



# Corporate Plan

University of Colombo Sri Lanka

2011-2015

**TABLE OF CONTENTS**

Foreword..... 03

Introduction ..... 04

Vision and Mission statements..... 05

Our values..... 06

Historical perspective..... 07

The University today..... 09

Operational definition..... 17

Our Corporate Structure..... 19

SWOT analysis and thrust areas..... 26

Our Goals..... 36

Goals, Objectives & Strategies..... 37

Goals, Objectives, Strategies and Activities, with budget..... 43

Activities with performance indicators and target date ..... 75

Financial plan..... 117

## FOREWORD

The first ever Corporate Plan for the University of Colombo, Sri Lanka was prepared for the period 2001-2005 under the leadership of Professor Savitri Goonesekere, the then Vice-Chancellor of the University under the guidance of Mr S A C M Zuhyle, the then Director/ Planning of the University Grants Commission. The Goals and Objectives envisaged in the Corporate Plan could not be fully achieved due to the financial and other constraints faced during the period.

The second Corporate Plan for the period 2006-2010 was prepared with the participation of Senior Academic Administrators, Senior Academics and the Senior Administrative and Financial Officers under the guidance of the Management Frontiers (Pvt) Ltd., a firm of consultants. This Plan together with its activities and implementation plan was constantly reviewed based on the activities undertaken. This constant review had led to the revision of the Corporate Plan. From the time I took over the Office of the Vice-Chancellor in January 2008, the Rector, Deans, Directors, Heads of Academic Departments and Senior Administrative and Financial Officers periodically met and evaluated the Goals, Objectives and targets achieved. Having in mind the Goals and Objectives that could not be achieved, a SWOT analysis was carried out. This helped us to identify our Strengths, Weaknesses, Opportunities and Threats in the changing environment of the Higher Education.

Based on the outcome of the SWOT analysis, and through many brainstorming sessions with the Rector, Deans, Directors, Heads of Academic Departments, Senior Administrative and Financial Officers and Faculty representatives and the undergraduates the Corporate Plan for the period 2008-2012 was prepared and was presented to the University Council. The Corporate Plan incorporates well defined and achievable targets, Objectives and Goals with a realistic activity plan, implementation plan and a financial plan. Now the strategies and activities have been revisited and the Corporate Plan has been revised for another five year until 2015. It is my sincere belief that the University of Colombo will be successful in achieving the Goals and Objectives fully, as envisaged in the revised Corporate Plan 2011-2015.

I personally believe the University of Colombo will provide greater stimuli to implement the “Mahinda Chinthana” thus helping to make Sri Lanka a hub for education in Asia. I take this opportunity to express my sincere thanks to all those who contributed individually and collectively in the preparation of the revision of Corporate Plan 2011-2015 presented here. Special thanks are due to Dr Senaka Rajapakse, Head, Department of Clinical Medicine, Faculty of Medicine, Colombo and Dr Rayno Navinan, Demonstrator, Department of Clinical Medicine, Faculty of Medicine, Colombo, for their committed contribution in the preparation and editing of the document. I am confident that the entire University community including the Alumni and students will contribute to their maximum strength in achieving the Goals, objectives and targets as envisaged in the Corporate Plan.



**Professor Kshanika Hirimburegama**  
Vice Chancellor  
University of Colombo

## INTRODUCTION

### The University of Colombo

Deriving its heritage from the oldest higher educational institution in Sri Lanka, the Ceylon University College, the University of Colombo is a sprawling complex located in the heart of the capital city of Colombo, Sri Lanka.

In keeping with its motto “Buddhi Sarvathra Bhrajate”, the Sanskrit verse for “Wisdom Enlightens”, the University of Colombo strives to maintain academic excellence in all areas of study. The University of Colombo has seven (7) Faculties with Forty three (43) Academic Departments, a Campus, a School, six (6) Institutes and several Centre’s and Units. Many undergraduate and postgraduate study courses in the fields of Arts, Science, Medicine, Management, Finance, Law, Education, IT, Aesthetic Studies, Molecular Biology., etc are conducted by the University. The University also offers several other services, such as library services, career guidance, and services for differently-abled students

Student life is enhanced by a plethora of extra-curricular activities offered on campus. The well developed playground and the modern gymnasium offer sportsmen and women the opportunity to exploit and develop their abilities to the fullest. The New Arts Theatre is often the arena for spotlighting the dramatic/musical/ aesthetic talents of our student population.

Today, the University of Colombo has a multi-cultural, multi-ethnic student and staff population, fostering social harmony, cultural diversity, equal opportunity and unity and with a proud history of over One hundred and thirty eight (138) years continues in its endeavour to meet the challenge of maintaining its position as the **“University with a Modern and International Outlook and Character”**. The location of the University affords the student population all the advantages of a “metropolitan university” in easy access to international information/resource centre’s, libraries, theatres, sports complexes etc. Its central location within the City of Colombo provides easy access to a wide range of cultural, entertainment and business facilities. The University of Colombo has also gained international recognition as it is presently ranked as 13<sup>th</sup> in all of Asia.

## VISION AND MISSION STATEMENTS

### VISION

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Strive to be a centre of excellence of regional and international repute, building synergies between knowledge, education, research and entrepreneurship.

### MISSION

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To be a center of excellence in teaching and research, with commitment to producing human talents of high standards and social responsibility who are innovative with independent thinking and analytical skills contributing to national development.

## OUR VALUES

- **Academic freedom** – Subject to the norms and standards of the University, there is freedom to conduct research, to teach, speak and publish without interference or penalizing wherever the search for truth and understanding may lead.
- **Life by Learning** – The University continues to explore and conduct research and experiments in search of new knowledge.
- **Innovativeness & Exploration** – The University is always ready to find new ventures for development.
- **Integrity** - Achievements of the University are based on the transparency of its actions and the integrity of its performance.
- **Responsibility and accountability** – The University operates with a sense of responsibility and accountability.
- **Diversity of subject discipline** – The University continues to operate across a broad spectrum.
- **Commitment & efficiency** – University staff is highly committed to its development and to deliver goods according to challenges, working with highest level of enthusiasm to achieve high competency.
- **Team Spirit** – The University has a reputation of working as a Team and, therefore, developed a team spirit in all its work.
- **Equal Opportunity** – The University recognizes that its strength and unity comes from providing equal opportunities to everyone, built on the foundations of social justice and equality.

## HISTORICAL PERSPECTIVE

The history of higher education in Sri Lanka is closely linked with that of the University of Colombo, which traces its beginnings to the establishment of the Ceylon Medical School in June 1870. In 1880 the School was raised to the status of a College, permitting it to award the Licentiate in Medicine and Surgery (LMS), and in 1889 the College was recognized by the General Medical Council of the United Kingdom, making holders of its license eligible to practice in Great Britain.

Although Ceylon enjoyed a well developed system of primary and secondary education at the end of the 19<sup>th</sup> century, there were hardly any opportunities for the study of the Arts and Sciences beyond secondary school level. The Colombo Academy, later known as Royal College, was the most prestigious secondary school at that time. It was first affiliated to the University of Calcutta, and later prepared students for the external examinations of the University of London.

In the mid 19<sup>th</sup> century, agitation for the provision of higher education in the island, and the establishment of a University began. This agitation gathered momentum by the beginning of the 20<sup>th</sup> century. The Colombo University Association, formed in 1906 by a group of western educated elite, urged the establishment of a national University. Owing to the persistent demands of the Association the Government decided in 1913 to establish a University College.

The University of Ceylon was formed in 1942, by amalgamating the Ceylon Medical College founded in 1870 and the Ceylon University College founded in 1921. The central campus was established at Thurstan Road, and the Medical Faculty remained at Kynsey Road. In 1952 the University of Ceylon started to relocate to Peradeniya. Initially, the Department of Law, and the Faculties of Agriculture and Veterinary Studies were shifted to Peradeniya. These were followed by larger Faculties of Arts and Oriental Studies. The Engineering and part of the Faculty of Science were also moved subsequently in different periods while the Medical Faculty and the Science Faculty continued to remain in Colombo. In 1962, a separate Medical Faculty was established in Peradeniya.

In 1920, the government purchased “Regina Walauwa”, now named “College House”. The University College was formally opened in January 1921. College House, the then “Regina Walauwa”, which is today considered a national heritage site, was a family house that belonged to Arthur de Soysa, the grandson of the philanthropist Sir Charles Henry de Soysa.

By 1950, the University of Ceylon had a reputation as an important centre of excellence in the Commonwealth. The Higher Education Act of 1966 established a National Council for Higher Education (NCHE) and later in 1972, under the University of Sri Lanka Act No. 1 of 1972, all universities were brought under one umbrella and made Campuses of a single university established as the University of Sri Lanka. The University of Ceylon, Colombo was named the Colombo Campus of the University of Sri Lanka. This system prevailed until 1977, when University autonomy was weakened and as a result, a new Act was introduced in 1978. Under the Universities Act No. 16 of 1978 all Campuses of the then single University became independent Universities. Accordingly, the University of Colombo, Sri Lanka regained its autonomy in 1978.

It had Faculties of Medicine, Arts, Science, Education and Law. A Faculty of Graduate Studies was created by an Ordinance of the UGC in 1987, to further strengthen post-

graduate education. Subsequently, the Faculty of Management and Finance was established in the year 1994. The Sri Palee Campus of the University was established by a Gazette notification in 1996. Institutes with financial autonomy were created by the earlier Act of 1972. When the single university was dissolved in 1978, the Postgraduate Institute of Medicine, the Institute of Workers' Education and the Institute of Indigenous Medicine were affiliated to the University of Colombo. The Institute of Computer Technology (ICT) was established in 1987.

The University has recognized the importance of linking with alumni especially in industry and the private sector, through the concept of voluntary mentoring and internal placements facilitated by the Career Guidance Unit. Subsequently, the ICT was renamed as the University of Colombo School of Computing (UCSC) in 2002 and the IWE was renamed as Institute of Human Resource Advancement (IHRA) in 2006.

The Staff Development Centre (SDC) of UOC was established to develop the human resource sector in the University system. SDC provides in-service training for the academic and administrative staff. It has expanded the services to cover other Universities in the country and has received international accreditation for some programs.

In addition to the forty three (43) Academic Departments of the seven Faculties, UOC has established some special centres linked to Faculties with expertise drawn from the civil society. These Centres are Career Guidance Unit, Centre for Study of Human Rights, Social Policy Analysis and Research Centre, Colombo University Community Extension Centre (CUCEC), Graduate Foundation, National Educational Research and Evaluation Centre (NEREC), Centre for the Study of Human Right (CSHR) and Staff Development Centre (SDC). The Centres undertake research studies and provide community based extension programs in a range of subject areas such as Human Rights, Community Development and Regional Development and Staff Development.



## THE UNIVERSITY TODAY

Located primarily in the heart of the city of Colombo, down Thurstan Road, the University now has seven (7) Faculties with forty three (43) Academic Departments, a Campus, a School, seven (7) Institutes and several centres and units. The Faculty of Medicine is at Kynsey Road, and has close links with the premier healthcare complex of the country, comprising the National Hospital, Colombo, Lady Ridgeway Hospital for Children, the De Soysa Maternity Hospital and the Castle Street Hospital for Women. The Sri Palee Campus is situated in Horana. Several other Institutes are located in different parts of the City as well as in outlying areas. In its efforts to bring about advancement and progress in every field, new units and centres are continually being established.

### College House

The Central Administration is located at “College House”, No. 94, Cumaratunga Munidasa Mawatha, Colombo 3. The Vice-Chancellor’s office and the administrative and financial offices are located here. The Faculty of Graduate Studies is also in the same compound.



College House. Formerly ‘Regina Walauwa’

### The Faculties

The University of Colombo (UOC) has seven Faculties. They are:

- Faculty of Arts
- Faculty of Education
- Faculty of Law
- Faculty of Management and Finance
- Faculty of Medicine
- Faculty of Science
- Faculty of Graduate Studies



The 'Science Tower', which is the icon of the University of Colombo.

The seven Faculties of UOC have forty three (43) Departments staffed by Senior Professors, Professors, Associate Professors, Senior Lecturers and Lecturers, Researchers and other support staff. The larger faculties have 9 to 14 Departments whereas others have only three or four Departments under them. The Heads of Departments are responsible for the administration, management of academic activities and examinations of their respective Departments.

### **Sri Palee Campus**

The Sri-Palee Campus of UOC was established by Gazette notification No. 928/1 in June 1996, under the name of Western Campus. The name was changed to Sri Palee Campus of UOC in 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 1976 by the Board of Trustees set up under the will of late Mr. Wilmot A. Perera, an eminent public personality and a well known philanthropist. To meet the wishes of Mr. Perera to create a centre of excellence in cultural and aesthetic studies, the Sri-Palee Campus has commenced its activities with the establishment of two Departments, the Department of Performing Arts and the Department of Mass Media.

### **Institutes**

The University has six affiliated Institutes and a School.

- University of Colombo School of Computing (UCSC) (formerly the Institute of Computer Technology)
- Institute of Human Resource Advancement (IHRA)(formerly the Institute of Workers Education)
- Institute of Indigenous Medicine (IIM)
- Postgraduate Institute of Medicine (PGIM)
- National Institute of Library and Information Sciences (NILIS)
- Institute of Biochemistry, Molecular Biology and Biotechnology (IBMBB)
- Institute for Agro-Technology and Rural Sciences at Weligatta, Hambanthota (IARS)

The University of Colombo had a total undergraduate student population of 8813 in the year 2009. The distribution of undergraduate student population in the six (6) Faculties of Colombo and in the Sri-Palee Campus is given in Table 1. Another 6192 students follow extension courses, Certificate and Diploma Courses. About 1199 Students follow various postgraduate study courses in different Faculties.

**Table 1: Distribution of the student population**

Name of Faculty	No. of Students
1. Faculty of Arts	2670
2. Faculty of Management and Finance	1617
3. Faculty of Law	861
4. Faculty of Medicine	1336
5. Faculty of Science	1715
6. Faculty of Education	296
7. Sri-Palee Campus	318
<b>Total</b>	<b>8,813</b>

Source: Annual Report 2009.

