4/subject	10
					- No, of assessment with critical thinking component	1/programme	
1.1.2.4	Encouraging research on national and international issues				No. of presentations made	17/Faculty	

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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	600	
1.1.2.5							No. of students registered for Doctoral Prograammes per year	45	
1.1.2.6		Promote the establishment of new Extension Programmes					Number of Extension Programmes	01	
		Organize and conduct workshops on designing online instructional material					Number of staff members involved in blended/ online course/ programme design	10	
1.1.2.7							Number of New programmes/ courses	4	
							Number of complete online course modules/ selections	10	
	Goal 2 – Achieving Excellence in Research and Scholarship								20
	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	5% university expenditure	

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					- No of hours reserved for research per person per semester - Percentage of	25% of working works	
					early career academics (<45 years) receiving funding	10%	
2.1.1.2	Recognizing Academics for their contribution in research and development				Percentage of academics receiving awards per year/per faculty	7%	18
2.1.1.3	Integrate research into undergraduate programs				No of students who undertake research as a part of the degree program	70%	2
2.1.1.4	Integrate research into Postgraduate programs				No of students who undertake research as a part of the degree program	75%	2
2.1.1.5	Increasing the number of postgraduates and doctorial students in the faculty				- No. of postgraduate research students graduated	55/year	3
	Ensuring wide dissemination of research outputs				- No. of articles published in indexed/peer reviewed journals	375	
2.1.1.6					- No. of new citations/ year No. of conference	16 425	2
	Encouraging research on national and international issues				presentations - No. of publications made	900	
2.1.1.7					- No of presentations made	17/Faculty	80

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2.1.1.8	Organizing national and international research conferences/workshops/Sympo sia					No. of national/internation al conferences/works hops organized per year	1/Faculty	5
	Strategy 2.1.2: Expand facilities and build networks for high caliber research culture							
	Establish centres, units and other entities to promote research, innovation and entrepreneurship					No. of programs for continued training in research methodology	3	
2.1.2.1						No. of new student enrolments generated	7	
						no. of support services provided	5	18
						Proportion of financial self-sustainability	10%	10
2.1.2.2	Increasing access for resources					- No of subscriptions for databases - No. of items in university information repository	5500	5
2.1.2.3	Promoting national research collaborations					No. of national joint research/ publications	18	
	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	4	2

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	2
	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 ICT/LMS					No. of hours occupied	100%	
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.m8.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/sound s/AC etc)	80%	40
		Redefining library space					Learning commons	1	
							Smart Class rooms	0	25
3.1.2.2							Group Class rooms	1	
							Research commons / Information Commons	0	

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3.1.2.3	Improving sanitary facilities					Wash rooms /students ratio	1:35	20
3.1.2.4	Providing facilities for differently abled people					Proportion of buildings with accessibility	35%	10
3.1.2.5	Improving facilities at the Health Centre					No. of major medical equipment's available	5	3
3.1.2.6	Mobile Services for outside faculties					No. of services/week	2	
3.1.2.7	Development of landscaping with attractive faculty premises					% of available space	50%	5
3.1.2.8	Improving office with modern office furniture and equipment					% of modernized offices / Depts.	80%	4
3.1.2.9	Upgrading Common rooms with modern equipment					% of Improvement	50%	7
3.1.2.10	Improving accommodation for students					No of students accommodated (% of the total student population)	30%	10
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	60%	5