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## The Faculties

### *The Faculty of Arts*

The Faculty of Arts has nine Departments and Five Units in the Faculty, namely;

- Department of English
- Department of Economics
- Department of Demography
- Department of Geography
- Department of History
- Department of International Relations
- Department of Political Science & Public Policy
- Department of Sinhala
- Department of Sociology
  - English Language Teaching Unit
  - Journalism Unit
  - Arabic & Islamic Civilization Unit
  - Mathematics Unit
  - Computer Unit

The annual intake was 661 students, and nearly 81% were women. The Faculty has 187 permanent academic staff members; 17 Senior Professors, 02 Associate Professors, 65 Senior Lecturers, 08 Lecturers, 29 Probationary Lecturers, 11 permanent Instructors, and 02 System Analysts. In addition 28 Temporary Assistant Lecturers, 18 Temporary Tutors and 07 Temporary Instructors were recruited to help with the double batch.

At present, most of the education streams of the Faculty are conducted in Sinhala and Tamil. Some departments conduct courses in the English medium too. Plans were made to change over to English medium instruction from 2009. All Departments offer Special Degree Programs. The Department of English has 100% employment of graduates.

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## ***Faculty of Education***

The Faculty of Education has 4 departments and one centre.

- Department of Humanities Education
- Department of Educational Psychology
- Department of Social Science Education
- Department of Science and Technology Education
- National Education Research and Evaluation Centre (NEREC)

The Faculty has 28 members on the academic staff consisting of 02 Professors, 02 Associate Professors, 11 Senior Lecturers, 12 Lecturers and 01 Temporary Lecturer in the Faculty. Non-Academic staff in the Faculty consisted of 15 members.

The Faculty conducts the Bachelor of Education degree program in Sinhala, Tamil and English media. The Department of Humanities Education offers a short course on English Language Improvement for the final year B.Ed undergraduates during the year. This course was offered with the assistance of the postgraduate students reading for the Postgraduate Diploma in Education (Teaching of English as a Second Language) in the Faculty. The Department of Science and Technology Education and the Department of Social Science Education continues to offer course units relevant to the career development of teachers, for the Bachelor of Education undergraduate program.

The number of postgraduate students in the Faculty was 92 in 2009. The Departments of Social Science Education, Science and Technology Education, Humanities Education and Educational Psychology continues to contribute in conducting the postgraduate Programs, and senior academics provided thesis supervision for M.Phil and Ph.D. students. Department of Humanities Education offeres the Master of Education in TESOL (Teaching of English to Speakers of Other Languages) course for the third successive year. The Department of Humanities Education offers a Postgraduate Diploma in Education in Teaching of English as a Second Language (TESL), a full-time course with the assistance of the lecturers from other departments in the Faculty as well as visiting professionals. The Department of Social Science Education conducts a Master's Course in Management, and a Postgraduate Diploma in Community Development. The National Education Research and Evaluation has conducted 20 researches pertaining to education. The Department of Science and Technology Education continues offer a Master's Course in Science Education, and the Department of Educational Psychology conducts a Master of Educational and Developmental Psychology course. The department also offers a Postgraduate Diploma in Counseling.

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### ***The Faculty of Law***

The Faculty of Law has 3 Departments and one centre.

- Department of Private and Comparative Law
- Department of Public & International Law
- Department of Commercial Law
- Centre for the Study of Human Right(CSHR)

The Faculty of Law has 29 permanent members in the academic staff comprising one (01) Professor, fourteen (14) Senior Lecturers, one (01) lecturer and twelve (12) Probationary Lecturers.

In addition to the Bachelor of Laws course, the Faculty also conducts a Master of Laws program. The subjects of the Master's program include Advanced Company Law, Banking & Financial Institutions, International Commercial Arbitration, International Trade Law, Labour Law, Constitutional Law, International Humanitarian Law, Law of the Sea, Children's Rights Law and Women's Right Law. The postgraduate students consist of judicial officers, members of the official and unofficial bar and legal officers in the commercial and banking sectors. The Faculty also conducts M.Phil and Ph.D in Law Program.

The Centre for the Study of Human Rights (CSHR) conducts many outreach educational program, seminars and workshops and training programs.

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### ***The Faculty of Management and Finance***

The Faculty being the youngest Faculty in the University has six Departments and 54 members in the permanent academic staff comprised of 02 Associate Professors, 34 Senior Lecturers, 5 Lecturers, and 11 Probationary Lecturers. In addition, the Faculty has 2 Computer Instructors.

The Faculty of Management & Finance has experienced an increasing demand for Management Education since its inception in 1994. The Faculty was compelled to regularly increase the annual intake to its undergraduate programs and in consequence, it has become the second largest Faculty in the University in terms of number of students. In the meantime, the Faculty has introduced a new undergraduate curriculum in 2004, with six (06) areas of specializations. With these developments, the Faculty was able to achieve another landmark development in the Faculty in 2006, i.e. the creation of new Departmental structure which consists of Accounting, Business Economics, Commerce & Finance, Human Resources Management, Management & Organization Studies and, Marketing as its new departments of studies in place of two departmental structure that was in existence since 1994. However, the Faculty could physically establish these six (6) departments only during the year 2007 after renovating the existing building for the purpose. The newly established departmental structure strengthens the new single degree BBA nomenclature with 6 specializations and also helped to widen the variety of courses offered under each specialization. The MBA programme has a very high demand and there is also a very strong MBA Alumni working towards upgrading the Faculty.

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### ***The Faculty of Medicine***

The Faculty of Medicine, University of Colombo, is the second oldest medical school in South Asia, and the forerunner of university education in the country. The mission of the faculty is; “To develop a graduate who will contribute to fulfill the health requirements of the individual and of the community with competence, compassion and care”. To make the vision a reality, the Faculty had taken several initial measures, both development of existing physical infrastructure, and diversification of higher education in medical related disciplines. They include, strengthening international collaborations, several other programs for improving relevance and quality of undergraduate medical education under the IRQUE Project and conducting other Bachelors degree programs in medical related disciplines, such as Bachelor of Science in Pharmacy and Bachelor of Physiotherapy. The Faculty has also developed a Virtual Learning Environment for teaching and learning medicine, and has a Skills Laboratory and an Audiovisual Unit.

The Faculty has 134 members on the permanent academic staff, comprising of seven (07) Senior Professors, twenty (20) Professors, four (04) Associate Professors, fifty three (53) Senior Lecturers, twelve (12) Lecturers and one (01) Research Officer. The extended Faculty included about ninety (90) Consultants in the Colombo Group of Hospitals, Judicial Medical Officers in Colombo, Consultants and Medical Officers of the Chest Hospital Welisara, Rehabilitation Hospital Ragama, National Cancer Institute, Maharagama, Medical Officers at District Hospitals, Peripheral Units, and Municipal Dispensaries, Medical Officers of Health and about fourteen (14) General Practitioners.

The Faculty conducts several extension courses: MSc in Biochemistry, Molecular Biology & Gene Technology, Diploma in Forensic Medicine & Science, Diploma in Pharmacy, Postgraduate Diploma in Occupational Health & Safety and Diploma Course in Occupational Health & Safety.

Academic staff members also provide services to the Postgraduate Institute of Medicine. Academics from the Clinical Departments provide full time clinical services to the University Units of the National Hospital, Colombo, De Soysa Maternity Hospital, Castle Street Hospital for Women and the Lady Ridgeway Children’s Hospital.

### ***The Faculty of Science***

The Faculty of Science, which is clearly distinguished by its icon the University tower, was formed with the advent of the University College in Colombo in 1913. It continued in the same location with the establishment of the University of Ceylon in 1942. Presently the Faculty of Science has about 1715 undergraduate students and 250 postgraduate students, 106 academic staff with more than 75 percent having Ph.D. qualifications, and 92 academic support staff. The annual intake to the Faculty increased to 538 in 2009 with the introduction of two new streams which are Biochemistry & Molecular Biology and Industrial Statistics & Mathematical Finance.

The Faculty has 7 Departments.

- Chemistry
- Mathematics
- Physics
- Nuclear Science
- Plant Sciences
- Statistics
- Zoology

The Faculty conducts undergraduate degree programs in many subjects: Mathematics, Finance, Business & Computational Mathematics, Mathematics & Statistics with Computer Science, Chemistry, Computational Chemistry, Physics, Engineering Physics, Computational Physics, Statistics, Statistics with Computer Science, Biological Sciences, Plant Science, Plant Biotechnology, Bio Informatics, Chemistry, Pharmacy, Biochemistry & Molecular Biology, Computational Chemistry, Environment Science, Zoology, Applied Zoology, Wildlife Conservation & Management, Parasitology. A comprehensive range of subject combinations are available for the general degree while special degree programs are available in several subject areas. The Faculty together with the School of Computing of the University provides computing as a subject for all the students and also offers several joint special degree programs.

The Faculty of Science conducts several postgraduate programs leading to the Master of Science degree, and postgraduate diplomas. The Faculty also plays a very active role in research and there are many research programmes offered by various departments leading to M.Phil and Ph.D. degrees. Through the research programs the Faculty and the Departments have established strong links with both Sri Lankan and foreign research organizations. In addition, a Science & Technology Cell has already been set up to strengthen its links with the Industry. The members of the Faculty also play prominent roles in various activities at national level. Several members act as resource persons, consultants and board members in many government and non-government organizations.



### ***The Faculty of Graduate Studies***

The Faculty of Graduate Studies (FGS, Colombo) was established in 1987 with a mandate to “sponsor, coordinate and regulate postgraduate studies and specialized or multi-disciplinary research carried out within the University of Colombo”. Its mission is to promote economic growth through human capital development. In compliance with the objectives of multi-disciplinary programmes, the Faculty carried out its activities to the utmost satisfaction of its students, and other stakeholders. The Faculty of Graduate Studies has thirteen academic support staff employed on contract basis, and six permanent employees.

In 2009, the FGS conducted twenty six Postgraduate programs and two non Postgraduate Diplomas. Among the programmes offered there are two Executive Diplomas, eleven Postgraduate Diplomas and thirteen Masters Programmes one MPhil programme (M Phil in Clinical Psychology) and highly structured interdisciplinary M Phil / Ph D programme. Teaching staff was drawn from the University as well as from the industrial sector. This has enhanced the private sector partnership in teaching and research to a greater extent and such collaborations will be strengthened in the future.

The faculty also embarked upon its most innovating programme, the extension of m-Learning teaching activities to Maldives, making it the only overseas study programme conducted by a Sri Lankan University.

The faculty took initiatives to construct a new building complex for the exclusive use of the FGS, in order to fulfill a long overdue need as current infrastructure facilities are totally inadequate.



## THE ROLE OF THE UNIVERSITY OF COLOMBO –OPERATIONAL DEFINITION

What do we do?	With whom do we do business?	How should we do business?
Provide high quality academic and professional education, aimed at developing analytical skills for life long learning	Undergraduates, Postgraduates	Continuous review and improvement of curricula to meet the needs of the community, improving teaching and learning methods by reflective practice, diversification, multi-disciplinary and integrated programs
Promote learning, research, innovation and training	Undergraduates, postgraduates, industry, entrepreneurs, ourselves, employers	Building links with private sector and other research institutions, dissemination of learning, training, improving the intellectual, social and physical environment, seeking donor funding, diversification, utilization of technology to disseminate knowledge, marketing outcome of research and innovation, improving teaching & learning, utilizing external expertise to enhance teaching within the University
Encourage and cultivate partnerships for mutual development and gain	Other Universities and Higher Education Institutions, government, professionals, community, entrepreneurs, industry, employers	Industry endowment, marketing, sharing resources, providing consultancy services, conducting workshops, short courses
Develop links and collaborations for research and education with educational institutions abroad	Undergraduates, postgraduates, ourselves, Universities and Institutions abroad	Carrying out collaborative research, develop collaborative study programs and electives, obtain expertise from overseas to provide research support and technology transfer, obtaining funding for research
Create, acquire and advance knowledge and skills	Ourselves, undergraduates, postgraduates, researchers	Carry out research, develop and enhance professional skills, advance IT and technology skills, enhance language skills, publishing and publications
Outreach	Industry, healthcare services, other Universities and Institutions in Sri Lanka, government, professionals, community, entrepreneurs, employers	Tailor made courses, training of personnel, facilitating and conducting workshops, training programs, conferences, short courses, needs analysis, link programs, technology transfer to the community

What do we do?	With whom do we do business?	How should we do business?
Promote extracurricular activities	Undergraduates, postgraduates, ourselves	Facilitating sports, developing arts and culture, encouraging clubs and societies, improving recreational facilities, improving social and physical environment, introducing flexibility
Interaction with professional bodies	Undergraduates, postgraduates, ourselves	Facilitating memberships, continuous professional development
Career guidance	Undergraduates, postgraduates, staff	Professional counseling, career guidance
Staff development	Ourselves, other university staff	Training of new recruits to the University, continuous professional development, staff training courses
Quality assurance	Students, staff, administration	Quality assurance reviews, maintaining standards, benchmarking
Dissemination of information	Students, ourselves, community, government, overseas	Web presence, conferences, training courses, workshops, publications

### *The Council of the University of Colombo*

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#### **Chairperson - The Vice Chancellor**

Senior Professor Kshanika Hirimburegama

#### **Secretary - Acting Registrar**

Mr P.M.S. Bandara

#### **The Rector, Sri Palee Campus**

Dr Tudor Weerasinghe

#### **The Deans of the Faculties**

Arts - Senior Professor Indralal De Silva

Education - Prof. M.E.S. Perera

Law - Mr. N. Selvakkumaran

Management & Finance - Dr. P.S.M. Gunaratne

Medicine - Senior Professor Harshalal Seneviratne

Science - Senior Professor T.R. Ariyaratne

Graduate Studies - Senior Professor Sunil Chandrasiri

#### **The members elected by the Senate from among it's own members**

Prof. Nayani Melegoda

#### **The members appointed by the University Grants Commission(12)**

Vidyanidi Dr. N.R. de Silva

Mr. Rajan Asirwatham

Mr. K. Kang-Iswaran

Mr. Thilak Karunaratne

Mr. Chelliah Thangarajah

Mr. C. Maliyadde

Mr. Mahinda Rajapaksha

Mr. HMN Warakaulle

Mr. PW Senaratne

Ms Leisha de Silva Chandrasena

Prof.J Tilakasiri

Dr. C. Wjeyeratne

***The Senate of the University of Colombo***

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**The Vice – Chancellor/ Chairperson**

Professor Kshanika Hirimburegama

**Secretary – Acting Registrar**

Mr. T.L.R. Silva

**The Rector**

Dr Tudor Weerasinghe

**The Deans of the Faculties**

Arts - Prof. Indralal De Silva

Education - Prof. M.E.S. Perera

Law - Mr. N. Selvakkumaran

Management & Finance - Dr. P.S.M. Gunaratne

Medicine - Prof. Harshalal Seneviratne

Science - Prof. T.R. Ariyaratne

Graduate Studies - Prof. Sunil Chandrasiri

**The Directors of Institutes & School**

Institute of Biochemistry, Molecular Biology & Biotechnology - Prof. K.H. Tennakoon

Institute of Indigenous Medicine - Dr. R.A Jayasinghe (Acting)

Institute of Human Resource Advancement - Dr. W.K. Hirimburegama

National Institute of Library and Information Sciences - Mr. Upali Amarasiri

Postgraduate Institute of Medicine - Prof. M.H.R. Sheriff

University of Colombo School of Computing - Prof. GN. Wichramanayake

Institute for Agro- Technology and Rural Sciences – Dr. C. Mahesh Edirisinghe(Actg.)

**The Heads of Departments of Study**

**Arts**

Demography - Dr. S.Ukwatte

Economics - Prof. Athula Ranasinghe

English - Prof. Neluka Silva

Geography - Mr. W.N. Wilson

History - Dr. N.R.Devasiri

International Relations - Prof. Nayani Melegoda

Political Science & Public Policy - Dr.SI Keethaponcalan

Sinhala - Ven.Agalakada Siri Sumana Thero

Sociology - Prof. LAS Perera

**Education**

Educational Psychology - Dr. W. Chandradasa

Humanities Education - Mr. L.M. Kapila Bandara

Science & Technology Education - Mr. N.V. Karunasena

Social Science Education - Dr. A.A. Jayawardena

### **Law**

Private & Comparative Law- Prof. Sharya Scharenguivel  
Public & International Law - Ms.Indira Nanayakkara  
Commercial Law - Mr. V.T. Thamilmaran

### **Management & Finance**

Accounting - Mr. G. Ranaweera  
Business Economics - Prof. H.D. Karunaratne  
Commerce & Finance - Mr. D.M.S. Dassanayake  
Human Resources Management - Dr. Pavithra Kailasapathy  
Management & Organization Studies - Dr. (Mrs.) K. Dissanayake  
Marketing - Dr. M.P.P. Dharmadasa

### **Medicine**

Anatomy - Dr.Vajira HW Dissanayake  
Biochemistry & Molecular Biology - Prof. C.D.F.W. Mathew  
Clinical Medicine - Dr. Senaka Rajapakse  
Community Medicine - Prof. R. De A Seneviratne  
Forensic Medicine & Toxicology - Dr. Buddika Weerasundera  
Microbiology - Prof. Jeniffer Perera  
Obstetrics & Gynaecology - Prof. C. Randeniya  
Paediatrics - Dr Shamy de Silva  
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Pathology - Prof. M.V.C. de Silva  
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## SWOT ANALYSIS AND THRUST AREAS

A detailed analysis on the Strengths, Weaknesses, Opportunities and Threats (SWOT) has been carried out in order to identify the internal strengths and weaknesses of UOC and external opportunities and threats faced by it. An attempt has also been made to assess the political and economical environment of the University to develop itself as the “hub of postgraduate education” in South Asia. Subject to the constraints discussed under the analytical framework, the Goals, Objectives and Strategies are developed to achieve the Vision and Mission of UOC. A summary of the SWOT analysis is given below.

### Strengths

Strengths of the UOC are considerable and significant. Salient elements are listed below.

- **Historical Advantage** – Being the direct successor of the first University College and of the University of Ceylon located in the same premises, the University of Colombo has the historical advantage to benefit from the associated good will and privileges. It is therefore internationally recognized as the first University of Sri Lanka. In fact, the predecessor of Faculty of Medicine, the Ceylon Medical College was established in 1870, about 138 years ago in the same premises the Faculty is located presently.
- **Locational Privilege** – Since it is located in the heart of the City of Colombo, the administrative and business capital of the country, the University is easily accessible to both undergraduate and postgraduate students. Locational advantage has facilitated the University to specialize in academic areas such as Medical Sciences, Physical Sciences, Management Studies, Finance and Business Economics, and Public Administration.
- **Highly Qualified Academic Staff** – UOC has a group of highly qualified and experienced academic staff. Most staff members have academic and professional training and experience in centers of excellence in Sri Lanka and overseas. Accordingly, UOC has the potential for conducting both Undergraduate and Postgraduate Programs in many fields of study.
- **Trained Administrative Staff** – The members of the administrative staff of UOC are highly qualified and experienced. They are in a position to take any challenge with regard to future developments of the University.

- **Fully Equipped Library** – Central library of UOC is one of the best libraries in the country with a total collection of about 230,000 books. The annual addition is in the range of 5,000 to 6,000 books. It consists of the main Library and Faculty Libraries of Law (located within the second floor of the main library), Medicine and Science. Recently, a new Faculty Library was established in the Faculty of Graduate Studies. There are also a few Departmental libraries.
- **Infrastructure Facilities** –Facilities available in UOC are of high standard and relatively superior to those available at other Universities in the country.
- **Earning Capacity** – The UOC has a wide range of academic and professional services which could be utilized for income generation. Alongside all other strengths mentioned above, this is a great advantage for UOC to become the postgraduate education Centre of South Asia. It also has an advantage to offer placements for students from South Asian, Middle East and African countries to follow undergraduate studies as well. These opportunities will provide an expanded scope for UOC to increase its earning capacity.
- **Specialized Centres /Institutes of Education** – Several specialized Centres of the University cater to a wide clientele. Notable among them are the Staff Development Centre, Colombo University Community Extension Centre, and the Centre for Study of Human Rights.
- **Multidisciplinary nature:** Students have a high degree of confidence in the degree program and the academic staff. The multidisciplinary nature of faculties provides a variety of special degree programs for students and continues to revise the curriculum to meet the external demands.
- **Foreign Collaboration:** Successful international collaboration with leading foreign universities, frequent presence of foreign scholars and partnership with national and international corporate sector organizations have enhanced the ability to offer academic and professional courses of high standards.

- **Research Centre's:** Faculty of Education has established the National Education Research and Evaluation Centre (NEREC) in the Faculty which enables faculty staff to participate in national and international level education research.
- **Qualified Professionals:** Faculty of Law has been able to produce well qualified legal professionals who hold high positions in the Judiciary, Executive, Legislature and in foreign Institutions. The Faculty of Medicine has a full cohort of specialists and experts in nearly every sub-discipline of medicine, and many such professionals contribute to the healthcare system of the country, in addition to acting in an advisory capacity to policy makers.
- **IT skills-** The School of Computing and many other academics in the different faculties and institutions have a high degree of IT skills. These skills can be utilized to develop research and dissemination of knowledge. The University has a well developed web presence. The School of Computing and the Faculty of Medicine have established e-learning centres, and the Faculty of Medicine is developing a virtual learning environment for teaching medicine.
- **Language Skills -** The Faculty of Arts and the English Language Teaching Unit have a well established program to enhance English language skills among staff and students. Teaching of Tamil language to undergraduates also takes place in the Faculty of Medicine.
- **Ability to establish links with Foreign Universities –** Through the International Unit, the University has established links with overseas universities for mutual benefit.

### Weaknesses

As against the strengths listed above, UOC is encumbered with several weaknesses. Some of them are common to all universities in the country but some are particular to UOC. The identified weaknesses are given below.

- **Difficulty of keeping talented staff –** Demand for qualified staff is high from foreign institutions. Due to relatively low remuneration paid to staff who possess high qualifications from foreign Universities and other institutions, it is difficult to attract the best talents and retain them.
- **Student selection procedure –** Students admitted to the UOC are selected by the University Grants Commission on the basis of marks earned at the GCE A/L Examination. There is no provision for the University to conduct its own aptitude test

for admissions to the University. As a result, University has to accept all students who are allocated to it by the University Grants Commission.

- **Non Availability of a Student management information system** – It is difficult for the administration or any other section to obtain detailed information regarding enrolled students at any given time. It is therefore not known whether students have left the University, employed elsewhere or following the courses regularly. The only available information in this regard are the records at the Examinations Branch on total number of students submitting applications for examinations.
- **Medium of Instruction** – Although UOC has the capability to conduct courses in the English Medium which gives it an edge to market its abilities internationally, it is mandated to continue with Sinhala and Tamil media instruction to cater for the demand for such courses.
- **Medium of instructions in all three media** – This has resulted in maintaining an extra number of academic staff and consequently operating with a high level of recurrent budget as staff salaries. In the case of most subjects, it is compelled to maintain 3 teachers for the three languages.
- **Limited Space** – Annual intake of students is on the increase. However, the available facilities are not increasing at the same pace. This has resulted in inadequacy of not only class rooms to conduct courses but also other essential facilities such as toilets, common rooms, canteens and teaching / learning aids essential to maintain a high standard of education.
- **Politicization of Student Organizations** – Even though limited, this has led to frequent occurrence of student unrest.
- **Trade Union Activities** – In addition to student organizations, trade union activities by the non-academic staff has taken place in recent past. Even though minimized at present, there lacks a sustainability of the latter.
- **Insufficient Hostel Facilities** – There is a trend that the gender composition of the undergraduate students changing with the increased proportion of female students. This has created an imbalance with regard to the hostel facilities for the students along with the overall growth of students over the years. This problem has further aggravated with the increased cost of land in the City of Colombo and the cost of construction.

- **Inadequate Opportunities:** Inadequate opportunities to develop self reliance, critical inquiry, research culture and evidence based approach to practice. This has resulted in limited research activities in all faculties.
- **Interaction with industry:** Limited opportunity to interact with industry outside and to develop soft skills for students. This is mainly due to lack of manufacturing industries utilizing natural resources.
- **Inadequate infrastructure:** The basic infrastructure for students in terms of lecture rooms, laboratories, computer rooms, canteens and libraries are lacking. This is a common problem to all faculties.
- **Dearth of senior academic staff:** Replacing vacancies of the retired experienced academics at senior level has become a major problem for some faculties of the university due to the dearth of qualified academics in the respective subject areas. Procedural delays add to this.
- **Lack of modern technology:** Unavailability of proper ICT based system of infrastructure and MIS system within the university.

### Opportunities

University of Colombo has a lot of opportunities mainly due to its locational superiority and historical advantage. Identified main opportunities are given below.

- **Demand from Students** – The demand from both undergraduate and postgraduate students for placements in UOC is high. This leads to an opportunity for the University to adjust its priorities and emphasis in favour of courses that are in high demand.
- **To be South Asian Centre for Higher Studies** - Due to locational advantage, the demand from foreign students is high, indicating that the UOC could easily be developed as the Centre of Excellence for Higher Studies for the South Asian, Middle East and African Countries.
- **Pioneer to establish Courses on Conflict Resolution** – The UOC academic staff have gained extensive knowledge and experience in subjects such as Conflict Resolution and Conflict Management. It has therefore created an opportunity for the University to establish courses on Conflict Resolution and Conflict Management for national and international students.

- **M-learning mode:** Almost all the Faculties have the ability to offer courses through m-learning and e-learning mode, there by promote distance learning effectively.
- **Increasing Demand for courses in English Medium:** This trend opens up possibility of obtaining employment for university graduates both in public and private sectors with less competition.
- **Mid –Career Development:** There is an increasing recognition of Mid-career Development needs of the managerial and executive level employees especially for organizational transformation and development by the corporate organization and other commercial establishments.
- **IT development** – With its expertise in IT, the University has the opportunity to enhance IT education as well as use IT as a tool for research and dissemination of knowledge.
- **Development of online Programs** - Since there is a high demand for education, the university name would attract students. On - line programs would attract many more though out the country and globally.
- **Opening up to foreign students** - Being a metropolitan University there is a high demand to open up the university for foreign students.
- **Speedy economic reforms-** With the regaining of peace after nearly three decades of war and unrest in the country there is speedy economic growth . Thus this creates more opportunities for graduate employment

### Threats

There are some threats for future development of the University. The most important of them are given below.

- **Student unrest** – A very few number of University students are influenced by a political force. These elements enter into day to day operations of the University and are looking for minor issues to generate unrest among students and with the administration. Strikes organized by students could be understood as the result of such intrusion.
- **Establishment of branches of Foreign Universities** – Several internationally recognized Universities have already established their branches in the City of Colombo and the trend is conspicuous. These branches provide competitive courses

in English medium and UOC has already lost some of its opportunities. As a result of politicization of student unions, UOC is not allowed to commence similar courses within the University and gain the advantages there from and the opportunity is lost.

- **Attractive offers made to academic Staff by other Institutions** – The highly qualified and experienced academic staff are offered with attractive packages from the Foreign Universities and their newly established branches in the City. This has become a real threat and already several high calibre staff members have resigned to accept such offers.
- **Lengthy approval process:** Introduction of new Post Graduate programs are getting delayed due to the lengthy approval process and this may also result in the loss of potential students for Post Graduate study programs.
- **Difficulties related to staff recruitment:** There is a difficulty of recruiting best graduates to the academic staff due to the lucrative offers from the private sector and due to the opportunities available in developed countries.
- **Administrative Complexities:** Ambiguous, inflexible regulatory environment with outdated university act and too many overlapping administrative circulars restrict the independent decision making ability and delay the smooth functioning of the faculties

### Thrust areas for development

The achievements in the past several years prove that the future of the University will be based on its strengths and opportunities, and the thrust areas. The following are the important thrust areas available for University of Colombo.

- **Postgraduate Studies** – All faculties, other than the two faculties in the Sri Palee Campus, are undertaking several postgraduate degree programs and diploma courses including Masters and Doctoral programs. In addition, the Faculty of Graduate Studies undertakes about nine postgraduate diploma/degree programs of inter-disciplinary nature. The total student population following such postgraduate study programs is estimated at 4,000 and the scope for expansion of the present programs as well as for the introduction of new programs is extensive.
- **Special Degree Programs and 'Multi Disciplinary Courses'** under General Degree programs. It is desirable to make a gradual reduction of student enrolment for the traditional general degrees offered by individual faculties where employment opportunities are poor.  
Increase the intake of students into faculties/departments where demand for academic qualifications is high. Examples are:



- Faculty of Management and Finance
  - Faculty of Arts – Department of Economics, Department of International Relations and Department of Geography.
  - Faculty of Law
  - Faculty of Science
  - Faculty of Medicine, and
  - Faculty of Education.
- 
- **Sri-Palee Campus** – A unique campus producing competent graduates in Performing Arts and media, where few other Universities in the World are producing graduates of similar disciplines. However, the facilities available in the campus for the two study areas need improvement to produce better qualified graduates.
  - **Enhancement of e-learning** – UOC has the advantage of using the facilities available in the University of Colombo School of Computing (UCSC) for developing e-learning. Faculties need to develop e-learning material to be introduced to students so that it will be an incentive for students to transform their education from lecture-based instruction to computer assisted learning.
  - **English Language Teaching Unit** – Services provided by this unit are very important. These have to be further expanded to provide better service to undergraduates to improve their English proficiency.
  - **Career Guidance Unit** – Even though the staff available for this unit is small, it provides an important service. In fact, the present attempt they made to go to the school level and offer carrier guidance services will no doubt resolve most of the problems faced by the students.
  - **Community Extension Services** – Many Academics are working with the community at grass root level there by know how and technology is directly transferred to the beneficiaries.
  - **Research and Innovations** – Scope for research and innovations needs to be further utilized. It is important to link research and innovations with industry to increase productivity levels of industry while increasing opportunities for the academics on research studies.
  - **Multimode Delivery Systems of Self Learning** – The University has the potential to develop open and distance learning modes: M-based and on-Line programs for many disciplines. This would allow wider exposure of courses.