Establishment of the Faculty of Technology, Faculty of Nursing Faculty of Engineering Construction of HELP ZONE									Percentage of project completed	90%	475
Technology, Faculty of Nursing Faculty of Engineering										90%	475
Construction of HELP ZONE									annually.		
									Percentage of project completed annually	40%	200
Construction of statistics building									Percentage of project completed annually	-	135
Construction of Information learning center, student service center for the Faculty of Science									Percentage of project completed annually	100%	100
Construction of seven storied new wing building for Faculty of Arts									Percentage of project completed annually	42%	117
Construction of 17 story building for the Faculty of Medicine									project completed annually		2 billion
Construction extension to the Library building at Sri Palee Campus									Percentage of project completed annually	20%	40
Finalize improvements to the physical structure of the "Cyber Campus."									Space that can be utilized by the staff of Cyber Campus	-	5
									Level of worker satisfaction		
Improve IT infrastructure									Cost of hardware and software resources owned by the Cyber Campus	-	40
	Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus."	Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus."	Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus."	Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus."	Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus."	Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus."	Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus."	Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus."	Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus."	building Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus." Improve IT infrastructure Construction of Information annually Percentage of project completed annually Percentage of project completed annually Percentage of project completed annually Space that can be utilized by the staff of Cyber Campus Cost of hardware and software resources owned by the Cyber	building Construction of Information learning center, student service center for the Faculty of Science Construction of seven storied new wing building for Faculty of Arts Construction of 17 story building for the Faculty of Medicine Construction extension to the Library building at Sri Palee Campus Finalize improvements to the physical structure of the "Cyber Campus." Improve IT infrastructure Dercentage of project completed annually Percentage of project completed annually Percentage of project completed annually Space that can be utilized by the staff of Cyber Campus Cost of hardware resources owned by the Cyber

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3.1.2.24		Construction of the Administration Building of Sri Palee Campus					Number of information technology staff members at Cyber Campus Percentage of Completion	100%	80
	Objective 3.2: To enhance social environment								
		Strategy 3.2.1: Improve and expand sports and recreation facilities							
		Improving facilities for physical and mental fitness					No of gym equipment	34	
3.2.1.1							Availability of indoor sports facilities	11	8
							Availability of outdoor sports facilities	14	
3.2.1.2		Establishment of recreation facilities for Sri Palee Campus &Faculty of Technology					% Improvement	25%	5
3.2.1.3		Construction of Swimming Pool					Percentage of project completed annually	77%	25
3.2.1.4		Construction of modern Basketball and Netball court					Percentage of project completed annually	25%	
3.2.1.5		Promote and encourage multicultural, social and multi – religious events					No. of multicultural and social events held	5/Faculty	1
3.2.1.6		Promote and encourage sports events between staff, students, specially female and differently – abled students					No. of sports events held	1/Faculty	1

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	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	4	3
3.3.1.2		Conserving energy, water, and resources							No. of units generated No. of units saved	800kW 800kW	5
									% Reduction of waste	45%	
	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	65%	18
									filled as a % of vacant carder	87%	
4.1.1.2		Form a pool of experts with academic excellence							No. of professional / expert services	4	
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									

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							-No of orientation programs conducted	3	2
4.1.2.1		Design training programs for current and future staff					-No, of capacity building training programs conducted in- house/out side	3	
							-No of employees attending for foreign trainings programs	10	2
4.1.2.2		Staff recognitions					No of Reward Types	4	1.2
4.1.2.3		Developing policy paper to implement Rewards scheme for the staff					Policy paper for granting awards	Implementation	
4.1.2.4		Designing work norms and work ethics					No of periodic updates	-	
4.1.2.5		Promoting welfare facilities					No. of welfare activities	13	26
	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	Annual Report of Grievance Redress committee	0.5

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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 06 months Average time for processing of promotions reduced to 09 months	
5.1.1.4	Ensuring work norms				Agreement of workloads with established work norms as a percentage	65% 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 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	100%	

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5.1.1.8		Preparation of Financial Manual					Percentage of completion	-	
5.1.1.9		Conducting statutory meetings in a timely manner and ensuring participation					Annual reports reflecting conduct of and attendance at, meetings	75%	
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	50%	
5.1.1.11		Online Registration system for Cyber Campus					Online registration facility for students	Activate the online registration	
	Goal 6 - Fulfilling social responsibility							J	
	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	19	
6.1.1.2		Introducing education programs for school students					No. of programmes conducted	15	3M
6.1.1.3		Engagement in national projects					No. of projects involved	8	
6.1.1.4		Conduct life-long learning programs for general public					number of programs conducted per year	4	
		Strategy 6.1.2: Improving collaboration/partnership with governmental, nongovernmental and civil society organizations							