### Gap analysis

Expected outputs of thrust areas would be achievable only if the identified gaps are filled and the path of development is cleared. The gaps identified in the University structure hindering future development are as follows:

- **Inadequate Educational Facilities** – Limited Computer facilities available for students and academic staff. It is proposed that at least the present stock of computers should be increased by 300 %. In some Faculties, there is a dearth of lecture rooms equipped with required teaching aids and Library facilities. This problem is serious in the Faculties of Medicine, Management and Finance, and Education.
- **Inadequate Servicing Facilities** – The basic services for the students in terms of sports, recreational facilities, common rooms, canteens and toilets are inadequate in almost all faculties. Shortage of living quarters for academic staff has also been identified as a problem in UOC. To provide an environment conducive for better teaching and learning, such facilities need to be strengthened as early as possible.
- **Shortage of Staff** – There are staff vacancies in both academic and administrative categories of the University. In addition to the vacancies, there exists a situation of inadequate cadre in relation to the nature of activities that some Faculties are undertaking. The most affected Faculties are Science, Management and Finance, Law and Education. The Sri Palee Campus and the Faculty of Graduate Studies are also important. As noted earlier, the situation of the Sri Palee Campus is unique in that they will require more lecturers and demonstrators to supervise and guide students on practical sessions. The Faculty of Graduate Studies has no permanent staff at present. They are called in from other Faculties depending on the type of course it conducts. Inadequate staff for the conduct of English Language Teaching and Career Guidance is also experienced. These two Units could perform much better to meet the expectations, provided these problems are addressed.
- **Inadequate Networking** – The University does not possess adequate networking and the linkage with the industry. This has resulted in limited opportunities for placements for industry training and research activities.
- **Inadequate Opportunity for Staff Training** – The funds for financing scholarships for the academic staff had been reduced over the years and therefore the academic staff had to wait for longer periods to pursue the postgraduate studies.

- **Low Fees charged for Postgraduate Courses** – The fees charged for some of the postgraduate degree programs are lower than the market rates and there is an opportunity for the University to increase the fees to be on par with market rates.
- **Non availability of a Student Information System** – The University does not have an adequate MIS system for Student Information to be shared by various sections. As such many divisions and departments have been compiling their own student information data for various purposes all over again.
- **Non availability of a Management Information System (MIS)** – The University also lacks a Management Information System which facilitates sharing of information such as those on available infrastructure facilities, student population, time tables and allocation of University resources etc. A comprehensive MIS system will increase the work efficiency and also facilitate the optimum capacity utilisation of available resources.
- **Inadequate attention to self generated resources** – UOC has good prospects for self generation of resources for its development. The location advantage and the high calibre of staff provide ample opportunities for the management of its activities to generate further resources and develop the facilities in terms of quality and quantity to cater to a larger number of students. Due attention has not been given to capitalize the high potential areas to earn higher income.

## OUR GOALS

1. Achieve standards of excellence in teaching and learning, to produce skilled and competent graduates within the first 1500.
2. Achieve standards of excellence in pure research and applied research on need basis
3. Optimize dissemination of knowledge with relevance and quality, to develop skilled and competent individuals for the service of the community.
4. Create a university community committed to independent and creative thinking, with social responsibility
5. Create a team spirit and a sense of institutional commitment by promoting inter-staff and staff-student interaction, together with interaction between them and the research and the community
6. Contribute to public policy formulation and national development
7. Enhance and optimize financial resources, develop infrastructure, professionalize administration and financial management to achieve the other goals

## GOALS, OBJECTIVES & STRATEGIES

<b>1.</b>	<b>GOAL: Achieve standards of excellence in teaching and learning, to produce skilled and competent graduates</b>
<b>1.1</b>	<b>OBJECTIVE: Accelerate improvement of quality of teaching and learning to produce skilled and competent graduates</b>
<b>1.1.1</b>	<b>STRATEGY: Create an environment for recruiting high caliber academic staff</b>
<b>1.1.2</b>	<b>STRATEGY: Create an environment for retaining high caliber academic staff</b>
<b>1.1.3</b>	<b>STRATEGY: Further strengthen academic staff development programs to suit the requirements of the faculties</b>
<b>1.1.4</b>	<b>STRATEGY: Facilitate the use of modern teaching and learning methods that encourage self-directed and lifelong learning, and analytical and creative thinking, incorporating the use of modern technology and multimedia in teaching and learning.</b>
<b>1.1.5</b>	<b>STRATEGY: Provide facilities for differently-abled and physically challenged staff and students</b>
<b>1.2</b>	<b>OBJECTIVE: Periodically review courses and implement curriculum changes in all faculties to meet future trends &amp; challenges</b>
<b>1.2.1</b>	<b><i>STRATEGY: Review and change curricula of programs and design and conduct new courses to meet the market demand</i></b>
<b>1.2.2</b>	<b><i>STRATEGY: Develop public and private sector partnerships to introduce industry linked training programs</i></b>
<b>1.2.3</b>	<b><i>STRATEGY: Implement external quality assurance reviews to achieve international standards and accreditation</i></b>
<b>1.3</b>	<b>OBJECTIVE: Promote partnerships with global higher educational institutes of excellence in teaching and learning.</b>
<b>1.3.1</b>	<b><i>STRATEGY: Strengthen collaborative and link programs with higher learning institutions</i></b>
<b>1.3.2</b>	<b><i>STRATEGY: Develop communication skills of staff and students in English and other languages</i></b>
<b>1.4</b>	<b>OBJECTIVE: Increase output of undergraduate study courses</b>
<b>1.4.1</b>	<b><i>STRATEGY: Increase intake of students to undergraduate study courses</i></b>
<b>1.5</b>	<b>OBJECTIVE: Enhance Graduate Education to the level which will enable the University to become a centre of excellence for graduate studies in Asia</b>
<b>1.5.1</b>	<b><i>STRATEGY: Introduce new graduate programs of regional relevance</i></b>
<b>1.5.2</b>	<b><i>STRATEGY: Increase intake to existing graduate study programs</i></b>
<b>1.5.3</b>	<b><i>STRATEGY: Facilitate distinguished scholars to work with the University</i></b>

2	<b>GOAL: Achieve standards of excellence in pure and applied research on need basis</b>
2.1	<b>OBJECTIVE: Develop teams of academics with commitment and capacity for excellence in research in all Faculties</b>
2.1.1	<b>STRATEGY: Ensure that persons of high caliber and research capability are recruited</b>
2.2.2	<b>STRATEGY: Ensure facilitation and implementation of research activities of the University to meet national development needs.</b>
2.1.3	<b>STRATEGY: Provide opportunities for continued training in research methodology to all academics</b>
2.2	<b>OBJECTIVE: Create and sustain a research culture and ensure that staff undertake research</b>
2.2.1	<b>STRATEGY: Integrate research into teaching and learning</b>
2.2.2	<b>STRATEGY: Ensure facilitation and implementation of research activities of the University to meet national development needs.</b>
2.2.3	<b>STRATEGY: Promote fundamental research by academics</b>
2.2.4	<b>STRATEGY: Collaborate with private sector and relevant organizations to develop industry linked research</b>
2.2.5	<b>STRATEGY: Promote interdisciplinary research by developing research groups within the faculties</b>
2.2.6	<b>STRATEGY: Promote research &amp; links with International institutions</b>
2.3	<b>OBJECTIVE: Encourage and recognize research of high quality and excellence</b>
2.3.1	<b>STRATEGY: Enhance facilities and support systems to achieve excellence in research</b>
2.3.2	<b>STRATEGY: Reward researchers who perform high quality research with opportunities for further research and career development</b>
2.4	<b>OBJECTIVE: Maintain high ethical values and standards in research, with social responsibility</b>
2.4.1	<b>STRATEGY: Develop ethical and professional standards for researchers</b>
2.4.2	<b>STRATEGY: Implement monitoring and review processes for research activities</b>
2.5	<b>OBJECTIVE: Promote knowledge and technology transfer</b>
2.5.1	<b>STRATEGY: Facilitate transfer of knowledge and technology to the benefit of society</b>
2.6	<b>OBJECTIVE: Rationalize and strengthen research management in the university</b>
2.6.1	<b>STRATEGY: Prepare a comprehensive integrated research plan for 2009-2013</b>
2.6.2	<b>STRATEGY: Identify sources of funding, and streamline the process of obtaining funding for research</b>
2.6.3	<b>STRATEGY: Develop infrastructure and train administrators to enable research activities</b>
2.6.4	<b>STRATEGY: Improve utilization of funds for research through the research management unit</b>

<b>3</b>	<b>GOAL: Optimize dissemination of knowledge with relevance and quality, to develop skilled and competent individuals</b>
<b>3.1</b>	<b>OBJECTIVE: Provide high quality advisory and consultancy services</b>
<b>3.1.1</b>	<b>STRATEGY: Create an awareness in the public/private sector about the advisory and consultancy capabilities in teaching, research and professional services that can be provided by the university</b>
<b>3.1.2</b>	<b>STRATEGY: Undertake consultancy projects with private/public sector organizations</b>
<b>3.2</b>	<b>OBJECTIVE: Give wider access to higher education to students who qualify within the national system</b>
<b>3.2.1</b>	<b>STRATEGY: Develop non-traditional methods of teaching and learning to increase access to tertiary education</b>
<b>3.2.2</b>	<b>STRATEGY: Develop online degree programs</b>
<b>3.3</b>	<b>OBJECTIVE: Establish open distance learning degree programs</b>
<b>3.3.1</b>	<b>STRATEGY: Establish external degree programs in new areas</b>
<b>3.3.2</b>	<b>STRATEGY: Promote, popularize and establish programs conducted by faculties and campuses</b>
<b>3.3.3</b>	<b>STRATEGY: Develop online degree programs</b>
<b>3.3.4</b>	<b>STRATEGY: Develop QA for external degree programs</b>
<b>3.4</b>	<b>OBJECTIVE: Provide training and skills development through extension programs</b>
<b>3.4.1</b>	<b>STRATEGY: Develop and expand extension programs, non-degree awarding courses and short term training programs</b>
<b>3.4.2</b>	<b>STRATEGY: Develop distance education courses using modern technology</b>
<b>3.4.3</b>	<b>STRATEGY: Provide training and interactions for private sector and industry personnel within the university</b>
<b>3.5</b>	<b>OBJECTIVE: Provide non-formal education to the public on issues of relevance</b>
<b>3.5.1</b>	<b>STRATEGY: Provide information to the public on matters of relevance through mass media</b>
<b>3.5.2</b>	<b>STRATEGY: Improve knowledge through educational programs, workshops, awareness programs on cultural issues</b>
<b>3.5.3</b>	<b>STRATEGY: Provide training workshops, educational programs, awareness programs for private sector institutions</b>

4	<b>GOAL: Create a university community committed to independent and creative thinking, with social responsibility</b>
4.1	<b>OBJECTIVE: Enhance work ethics among university staff</b>
4.1.1	<b>STRATEGY: Strengthen management skills of academic staff and administrative staff</b>
4.1.2	<b>STRATEGY: Organize regular meetings and interaction of academics to monitor progress of academic programs to identify and remedy common issues of concern</b>
4.1.3	<b>STRATEGY: Create a sense of institutional commitment to realize the universities mission/vision, with understanding of the ethos of the university</b>
4.1.4	<b>STRATEGY: Promote academic freedom and freedom of expression, while maintaining high standards of social responsibility</b>
4.1.5	<b>STRATEGY: Organize staff development workshops and training programs in collaboration with the private sector</b>
4.1.6	<b>STRATEGY: Promote work ethics among administrators, and support staff and enhancing work efficacy</b>
4.2	<b>OBJECTIVE: Develop and Strengthen the skills and competencies of support staff</b>
4.2.1	<b>STRATEGY: Ensure recruitment of highly capable support staff</b>
4.2.2	<b>STRATEGY: Introduce regular training programs for support staff with emphasis on their special responsibilities in interacting with academic staff and students</b>
4.2.3	<b>STRATEGY: Strengthen management skills to improve efficiency</b>
4.2.4	<b>STRATEGY: Organize regular review of performance of support staff, and link benefits and privileges to performance</b>
4.2.5	<b>STRATEGY: Introduce a rational transfer system</b>
4.2.6	<b>STRATEGY: Enhance communication, language and IT skills among non-academics</b>

5	<b>GOAL: Create a team spirit and a sense of institutional commitment by promoting inter-staff and staff-student interaction, together with interaction between them and the research and development community</b>
5.1	<b>OBJECTIVE: Develop facilities conducive to such interaction</b>
5.1.1	<b>STRATEGY: Facilitate extracurricular activities</b>
5.1.2	<b>STRATEGY: Develop an annual program activities to encourage staff- staff and staff – student interaction</b>
5.1.3	<b>STRATEGY: Promote staff-student collaboration in developing university publications and website</b>
5.2	<b>OBJECTIVE: Improve student support and career guidance with active participation of staff</b>



5.2.1	<b>STRATEGY: Strengthen the student counseling systems and infrastructure</b>
5.2.2	<b>STRATEGY: Encourage wider participation of alumni and professionals in career guidance programs for students</b>
5.2.2	<b>STRATEGY: Encourage wider participation of alumni and professionals in career guidance programs for students</b>
5.2.4	<b>STRATEGY: Provide more opportunities for staff and students to represent the university in national and international programs and activities, including sports events</b>
5.2.5	<b>STRATEGY: Strengthen personal tutor schemes</b>
5.3	<b>OBJECTIVE: Facilitate involvement of the alumni in staff and student welfare</b>
5.3.1	<b>STRATEGY: Involve alumni in career guidance for students</b>
5.3.2	<b>STRATEGY: Involve alumni in staff and student welfare activities</b>

6	<b>GOAL: Contribute to public policy formulation and national development</b>
6.1	<b>OBJECTIVE: Enhance the status of the university as an active partner in national policy formulation</b>
6.1.1	<b>STRATEGY: Initiate research in all disciplines related to national policy</b>
6.1.2	<b>STRATEGY: Promote pro-active participation of the university community in public policy dialogues</b>
6.2	<b>OBJECTIVE: Strengthen and develop contributions to national development</b>
6.2.1	<b>STRATEGY: Facilitate participation of policy makers at relevant stages</b>
6.2.2	<b>STRATEGY: Share expertise with national, regional and international development agencies</b>
6.2.3	<b>STRATEGY: Contribute towards scholarship on development indicators</b>
6.2.4	<b>STRATEGY: Further strengthen community based research projects</b>
6.2.5	<b>STRATEGY: Develop technical and professional programs in association with public sector institutions to train personnel, enhance capacity and provide services to the public sector</b>

<b>7</b>	<b>GOAL: Enhance and optimize financial resources, develop infrastructure, professionalize administration and financial management to achieve the other goals</b>
<b>7.1</b>	<b>OBJECTIVE: Improve and strengthen the existing financial management system</b>
<b>7.1.1</b>	<b>STRATEGY: Improve efficiency of fund utilization and strengthen procedures on financial accountability</b>
<b>7.1.2</b>	<b>STRATEGY: Develop and fine-tune a financial management information system and develop further the financial accounting system</b>
<b>7.1.3</b>	<b>STRATEGY: Promote staff training in financial management</b>
<b>7.1.4</b>	<b>STRATEGY: Fund raising with active participation of the alumni</b>
<b>7.2</b>	<b>OBJECTIVE: Enhance income generation for the University</b>
<b>7.2.1</b>	<b>STRATEGY: Provide professional and consultancy services on a fee levying basis</b>
<b>7.2.2</b>	<b>STRATEGY: Facilitate admission of students on fee levying courses</b>
<b>7.2.3</b>	<b>STRATEGY: Develop distance education and online courses on a fee levying basis</b>
<b>7.2.4</b>	<b>STRATEGY: Develop course content for higher education institutes both nationally and internationally</b>
<b>7.2.5</b>	<b>STRATEGY: Undertake research for industry and private sector institutions</b>
<b>7.2.6</b>	<b>STRATEGY: Make available electronic and paper publications to a wider clientele</b>
<b>7.3</b>	<b>OBJECTIVE: Improve skills and efficiency in general administration</b>
<b>7.3.1</b>	<b>STRATEGY: Ensure recruitment of high quality administrative staff based on merit</b>
<b>7.3.2</b>	<b>STRATEGY: Provide training to administrative staff through staff development centre</b>
<b>7.3.3</b>	<b>STRATEGY: Establish new buildings and create extensions while maintaining existing buildings.</b>
<b>7.4</b>	<b>OBJECTIVE: Maintain and develop adequate infrastructure</b>
<b>7.4.1</b>	<b>STRATEGY: Involve the Alumni in infrastructure development</b>
<b>7.4.2</b>	<b>STRATEGY: Introduce a management information system throughout the university</b>
<b>7.4.3</b>	<b>STRATEGY: Enhance IT facilities and training to staff, students, administrators and support staff</b>

## GOALS, OBJECTIVES, STRATEGIES & ACTIVITIES, WITH BUDGET

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>1.</b>	<b>GOAL: Achieve standards of excellence in teaching and learning, to produce skilled and competent graduates</b>						
<b>1.1</b>	<b>OBJECTIVE: Accelerate improvement of quality of teaching and learning to produce skilled and competent graduates</b>						
<b>1.1.1</b>	<b>STRATEGY: Create an environment for recruiting high caliber academic staff</b>						
1.1.1.1	Appoint a senate subcommittee to identify appropriate guidelines for recruiting academic staff, and obtain Senate / Council approval for these guidelines into a marking scheme, pre-selection interviews, emotional quotient testing and other procedures and if required submit these guidelines for UGC approval	VC (COUNCIL, SENATE)	10Mn	12Mn	13Mn	14.5Mn	15Mn
1.1.1.2	Follow through of the initiated international link programs for postgraduate scholarships for newly recruited staff and identifying and establishing further programs	VC, DIRECTOR IUUC, RECTOR					
1.1.1.3	Recruitment of new academic staff on permanent or temporary basis	VC. DEANS, RECTOR, SAR, LIBRARIAN					
1.1.1.4	Create opportunities for staff to engage in research by developing viable research groups.	VC. DEANS, HEADS					
1.1.1.5	Advertise training opportunities for junior faculty members.	DIRECTOR SDC, DEANS					
<b>1.1.2</b>	<b>STRATEGY: Create an environment for retaining high caliber academic staff</b>						
1.1.2.1	University to support research activities of academic staff by providing facilities	RESEARCH COMMITTEE	11Mn				
1.1.2.2	Appointment and maintenance of a committee to develop benchmarking criteria	VC (SENATE), DIRECTOR SDC					
1.1.2.3	Introduce rewards system	VC, DEANS, RECTOR					
1.1.2.4	Follow through of programs, services and courses initiated for income generation which will benefit the academic staff and institution while continuing to identify new opportunities and strategies.	HEADS, DEANS					
1.1.2.5	Implement such strategies bringing benefits to staff members and the University	DEANS					

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
1.1.2.6	Monitor and follow through with the Urban Development Authority regarding the program to develop housing for academic & administrative staff.	R, B		12Mn	15Mn	13Mn	15Mn
1.1.2.7	Maintain and improve upon the created operational procedure with specific timeline for expediting promotional procedure	SAR/AE					
1.1.2.8	Upgrade from units to departments and from departments to Faculties	RECTOR,HEADS,VC					
1.1.2.9	Strengthening current existent ones and establishing new Departments, Units and Labs in Sri Palee Campus	RECTOR,HEADS,VC					
<b>1.1.3</b>	<b>STRATEGY: Further strengthen academic staff development programs to suit the requirements of the faculties</b>						
1.1.3.1	Build upon the infrastructure laid down to expand the SDC as stated in the previous plan.	VC, (COUNCIL), DIRECTOR SDC					
1.1.3.2	Further promotion of staff development with the collaboration of the SDC in addition to the initiated scheduled programs	DEANS, SDC, RECTOR	15Mn	17Mn	20Mn	22Mn	22Mn
1.1.3.3	Continue to facilitate programs for postgraduate training of junior staff while promoting new ventures.	HEADS, RECTOR, DEANS					
<b>1.1.4</b>	<b>STRATEGY: Facilitate the use of modern teaching and learning methods that encourage self-directed and lifelong learning, and analytical and creative thinking, incorporating the use of modern technology and multimedia in teaching and learning.</b>						
1.1.4.1	Initiating and continuing the programs initiated for training of both academic and non academic in modern techniques of teaching and learning and gearing them for web and IT based teaching	SDC, IT, RECTOR, HEADS, R, DEANS					
1.1.4.2	Training of Academic and non academic staff on the use of new equipment and the use of web based learning.	SDC, UCSC, R					
1.1.4.3	Each faculty teaching centre's to be provided with the required equipment and facilities to enhance and accommodate web based teaching and learning	DEANS, HEADS,B, RECTOR	80Mn	90Mn	96Mn	100Mn	104Mn
1.1.4.4	Further acquisition of equipment and software's for modern technology driven teaching and learning through generated funds	VC,R, B					
1.1.4.5	Promote the students to use IT and online facilities in their assignments and in other forms of evaluation.	DEANS, CD&EC					

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
1.1.4.6	Utilize the generated funds to develop and build upon the developed faculty level computer centers	VC,R,B ,DEANS					
1.1.4.7	Establish a virtual learning environment and ICT facilities for undergraduates and laboratory teaching in all faculties and develop a blended curriculum	DEANS, CD&EC, IT COMMITTEE					
1.1.4.8	Promote the use of modern software packages in teaching and research	DEANS					
1.1.4.9	Develop computer based practical courses and online question banks for undergraduate use and web based learning and evaluation	DEANS					
1.1.4.10	Create New carder positions and fill vacancies	VC,R,SAR/AE,DEAN S					
1.1.4.11	Equip and upgrade infrastructure e.g., class rooms , auditoriums, examination halls, labs with needed IT equipment to enhance ICT based teaching	DEANS					
1.1.4.12	Provision of computers for Academic staff, Administrative staff and Library staff	FACULTIES, DEANS RECTOR, R,B,LIBRARIAN					
1.1.4.13.	Develop and automate current library systems and establish an internal media library	FACULTIES, DEANS RECTOR, LIBRARIAN					
1.1.4.14	Purchase and update ICT related books, Journals and related materials to Improve ICT teaching in libraries , faculties and departments	FACULTIES, DEANS RECTOR, LIBRARIAN	5Mn	5.5Mn	6.1Mn	6.7Mn	7.5Mn

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>1.1.5</b>	<b>STRATEGY: Provide facilities for differently-abled and physically challenged staff and students</b>						
1.1.5.1	Improve access in the physical environment of the university to students and staff who are physically challenged	VC, R, B ,SAR,CW	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
1.1.5.2	Enhance and expand the facilities made available for visually handicapped students and develop for those with hearing disability	VC, R B					
<b>1.2</b>	<b>OBJECTIVE: Periodically review courses and implement curriculum changes in all faculties to meet future trends &amp; challenges</b>						
<b>1.2.1</b>	<b>STRATEGY: Review and change curricula of programs and design and conduct new courses to meet the market demand</b>						
1.2.1.1	Continuing the process of appointing a Director of Studies and CD&EC so one would be present in each Faculty.	VC (COUNCIL), DEANS	3Mn	3.3Mn	3.6Mn	4Mn	4.4Mn
1.2.1.2	CD&EC to structure the curricula of all degree courses awarded by each Faculty to achieve excellence of education.	DIRECTORS OF STUDIES, DEANS					
1.2.1.3	CD& EC to study the feasibility of establishing multidisciplinary courses identifying subjects from different faculties.	CD&EC, DEANS					
1.2.1.4	Initiate action to increase the number of 4 year Degree Courses by the University of Colombo	DEANS					
1.2.1.5	CD&EC to further enhance multi-disciplinary Degree Courses identifying additional subjects from relevant faculties for implementation, with more optional subjects by different departments and level of student enrolment for Courses	DEANS, DIRECTORS OF STUDY					
1.2.1.6	Design new undergraduate courses, Information literacy skills programmes and build and enhance existing ones.	FACULTIES, DEANS,CD&EC,LIBRARIAN					
1.2.1.7	Faculties to organize annual/bi annual workshops to evaluate and revise degree programs and curriculum	FACULTIES DEANS,CD&EC					

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
1.2.1.8	Faculties to setup committees to monitor teaching	FACULTIES, DEANS, IQAU					
1.2.1.9	Encourage student and peer evaluation in respect of teaching.	FACULTIES, DEANS, HEADS					
1.2.1.10	Develop certificate programs in ICT and introduce advanced certificate programs in ICT in faculties and courses in Financial Mathematics and Modeling using Math Lab in the Science Faculty and GIS in Faculty of Arts.(HETC)	FACULTIES, DEANS	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
1.2.1.11	Develop programs and incorporate soft skills into the curriculum	DEANS, HEADS, CD&EC	1Mn	1.1Mn	1.2n	1.3Mn	1.5Mn
1.2.1.12	Planning and designing of curricular and procuring of printed and audio visual material for the purpose of promoting ethnic cohesion.	FACULTIES, DEANS, STUDENT COUNSELLORS	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
1.2.1.13	Developing language classes promoting cultural programs to enhance ethnic cohesion	FACULTIES, DEANS, ELTU	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>1.2.2</b>	<b>STRATEGY: Develop public and private sector partnerships to introduce industry linked training programs</b>						
1.2.2.1	Faculty committees to (successfully continue) organizing academic and professional programs in collaboration with a range of partners including industry, private sector, alumni.	DEANS, RECTOR	0	0	0	0	0
1.2.2.2	Committees will list and make available to teachers, organizations and individuals who are willing to support programs and provide internship and placements	APPOINTED COMMITTEES, DEANS					
1.2.2.3	Committees to develop the objectives of internship programs	APPOINTED COMMITTEES, DEANS					
1.2.2.4	Committees to monitor and ensure that the programs achieve the desired objectives	APPOINTED COMMITTEES, DEANS					
1.2.2.5	CD&EC to be expanded to include representatives from these committees	DEANS, CD&EC					
1.2.2.6	Industrial/ professional training programs to be made a compulsory component of curriculum and evaluation where relevant	DEANS, HEADS, CD&EC					
<b>1.2.3</b>	<b>STRATEGY: Implement external quality assurance reviews to achieve international standards and accreditation</b>						
1.2.3.1	Faculties to establish QA committees to liaise with that of the university QA unit	VC, DEANS, RECTOR UGC,IQAU	0	0	0	0	0
1.2.3.2	Develop a database that can be used to support efforts to obtain accreditation for programs	QA COMMITTEES,IQAU					
1.2.3.3	QA committees to evaluate postgraduate programs	QA COMMITTEES UGC,					



CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>1.3</b>	<b>OBJECTIVE: Promote partnerships with global higher educational institutes of excellence in teaching and learning.</b>						
<b>1.3.1</b>	<b>STRATEGY: Strengthen collaborative and link programs with higher learning institutions</b>						
1.3.1.1	Continue to conduct and develop new collaborative programs & research with local higher learning institutions	DEANS,IUUC, HEADS, RECTOR	5Mn	5.5Mn	6.1Mn	6.7Mn	7.3Mn
1.3.1.2	Develop the IUUC for liaison with universities abroad	VC, DIRECTOR IUUC,RECTOR					
1.3.1.3	While in process of compiling , maintain and update the University database of Expertise and publicity materials on the Web	IT COMMITTEE,WEBM ASTER					
1.3.1.4	Expand the participation of reputed scholars from other International Universities to University forums	VC, (SENATE),DEAN,IUU C					
1.3.1.5	Publish a profile/handbook of the University	VC, R,SAR-AP, RECTOR					
1.3.1.6	Establish staff-student exchange programs with international universities	DIRECTOR IUUC					
1.3.1.7	Establish linkages with international faculties to suit the needs of the individual faculties	DEANS, HEADS, RECTOR,DIRECTOR ,IUUC					
<b>1.3.2</b>	<b>STRATEGY: Develop communication skills of staff and students in English and other languages</b>						
1.3.2.1	Faculties to conduct structured programs on effective communication in English for staff	DEANS, DIRECTOR SDC ELTU, RECTOR					
1.3.2.2	Develop self-learning multimedia and online English learning programs for staff and students	DIRECTOR SDC, COORDINATOR ELTU, RECTOR, IT COMMITTEE					
CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015