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	Staff engagement in collaboration/partnership with				No. of partnerships	8	
6.1.2.1	governmental organization, non-governmental organization and civil society organizations				No. of workshops conducted	8	
6.1.2.2	Contribution to society out of collaboration / partnership with governmental organization, non-governmental organization				No. of publications (Newspaper/Reports)	7	
0.1.2.2	and civil society organizations Involvement of staff at national				No. of staff	50/faculty	
6.1.2.3	professional organizations				involved	30/racuity	
	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	4	
6.1.3.2	Participation in advisory boards on national policy				No. of staff on advisory boards panels	8	
	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	3	
6.1.4.2	Conduct professional development programs for public and private sector employee community				Number of programs conducted per year	6	
	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	6	
6.1.5.2	Establish an incubator for entrepreneurial counselling				Number of entrepreneurial clients served per year	4	
6.1.5.3	Develop networks of local entrepreneurs and student				Number of networks	6	

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		community for joint entrepreneurship development programs					developed per year		
		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/ Medical Officer of Health units/ Family practice units/ forensic judiciary services					percentage increase in services or diversification of services provided (based on allocation of resources by the Ministry of Health)	2.5%	
6.1.6.2		providing laboratory diagnostics/imaging/genetic testing					percentage increase in services or diversification of services provided	2.5%	
	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	8	
7.1.1.2		Visits of international scholars					No of Visits (scholarly contribution)	8	5M
7.1.1.3		Invitations received by the academics/professionals of the University of Colombo					Number of invitations received	5	
7.1.1.4		Staff exchanges with foreign universities					Number of exchanges (Staff)	6	
7.1.1.5		Student exchanges with foreign universities					Number of exchanges (Students)	16	

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	Obtaining postgraduate degrees					Number of	12	
7.1.1.6	from foreign universities					postgraduate		
					\perp	degrees completed		_
7.1.1.7	Overseas short-term training					Number of	10	
7.1.1.7	received by the staff					participants		
	Receiving International					Number of	100	
7.1.1.8	Students					international		
						students		
7110	Taking part in international					Number of	60	1
7.1.1.9	sports and other competitions					participants		
	Providing funds to take part in					Number of visits	30	1
	international					financed		
7.1.1.10	conferences/workshops/training					1111011000		
	programmes							
	Establishing international					Number of	1	1
7.1.1.11	centers					international	1	
/.1.1.11	centers					centers established		
	Encouraging university	_				Number of	28	4
	graduates to secure placements					graduates who	20	
7.1.1.12						received		
	at foreign universities							
	T 1 2 4 66 4					placements	2	4
	Encouraging academic staff to					Number of events	3	
7.1.1.13	take part in international					participated		
	education fairs							4
	Strategy 7.1.2: Encouraging							
	to obtain membership in							
	academic/professional							
	associations							_
	Encouraging to obtain					Number of	4	
7.1.2.1	institutional memberships in					memberships		
7.1.2.1	academic/professional							
	associations							
	Obtaining memberships in					Number of	9	
7.1.2.2	international					memberships		
7.1.2.2	academic/professional							
	associations							
	Strategy 7.1.3: Encouraging							
	academic excellence							
	Promoting publications in					Number of Papers	225	1
7.1.3.1	international peer-reviewed					published		
	indexed journals					1		
	Promoting publications as					Number of books	13	1
7.1.3.2	internationally recognized book					/book chapters		
	internationally recognized book					7000K chapters	I	1

	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	18	
7.1.3.4	Encouraging academics to be the speakers at international conferences						Number of keynote/guest speeches made	8	
7.1.3.5	Encouraging to take sabbatical positions in foreign universities						Number of sabbatical positions in foreign universities	18	

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

^{***} Budgetary allocation – by treasury and Funds