1.3.2.3	Faculties to conduct training workshops in writing skills, project formulation and preparation of research frameworks and stressing the importance of the language	DEANS, DIRECTOR SDC, RECTOR	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
1.3.2.4	Establish training modules in English speaking environments in the private sector	DIRECTOR SDC					
1.3.2.5	Establish and maintain Student Development Centre/Language Units/Laboratories to improve English Language , Aesthetics , Soft Skills , IT	FACULTIES, DEANS					
1.3.2.6	Introduce an on-going English course for all first year students and improve self-learning facilities of the undergraduates	FACULTIES,DEANS					
1.3.2.7	Provision of additional audio & video and reading material for undergraduates to learn English	FACULTIES,DEANS					
1.3.2.8	Revise update and prepare activity based course materials to Integrate of spoken English activities into lesson modules	FACULTIES,DEANS, HEADS					
<b>1.4</b>	<b>OBJECTIVE: Increase output of undergraduate study courses</b>						
<b>1.4.1</b>	<b>STRATEGY: Increase intake of students to undergraduate study courses</b>						
1.4.1.1	Increase the number of students being enrolled for undergraduate degree programs from those who qualify from national criteria	VC, DEANS, RECTOR,SAR/REGI S	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
<b>1.5</b>	<b>OBJECTIVE: Enhance Graduate Education to the level which will enable the University to become a centre of excellence for graduate studies in Asia</b>						
<b>1.5.1</b>	<b>STRATEGY: Introduce new graduate programs of regional relevance</b>						
1.5.1.1	Each faculty to develop new graduate programs	DEANS FACULTIES	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
1.5.1.2	FGS to expand to offer new graduate programs of regional relevance	DEAN/ FGS					
1.5.1.3	Identify and establish postgraduate degree/ diploma courses for industry professionals	DEANS, RECTOR, SAR/AC.EST					
<b>CODE NO</b>	<b>GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES</b>	<b>PERSON RESPONSIBLE</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>

1.5.1.4	Create new cadre posts for FGS	VC (COUNCIL), DEAN FGS					
1.5.1.5	Create courses for undergraduates promoting creativity, aesthetics , and humanities in collaboration with University of Performing Arts	FACULTIES, DEANS, SAR/AE					
<b>1.5.2</b>	<b>STRATEGY: Increase intake to existing graduate study programs</b>						
1.5.2.1	Increase the intake of postgraduate students to existing courses.	DEANS	0	0	0	0	0
1.5.2.2	Assess additional services required to increase the intake of postgraduate students for faculties	R, B, DEANS HDC					
<b>1.5.3</b>	<b>STRATEGY: Facilitate distinguished scholars to work with the University</b>						
1.5.3.1	Establish a visiting chair in each faculty for distinguished overseas scholars	VC /(COUNCIL)/SENATE	0	0	0	0	0
<b>2</b>	<b>GOAL: Achieve standards of excellence in pure and applied research on need basis</b>						
<b>2.1</b>	<b>OBJECTIVE: Develop teams of academics with commitment and capacity for excellence in research in all Faculties</b>						
<b>2.1.1</b>	<b>STRATEGY: Ensure that persons of high caliber and research capability are recruited</b>						
2.1.1.1	Maintain the refined high standards of recruitment, promotion and performance appraisal procedures to ensure that the staff selected will perpetuate their proven abilities and a continual commitment to research (Refer 1.1)	VC,SENATE (COUNCIL)	0	0	0	0	0
<b>2.1.2</b>	<b>STRATEGY: Provide funding for young academics to engage in research</b>						
2.1.2.1	University to provide funding to young academics to commence research	VC,RESEARCH COMMITTEE,RMU,S AR/AP, DEANS, R,B	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
<b>CODE NO</b>	<b>GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES</b>	<b>PERSON RESPONSIBLE</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>

2.1.2.2	Establish the concept of group research in academic Departments	FACULTIES, DEANS,HEADS						
<b>2.1.3</b>	<b>STRATEGY: Provide opportunities for continued training in research methodology to all academics</b>							
2.1.3.1	Senior researchers and experts to conduct regular workshops and courses in research methodology, statistics, protocol writing, similar to the staff development courses in teaching (CTHE)	FACULTIES,DEANS	5Mn	5.5Mn	6.1Mn	6.7Mn	7.3Mn	
2.1.3.2	Encourage participation through nominations and consider participation in such courses for promotion	VC,R,SENATE (COUNCIL)						
<b>2.2</b>	<b>OBJECTIVE: Create and sustain a research culture and ensure that staff undertake research</b>							
<b>2.2.1</b>	<b>STRATEGY: Integrate research into teaching and learning</b>							
2.2.1.1	Include research projects into degree programs with staff collaboration in all faculties	CD& EC, RECTOR	2Mn	2.2Mn	2.9Mn	2.6Mn	2.9Mn	
2.2.1.2	Obtain placements for students in their final years at industry for research projects	DEANS, RECTORS,HEADS ,						
2.2.1.3	Establishment of research centre and create cadre positions	DEANS, RECTORS						
<b>2.2.2</b>	<b>STRATEGY: Ensure facilitation and implementation of research activities of the University to meet national development needs.</b>							
2.2.2.1	Develop faculty based industry-community cells	RECTOR, DEANS	3Mn	3.3Mn	3.6Mn	4Mn	4.4Mn	
2.2.2.2	Identify suitable training programs and professional consultancy areas	CELL						
2.2.2.3	Facilitate conducting industry community based research programs	CELL						
2.2.2.4	Develop a web-based central database of local research through the Library	LIBRARIAN,ASSISTA NT LIBRARIAN, RECTOR, DEANS FACULTIES						
<b>CODE NO</b>	<b>GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES</b>	<b>PERSON RESPONSIBLE</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	

2.2.2.5	Collaborate research activities with local health authorities(CMC) to assess impact of Urbanization (Urban Health Initiative)	FACULTIES, DEANS					
2.2.2.5	To develop a multi-disciplinary teaching and research based in the Rural setting( Rural Health Program) and start certificate courses in rural health medicine	FACULTIES,DEANS					
2.2.2.6	Promote student research on issues of multiculturalism to promote ethnic cohesion	FACULTIES, DEANS	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
2.2.2.7	Promotion of field based studies through innovative partnerships	FACULTIES, DEANS					
<b>2.2.3</b>	<b>STRATEGY: Promote fundamental research by academics</b>						
2.2.3.1	Develop mechanisms to obtain funds for fundamental research	FACULTIES, DEANS,HEADS	0	0	0	0	0
2.2.3.2	To make available data regarding publications and scientific communications	FACULTIES,DEANS, HEADS					
<b>2.2.4</b>	<b>STRATEGY: Collaborate with private sector and relevant organizations to develop industry linked research</b>						
2.2.4.1	Develop collaborative research projects with industry	DEANS, FACULTIES, CELL	0	0	0	0	0
<b>2.2.5</b>	<b>STRATEGY: Promote interdisciplinary research by developing research groups within the faculties</b>						
2.2.5.1	Establish the university research committee	VC	0	0	0	0	0
2.2.5.2	Each faculty to establish a multidisciplinary research group	DEANS					
2.2.5.3	Research groups to initiate research projects with multidisciplinary input, and apply for funding as a group	RESEARCH GROUPS					
<b>2.2.6</b>	<b>STRATEGY: Promote research &amp; links with International institutions</b>						

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
2.2.6.1	Create research collaborations with international research organizations	VC, DEANS, IUUC	0	0	0	0	0
2.2.6.2	Link with Faculties abroad and staff and student exchange programs for credit transfers	DEANS, HEADS IUUC					
<b>2.3</b>	<b>OBJECTIVE: Encourage and recognize research of high quality and excellence</b>						
<b>2.3.1</b>	<b>STRATEGY: Enhance facilities and support systems to achieve excellence in research</b>						
2.3.1.1	Define the role of support staff and administrators in research activities	HEAD	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
2.3.1.2	Continue to train support staff and administrators in their relevant roles in research	HEADS, DEANS, R.RESEARCHERS					
2.3.1.3	Pursue the process of establishing work norms for academics and include specific time periods dedicated towards research activities	SENATE					
2.3.1.4	Continue to arrange regular meetings in departments to discuss research activities	HEADS,DEANS					
2.3.1.5	Establish a new online journal in different disciplines for publication of research	SAR/AP,RESEARCH COMMITTEE LIBRARIAN					
2.3.1.6	Obtain international accreditation and indexing for university journals	EDITORS					
2.3.1.7	Strengthen mechanical and electronic workshops to support experimental research	DEANS, IT COMMITTEE					
2.3.1.8	Develop facilities to repair/maintain research equipments	DEANS,HEADS					
2.3.1.9	Organize training workshops for staff members and training of trainers	DIRECTOR SDC					

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>2.3.2</b>	<b>STRATEGY: Reward researchers who perform high quality research with opportunities for further research and career development</b>						
2.3.2.1	Devise a mechanism for benchmarking of researchers	QA UNIT,IQAU	3Mn	3.3Mn	3.6Mn	4Mn	4.4Mn
2.3.2.2	University funding for research to be granted based on past research performance of such academics	DEANS,RECTOR,RESEARCH COMMITTEE					
2.3.2.3	Purchase of equipment required for research to be prioritized according to the needs of active researchers	DEANS,RECTOR,HEADS					
2.3.2.4	Each faculty to establish research awards for different levels of staff, and also for students	DEANS,RECTOR,HEADS					
2.3.2.5	Continue to successfully conduct annual research symposium, providing a forum for presentation of research at faculty level	VC, DEANS,RECTOR,SAR/AP					
2.3.2.6	Expand the activities of the Undergraduate Research Forum and encourage student based research	DEANS,RECTOR,HEADS					
<b>2.4</b>	<b>OBJECTIVE: Maintain high ethical values and standards in research, with social responsibility</b>						
<b>2.4.1</b>	<b>STRATEGY: Develop ethical and professional standards for researchers</b>						
2.4.1.1	Strive to establish ethics review committees in all faculties while upgrading and attempting to achieve international standards in ones where committees have already been established	DEANS	0	0	0	0	0
2.4.1.2	Develop and improve guidelines and code of ethics for research	ETHICS COMMITTEES					
2.4.1.3	Develop exchange programs to give suitable exposure to researchers in centres of excellence overseas, enabling them to understand how high standards are maintained in the international setting	DEANS,RECTOR					
<b>2.4.2</b>	<b>STRATEGY: Implement monitoring and review processes for research activities</b>						
CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015

2.4.2.1	Research and Higher Degrees Committees and Ethics Committees to play an active role in monitoring and reviewing research	RHDC	0	0	0	0	0
2.4.2.2	Improve the developed mechanisms at department level for guidance of research in the department while promoting new mechanisms	RHDC, ETHICS COMMITTEES					
<b>2.5</b>	<b>OBJECTIVE: Promote knowledge and technology transfer</b>						
<b>2.5.1</b>	<b>STRATEGY: Facilitate transfer of knowledge and technology to the benefit of society</b>						
2.5.1.1	Each faculty to identify priority areas where appropriate knowledge and technology could be transferred while building upon the processes in place	HEADS	0	0	0	0	0
2.5.1.2	Faculties to obtain the expertise from the industry, public and private sector to identify priority areas	FACULTIES, DEANS, CELL					
<b>2.6</b>	<b>OBJECTIVE: Rationalize and strengthen research management in the university</b>						
<b>2.6.1</b>	<b>STRATEGY: Prepare a comprehensive integrated research plan for 2009-2013</b>						
2.6.1.1	Each faculty to identify a comprehensive research plan, identifying priority areas with national relevance	CELL,DEANS,IUUC, IQAU	0	0	0	0	0
2.6.1.2	Progress of planned research to be reviewed by Faculty Research Groups, the central University Research Group and the cell	DEANS, RECTOR, RESEARCH COMMITTEE					
<b>2.6.2</b>	<b>STRATEGY: Identify sources of funding, and streamline the process of obtaining funding for research</b>						
2.6.2.1	Prepare an annual budget for research funding	RESEARCH GROUPS	4Mn	4.4Mn	4.8Mn	5.2Mn	5.7Mn
2.6.2.2	Resource allocation to incorporate these needs	RESEARCH GROUPS, RMU					



3	GOAL: Optimize dissemination of knowledge with relevance and quality, to develop skilled and competent individuals						
CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>2.6.3</b>	<b>STRATEGY: Develop infrastructure and train administrators to enable research activities</b>						
2.6.3.1	Train administrators and increase involvement of administrators in research	SDC	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
2.6.3.2	Expand RMU to work as a coordinating body in organizing research promotional activities	VC,B,SAR,RMU					
<b>2.6.4</b>	<b>STRATEGY: Improve utilization of funds for research through the research management unit</b>						
2.6.4.1	Research Management Unit to identify priority areas for research	RMU,SAB, CELL, IUUC	0	0	0	0	0
2.6.4.2	Funding to be made available to priority areas	B					
<b>3.1</b>	<b>OBJECTIVE: Provide high quality advisory and consultancy services</b>						
<b>3.1.1</b>	<b>STRATEGY: Create an awareness in the public/private sector about the advisory and consultancy capabilities in teaching, research and professional services that can be provided by the university</b>						
3.1.1.1	Strive to develop a database on individuals, agencies, and resources within the university with the capacity to offer quality consultancy and advisory services	SAR, AP, CELL, FACULTIES,DEANS	0	0	0	0	0
3.1.1.2	Pursue in disseminating nationally, regionally and globally the advisory and consultancy services available	CELL, FACULTIES,DEANS					
3.1.1.3	Enhance links with line ministries	VC,DEANS					

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>3.1.2</b>	<b>STRATEGY: Undertake consultancy projects with private/public sector organizations</b>						
3.1.2.1	Continue to conduct a needs assessment on high quality consultancy services available through the faculties	FACULTIES, DEANS, CELL					
3.1.2.2	Maintain priority and prioritize according to capacity and availability of the consultancy services	FACULTIES, DEANS, CELL	0	0	0	0	0
3.1.2.3	Develop a common format on which advisory/consultancy services are to be structured	FACULTIES, DEANS					
3.1.2.4	Develop a common fee levying structure for consultancy services	FACULTIES, DEANS, CELL					
3.1.2.5	Continue offering consultancy services in tertiary education to national, regional and international institutions	FACULTIES, DEANS, IUUC	0	0	0	0	0
<b>3.2</b>	<b>OBJECTIVE: Give wider access to higher education to students who qualify within the national system</b>						
<b>3.2.1</b>	<b>STRATEGY: Develop non-traditional methods of teaching and learning to increase access to tertiary education</b>						
3.2.1.1	Faculties to further identify areas of study which could be offered as blended/multimedia learning and self study courses while improving ones currently in place and promoting this venture in others yet to start	FACULTIES, DEANS, IT COMMITTEE	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
3.2.1.2	Faculties to continue such courses, with multidisciplinary involvement where necessary and commence new ones	FACULTIES, DEANS					
<b>3.2.2</b>	<b>STRATEGY: Develop online degree programs</b>						
3.2.2.1	Solidify the efforts underway and establish a virtual campus to coordinate the development of online courses	VC,R,SENATE/COUNCIL, IT COMMITTEE					
3.2.2.2	Each faculty to identify areas of study which could be offered as online courses	VCUC COMMITTEE, FACULTIES, DEANS					
3.2.2.3	Faculties to develop and offer such courses	VCUC COMMITTEE					
3.2.2.4	Establish infrastructure to conduct online courses	VC,R,B, IT & NETWORK COMMITTEE					
CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015

<b>3.3</b>	<b>OBJECTIVE: Establish open distance learning degree programs</b>						
<b>3.3.1</b>	<b>STRATEGY: Establish external degree programs in new areas</b>						
3.3.1.1	Faculties to further identify areas of study which could be offered as blended/multimedia learning and self study courses while improving ones currently in place and promoting this venture in others yet to start	DEANS ,CD&EC	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
3.3.1.2	Faculties to continue such courses, with multidisciplinary involvement where necessary and commence new ones	DEANS, HEADS					
3.3.1.3	External LL.B. Diplomas for officers and AL qualified students who failed to get admission to universities	DEAN/ LAW					
<b>3.3.2</b>	<b>STRATEGY: Promote, popularize and establish programs conducted by faculties and campuses</b>						
3.3.2.1	Continue to disseminate information regarding these courses through mass media	DEANS,HEADS	0	0	0	0	0
<b>3.3.3</b>	<b>STRATEGY: Develop online degree programs</b>						
3.3.3.1	Each faculty to develop online degree courses	DEANS,HEADS,VCU C	0	0	0	0	0
3.3.3.2	Develop External Studies Centre for this purpose.	DEANS, HEADS	0	0	0	0	0
<b>3.3.4</b>	<b>STRATEGY: Develop QA for external degree programs</b>						
3.3.4.1	QA Units to evaluate external degree programs	DEANS, QA UNITS,IQAU	0	0	0	0	0
<b>3.4</b>	<b>OBJECTIVE: Provide training and skills development through extension programs</b>						
<b>3.4.1</b>	<b>STRATEGY: Develop and expand extension programs, non-degree awarding courses and short term training programs</b>						
3.4.1.1	Each faculty to continue identifying areas of study where new extension courses and short term training programs can be offered while improving upon the ones being offered.	DEANS,HEADS	0	0	0	0	0
3.4.1.2	Faculties to commence such programs	DEANS,HEADS					

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>3.4.2</b>	<b>STRATEGY: Develop distance education courses using modern technology</b>						
3.4.2.1	Faculties to develop distance education courses incorporating blended learning and modern technology, including online courses	DEANS, HEADS	0	0	0	0	0
<b>3.4.3</b>	<b>STRATEGY: Provide training and interactions for private sector and industry personnel within the university</b>						
3.4.3.1	Faculties to collaborate with private sector and industry to identify priority areas in which training could be offered	FACULTIES, DEANS, CGU, CELL	0	0	0	0	0
3.4.3.2	Faculties to design training programs, workshops, and interactions for such personnel	FACULTIES, DEANS, CGU, CELL					
<b>3.5</b>	<b>OBJECTIVE: Provide non-formal education to the public on issues of relevance</b>						
<b>3.5.1</b>	<b>STRATEGY: Provide information to the public on matters of relevance through mass media</b>						
3.5.1.1	Faculties to develop public education material to be disseminated through the mass media. Priority areas: medicine, law, science, economics	FACULTIES, DEANS	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
<b>3.5.2</b>	<b>STRATEGY: Improve knowledge through educational programs, workshops, awareness programs on cultural issues</b>						
3.5.2.1	Plan and conduct educational programs, workshops and awareness programs on cultural issues	FACULTIES, DEANS	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
<b>3.5.3</b>	<b>STRATEGY: Provide training workshops, educational programs, awareness programs for private sector institutions</b>						
3.5.3.1	Conduct regular workshops and other educational programs in private sector institutions based on their needs	FACULTIES, DEANS	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
4	<b>GOAL: Create a university community committed to independent and creative thinking, with social responsibility</b>						
4.1	<b>OBJECTIVE: Enhance work ethics among university staff</b>						
4.1.1	<b>STRATEGY: Strengthen management skills of academic staff and administrative staff</b>						
4.1.1.1	Continue organizing regular workshops for administrative academics and administrative staff with experienced academic administrators and senior managers ,administrative officers from the public and private sector as resource persons	DIRECTOR SDC, VC, R, B, DEANS	3Mn	3.3Mn	3.6Mn	4Mn	4.4Mn
4.1.1.2	Continuing organizing training workshops in management skills for academics and administrative officers in administrative posts	DIRECTOR SDC, VC, R, B					
4.1.2	<b>STRATEGY: Organize regular meetings and interaction of academics to monitor progress of academic programs to identify and remedy common issues of concern</b>						
4.1.2.1	Make departmental meetings mandatory for academic departments once a month, with an agenda developed in consultation with all staff	DEANS,FACULTIES, SAR					
4.1.2.2	Continue promoting the mentoring system and formalize it for probationary lecturers by senior academic staff	HEADS					
4.1.2.3	Senior staff to develop joint teaching and collaborative research with probationary staff	HEADS					
4.1.2.4	Develop a process of annual appraisal of individuals and departments within the university by senate appointed sub-committees	SENATE					
4.1.2.5	Update terms of reference for the process of annual appraisal	SENATE					
4.1.2.6	Deans to submit bi-annual reports on progress in implementing recommendations of evaluations	DEANS					

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
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<b>4.1.3</b>	<b>STRATEGY: Create a sense of institutional commitment to realize the universities mission/vision, with understanding of the ethos of the university</b>						
4.1.3.1	Distribute the mission, vision statements, operational definition and values statement to staff	SAR/AP, SENATE	4Mn	4.4Mn	4.8Mn	5.2Mn	5.7Mn
4.1.3.2	Introduce a program on democratic governance, human rights and interpersonal relations for staff through the Centre for the Study of Human Rights	DIRECTOR, SDC, CSHR					
4.1.3.3	Strive to develop a code of ethics for staff to include standards of conduct in research, supervision, teaching and interpersonal relationships	VC, DEANS					
4.1.3.4	Establish an annually constituted university complaints mechanism with provision for mediation and conflict resolution	VC, R, COUNCIL					
4.1.3.5	Continue to conduct orientation programs for newly appointed student union officials	DIRECTOR SDC, SAR/SW, SSC					
4.1.3.6	Incorporate interactive staff-student group discussions on university values into the orientation program	DEANS, HEADS, SAR/SW, SSC					
4.1.3.7	Continue the process of restructuring the Academic Publications Branch to incorporate a well-staffed and equipped publication unit which will prepare university documents and publications in Sinhala, Tamil and English	VC, SAR, AP, R, B					
<b>4.1.4</b>	<b>STRATEGY: Promote academic freedom and freedom of expression, while maintaining high standards of social responsibility</b>						
4.1.4.1	Promote young academics to communicate their views and opinions through university publications currently being used for the said purpose.	DEAN, SAR/AP	0	0	0	0	0
4.1.4.2	Generate guidelines for maintaining high standards of social responsibility	SENATE, VC					
<b>4.1.5</b>	<b>STRATEGY: Organize staff development workshops and training programs in collaboration with the private sector</b>						
4.1.5.1	Continue making arrangements so that staff can attend workshops and training sessions in the private sector to understand the work ethos in the private sector	HEADS, DEANS, SAR/NAE, AE	0	0	0	0	0

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>4.1.6</b>	<b>STRATEGY: Promote work ethics among administrators, and support staff and enhancing work efficacy</b>						
4.1.6.1	Arrange regular meetings for administrators and support staff	R,B,HEADS	0	0	0	0	0
4.1.6.2	Arrange short term study tour in order to share the experiences on University Administration with local and foreign Universities.	DEANS,RECTOR,DI RECTOR IUUC,R,B					
4.1.6.3	Encourage administration staff to participate for annual workshops on Education systems.	DEANS,RECTOR, R,B, HODS/UNITS					
<b>4.2</b>	<b>OBJECTIVE: Develop and Strengthen the skills and competencies of support staff</b>						
<b>4.2.1</b>	<b>STRATEGY: Ensure recruitment of highly capable support staff</b>						
4.2.1.1	Revise and update if relevant the adopted criteria for recruitment of support staff based on merit, taking into special consideration the need for language, communication and IT skills	R, B, UGC,SAR,AE, SAR/NAE	0	0	0	0	0
<b>4.2.2</b>	<b>STRATEGY: Introduce regular training programs for support staff with emphasis on their special responsibilities in interacting with academic staff and students</b>						
4.2.2.1	Conduct regular sessions for support staff on the mission of the university, the values and university structure	DIRECTOR SDC,R , B, SARS/ NAE	0	0	0	0	0
<b>4.2.3</b>	<b>STRATEGY: Strengthen management skills to improve efficiency</b>						
4.2.3.1	Conduct training workshops in management skills for support staff	DIRECTOR SDCR, B, SARS/NAE	0	0	0	0	0
4.2.3.2	Departments to conduct regular meetings with academic, administrative and support staff	HEADS					
<b>4.2.4</b>	<b>STRATEGY: Organize regular review of performance of support staff, and link benefits and privileges to performance</b>						
4.2.4.1	Regularize and formalize the furnished job descriptions and descriptions of roles and responsibilities for support staff	R, B, HEADS, SAR/ AE , NAE	0	0	0	0	0
4.2.4.2	Conduct awareness programs on the above through regular interactive sessions with senior administrative and academic staff	DIRECTOR SDC, R, B					

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
4.2.4.3	Materialize the proposed draft system for performance evaluation of support staff	R, B, SAR/NAE					
4.2.4.4	Develop a reward system for promotions, scholarships and other awards based on performance	R, B, SAR/NAE					
<b>4.2.5</b>	<b>STRATEGY: Introduce a rational transfer system</b>						
4.2.5.1	Develop and implement guidelines for transfer of support staff within the university based on their skills and abilities, the needs of the university, and their personal preferences	VC, COUNCIL, DEANS, HEADS,R,B,SAR/NAE	0	0	0	0	0
<b>4.2.6</b>	<b>STRATEGY: Enhance communication, language and IT skills among non-academics</b>						
4.2.6.1	Conduct workshops and training sessions in IT	DIRECTOR SDC R, B, SAR/ NAE	3Mn	3.3Mn	3.6Mn	4Mn	4.4Mn
4.2.6.2	Conduct workshops and training sessions in English skills	ELTU, R,B SAR/ NAE					
4.2.6.3	Provide opportunities for support staff to train in private sector institutions to enhance communication skills	R, B, SAR/AC,NAE					
<b>5</b>	<b>GOAL: Create a team spirit and a sense of institutional commitment by promoting inter-staff and staff-student interaction, together with interaction between them and the research and development community</b>						
<b>5.1</b>	<b>OBJECTIVE: Develop facilities conducive to such interaction</b>						
<b>5.1.1</b>	<b>STRATEGY: Facilitate extracurricular activities</b>						
5.1.1.1	Expand and enhance sports and recreational facilities in each faculty and formation of bands to promote sports and Ethnic cohesion	DEANS , DIRECTOR / PHYSICAL EDUCATION, HEADS					
5.1.1.2	Organize annual inter-faculty sports event with at least 20% of staff in each team	DEANS,STUDENT WELFARE SOCIETY, SAR/SW,R,B					



CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
5.1.1.3	Continue with further Improvements for student common room facilities	DEANS,SAR,R,B	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
5.1.1.4	Continue with further Improvements for staff common room activities	DEANS,SAR,R,B	5Mn	5.5Mn	6.1Mn	6.6Mn	7.3Mn
5.1.1.5	Improve staff and student canteens and rest rooms and regularly maintain them	DEANS,SAR,R,B					
5.1.1.6	Promote student societies and groups and enhance the activities of the present ones.	DEANS,SAR,R,B, SSC					
5.1.1.7	Encourage creation of new student societies and clubs and Student Job Banks	DEANS,SAR,R,B, SAR SSC,					
<b>5.1.2</b>	<b>STRATEGY: Develop an annual program activities to encourage staff- staff and staff – student interaction</b>						
5.1.2.1	Continue organizing annual programs of cultural activities involving staff and students	DEANS, STUDENT/STAFF WELFARE SOCIETY	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
5.1.2.2	Continue organizing annual programs of multi-religious activities with staff and student participation	DEANS, STUDENT/STAFF WELFARE SOCIETY, SAR/SW					
<b>5.1.3</b>	<b>STRATEGY: Promote staff-student collaboration in developing university publications and website</b>						
5.1.3.1	Regularly update the website of the University of Colombo	IT COMMITTEE, WEB MASTER, SAR/AP	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
5.1.3.2	Regularly publish and circulate the University Newsletter	EDITORS, SAR, A&P,R					
5.1.3.3	Promote already present staff-student groups to provide news and information to the newsletter and website while establishing new ones.	DEANS,IT COMMITTEE,R.HEADS,SSC					
5.1.3.4	Introduce new student academic publications similar to the Student Medical Journal	DEANS,HEADS, SSC					
<b>5.2</b>	<b>OBJECTIVE: Improve student support and career guidance with active participation of staff</b>						
<b>5.2.1</b>	<b>STRATEGY: Strengthen the student counseling systems and infrastructure</b>						

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
5.2.1.1	Increase the number of student counselors per faculty	COUNCIL,VC,RSAR/ SW,SSC	0	0	0	0	0
5.2.1.2	Provide and improve upon the training in counseling provided to staff	STUDENT COUNCELLOR,SDC					
5.2.1.3	Develop student support committees in faculties	DEANS					
5.2.1.4	Establish a mechanism for Crisis counseling in faculties	DEANS,IT COMMITTEE					
5.2.1.5	Create e-groups and discussion forums for discussion of student problems and concerns	STUDENT COUNSELORS,IT					
<b>5.2.2</b>	<b><i>STRATEGY: Encourage wider participation of alumni and professionals in career guidance programs for students</i></b>						
5.2.2.1	Maintain and further the established links while striving to obtain new ones to obtain services of professionals, alumni and other related institutions in counseling	SENIOR STUDENT COUNSELOR ,CAREER GUIDANCE UNIT	0	0	0	0	0
<b>5.2.3</b>	<b><i>STRATEGY: Integrate career guidance programs into faculty activities and encourage wider staff participation</i></b>						
5.2.3.1	Continue Improvement of the infrastructure of the CGU	R,B,SAR,CW	0	0	0	0	0
5.2.3.2	Include academic staff from each faculty by rotation into the CGU	DEANS,CGU					
5.2.3.3	Faculties to organize collaborative programs with the CGU based on faculty needs	DIRECTOR CGU					
5.2.3.4	Maintain and update the annual schedule of activities by the CGU on career guidance	DIRECTOR CGU					
5.2.3.5	Arrange job fairs with the involvement of the private sector	DIRECTOR CGU,DEANS					

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>5.2.4</b>	<b>STRATEGY: Provide more opportunities for staff and students to represent the university in national and international programs and activities, including sports events</b>						
5.2.4.1	Post opportunities for staff and students to participate in programs and activities abroad on the website and the newsletter	IT COMMITTEE,CGU, VC,R, B, SAR/SW, DEANS	0	0	0	0	0
<b>5.2.5</b>	<b>STRATEGY: Strengthen personal tutor schemes</b>						
5.2.5.1	Ensure continuity of programs by which students are assigned to a faculty member	STUDENT COUNSELORS	0	0	0	0	0
5.2.5.2	Ensure regular meetings between personal tutor and students	STUDENT COUNSELORS					
5.2.5.3	Develop e-mail contact between students and staff	STUDENT COUNSELORS,IT COMMITTEE,DEANS					
5.2.5.4	Prepare e-mail and telephone directories for the University	R,SAR/GA					
<b>5.3</b>	<b>OBJECTIVE: Facilitate involvement of the alumni in staff and student welfare</b>						
<b>5.3.1</b>	<b>STRATEGY: Involve alumni in career guidance for students</b>						
5.3.1.1	Develop a program through which alumni can provide regular career guidance to students	VC, ALUMNI	0	0	0	0	0
<b>5.3.2</b>	<b>STRATEGY: Involve alumni in staff and student welfare activities</b>						
5.3.2.1	Develop a database of alumni with a view to seeking their support to obtain placements for staff and students in programs, study courses and attachments abroad and in the private sector	ALUMNI	0	0	0	0	0
5.3.2.2	Obtain funding for student welfare activities through alumni	ALUMNI					

6	GOAL: Contribute to public policy formulation and national development						
CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
6.1	<b>OBJECTIVE: Enhance the status of the university as an active partner in national policy formulation</b>						
6.1.1	<b>STRATEGY: Initiate research in all disciplines related to national policy</b>						
6.1.1.1	Strive to develop an action plan for policy related research	DEANS,CELL,AC	0	0	0	0	0
6.1.1.2	Obtain resources to implement this action plan	DEANS, B ,CELL,AC					
6.1.1.3	Faculties to prioritize and further develop their capacity to integrate policy related research and study into teaching programs	DEANS, CELL,AC					
6.1.1.4	Utilize the experiences of the centres in identifying new areas of policy related research and study	DEANS					
CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
6.1.2	<b>STRATEGY: Promote pro-active participation of the university community in public policy dialogues</b>						
6.1.2.1	Present policy related research at national fora	RESEARCHERS	0	0	0	0	0
6.1.2.2	Conduct discussions with relevant partners on contemporary and current issues on public policy	RESEARCHERS CELL,AC					
6.1.2.3	Organize a series of seminars with community participation on policy issues of public importance	DEANS,HEADS					
6.1.2.4	Disseminate findings of such meetings and seminars through university publications	DEANS,HEADS, EDITORS, SAR/ AP, IT COMMITTEE					
6.2	<b>OBJECTIVE: Strengthen and develop contributions to national development</b>						

<b>6.2.1</b>	<b>STRATEGY: Facilitate participation of policy makers at relevant stages</b>						
6.2.1.1	Invite policy makers to participate in planning and implementing research activities	DEANS,VC	0	0	0	0	0
<b>6.2.2</b>	<b>STRATEGY: Share expertise with national, regional and international development agencies</b>						
6.2.2.1	Develop a database of expertise on development policy research and study	DEANS,HEADS,CELL,AC	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
6.2.2.2	Improve the established linkages and collaborations with other national, regional and international development agencies with mutual exchange of ideas and strive to establish new ones.	DEANS,HEADS,IUUC,CELL,AC					
6.2.2.3	Develop a program for staff exchange with other development studies institutions	HEADS,ACADEMICS					
6.2.2.4	Contribute towards general education	ACADEMICS					
<b>CODE NO</b>	<b>GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES</b>	<b>PERSON RESPONSIBLE</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>6.2.3</b>	<b>STRATEGY: Contribute towards scholarship on development indicators</b>						
6.2.3.1	Train a cadre of inter-faculty staff to become specialists in this field	SDC	2Mn	2.2Mn	2.4Mn	2.6Mn	2.9Mn
6.2.3.2	Gather and maintain data necessary for development research and scholarship on indicators	DEANS,HEADS					
<b>6.2.4</b>	<b>STRATEGY: Further strengthen community based research projects</b>						
6.2.4.1	Strengthen existing community based research projects	VC,DEANS,HEADS	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
6.2.4.2	Introduce new community based research projects	VC,DEANS,HEADS					
<b>6.2.5</b>	<b>STRATEGY: Develop technical and professional programs in association with public sector institutions to train personnel, enhance capacity and provide services to the public sector</b>						

6.2.5.1	Faculties to continue designing training programs through collaboration with the private sector, to enhance capacity and provide services to the public sector	DEANS,HEADS,AC	1Mn	1.1Mn	1.2Mn	1.3Mn	1.5Mn
6.2.5.2	To strengthen existing Laboratory diagnostic services and upgrading them to acquire more practical skills	HEADS					
<b>7</b>	<b>GOAL: Enhance and optimize financial resources, develop infrastructure, professionalize administration and financial management to achieve the other goals</b>						
<b>7.1</b>	<b>OBJECTIVE: Improve and strengthen the existing financial management system</b>						
<b>7.1.1</b>	<b>STRATEGY: Improve efficiency of fund utilization and strengthen procedures on financial accountability</b>						
7.1.1.1	Heads of Departments to prepare with justification annual estimates for resource requirements	HEAD	0	0	0	0	0
7.1.1.2	Deans to prepare composite faculty requirements on an annual basis, taking into account the productivity and output of the departments in terms of research and other performance	DEAN					
<b>7.1.2</b>	<b>STRATEGY: Develop and fine-tune a financial management information system and develop further the financial accounting system</b>						
<b>CODE NO</b>	<b>GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES</b>	<b>PERSON RESPONSIBLE</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
7.1.2.1	Implement the Higher Education Management Information System (HEMIS)	BURSAR , REGIS, SAR/REGI EXAM, SAR/AE,FACULTIES, R, IT COMMITTEE	0	0	0	0	0
<b>7.1.3</b>	<b>STRATEGY: Promote staff training in financial management</b>						
7.1.3.1	Provide training for finance staff in management information systems	B,HEMIS,SDC	0	0	0	0	0
<b>7.1.4</b>	<b>STRATEGY: Fund raising with active participation of the alumni</b>						
7.1.4.1	Involve alumni in obtaining funding for research, student and staff welfare	ALUMNI	0	0	0	0	0
<b>7.2</b>	<b>OBJECTIVE: Enhance income generation for the University</b>						

<b>7.2.1</b>	<b>STRATEGY: Provide professional and consultancy services on a fee levying basis</b>						
7.2.1.1	Establish new private-public sector partnerships for professional services while enhancing current ones.	FACULTIES CELL, DEANS,VC, R, B	0	0	0	0	0
7.2.1.2	Faculties to continue to provide consultancies to other universities and institutions	FACULTIES CELL,DEANS					
7.2.1.3	Developing high quality laboratory services available to the public while enhancing the ones currently provided.	FACULTIES,DEANS, R, B, HEADS, LIBRARYMANAGEMENT					
7.2.1.4	Obtain international accreditation for these services	QA UNIT,IQAU					
<b>7.2.2</b>	<b>STRATEGY: Facilitate admission of students on fee levying courses</b>						
7.2.2.1	Increase intake of overseas fee-levying students for courses	FACULTIES,DEANS VC, R, B, IUUC,SAR/REGI	0	0	0	0	0
<b>CODE NO</b>	<b>GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES</b>	<b>PERSON RESPONSIBLE</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>7.2.3</b>	<b>STRATEGY: Develop distance education and online courses on a fee levying basis</b>						
7.2.3.1	Faculties to commence fee levying online courses based on a needs assessment	FACULTIES,IT COMMITTEE	0	0	0	0	0
<b>7.2.4</b>	<b>STRATEGY: Develop course content for higher education institutes both nationally and internationally</b>						
7.2.4.1	Faculties to develop course content modules which could be utilized by other higher education institutions nationally and internationally on a fee levying basis	DEANS,HEADS,CD & EC	0	0	0	0	0
<b>7.2.5</b>	<b>STRATEGY: Undertake research for industry and private sector institutions</b>						
7.2.5.1	Faculties to undertake research and development for private sector institutions on a fee levying basis	DEANS,HEADS, CELL	0	0	0	0	0
<b>7.2.6</b>	<b>STRATEGY: Make available electronic and paper publications to a wider clientele</b>						

7.2.6.1	Develop electronic and paper publications of high quality which can be marketed through the website and through bookshops to the public and other higher education institutions	SAR,AP, IT COMMITTEE	0	0	0	0	0
<b>7.3</b>	<b>OBJECTIVE: Improve skills and efficiency in general administration</b>						
<b>7.3.1</b>	<b>STRATEGY: Ensure recruitment of high quality administrative staff based on merit</b>						
7.3.1.1	Ensure competency in IT, Communication skills and English skill and incorporate these in the selection criteria for administrative staff	R, UGC, B	0	0	0	0	0
<b>7.3.2</b>	<b>STRATEGY: Provide training to administrative staff through staff development centre</b>						
7.3.2.1	Conduct a needs assessment survey on the extent of training necessary for the managerial staff	DIRCTOR SDC, R, B, SAR/ AE,SAR/SSW	0	0	0	0	0
<b>CODE NO</b>	<b>GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES</b>	<b>PERSON RESPONSIBLE</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
7.3.2.2	Facilitate opportunity for postgraduate studies for all Administrative staff on General Management, counseling, financial management, educational management, business management.	DIRECTOR SDC, RECTOR, DEANS, R, B,	0	0	0	0	0
7.3.2.3	Prepare a detailed plan to provide managerial and administrative training for the Staff to be implemented on a continuous basis	SDC, R, B, SA/AE, R, B					
7.3.2.4	Strengthen the Staff Development Centre allocating more staff to design, organize and conduct training programs on a regular basis and in a more effective manner.	VC,DIRECTOR SDC,R,B,,SAR/AE					
7.3.2.5	Establish a senior management group to work with the SDC.	R,B, VC, DEANS					
7.3.2.5	Appoint a subcommittee of the management committee to streamline administrative procedures	VC,R, B,COUNCIL					
<b>7.3.3</b>	<b>STRATEGY: Establish new buildings and create extensions while maintaining existing buildings.</b>						
7.3.3.1	Develop a building plan for the University, including the following-examination hall, FGS, Science Canteen, Medical Faculty building, Biology stage 2, Management faculty, Science Library, Sri Palee Campus and others	VC,SAR/CW, R, B, WORK ENGINEER, DEANS,LIBRARIAN	146Mn	511Mn	826Mn	864Mn	309Mn



7.3.3.2	Continue to implement plans for establishment of new buildings in faculties of Medicine and Graduate Studies	VC, DEANS,R, B, SAR/CWP					
7.3.3.3	Continue to establish maintenance units, with expertise from academics and administrators	SAR/CW,PLANNING AND DEVELOPMENT COMMITTEE, BUILDINGS					
7.3.3.4	Setting up , upgrading and expanding Library and Bookstores	VC, DEANS, RECTOR,LIBRARIAN					
7.3.3.5	Establishment and development of necessary soft skills centers to fulfill the required varied needs of each faculty and sub activities mentioned under the HETC proposal	FACULTIES DEANS					
7.3.3.6	Setting up of multi-cultural center and continuing to conduct the activities proposed under HETC proposal.	FACULTIES DEANS					
7.3.3.7	Allocation of space and establishment of a Faculty based Family Practice Clinic, and refurbishing the unit.	FACULTIES DEANS					
<b>7.4</b>	<b>OBJECTIVE: Maintain and develop adequate infrastructure</b>						
<b>7.4.1</b>	<b>STRATEGY: Involve the Alumni in infrastructure development</b>						
7.4.1.1	Negotiate with alumni to provide funding and logistical support for infrastructure development	VC,DEANS, R, B	30Mn	20Mn	20Mn	20Mn	10Mn
<b>7.4.2</b>	<b>STRATEGY: Introduce a management information system throughout the university</b>						
7.4.2.1	Utilize the HEMIS project for this purpose	R, B	10Mn	0	0	0	0

CODE NO	GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES	PERSON RESPONSIBLE	2011	2012	2013	2014	2015
<b>7.4.3</b>	<b>STRATEGY: Enhance IT facilities and training to staff, students, administrators and support staff</b>						
7.4.3.1	Improve IT Facilities of the university, with provision of computers to academic and non academic staff	R,B,IT COMMITTEE	40Mn	70Mn	100Mn	80Mn	80Mn
7.4.3.2	Continue to build upon the mechanism introduced to subscribe to e-publications and e-libraries	LIBRARIAN, IT CENTER, IT COMMITTEE					
7.4.3.3	Conduct training workshops in collaboration with the UCSC for all staff in IT	DEANS,HEADS,UCSC					
7.4.3.4	Conduct mandatory student training workshops in IT	DEANS,HEADS,UCSC, IT					
7.4.3.5	Setting up and providing access to free internet facilities within the Faculty premises to staff and students alike	DEANS					
7.4.3.6	Enhancement of IT infrastructure to enable student centered teaching and learning	DEANS, IT COMMITTEE					
7.4 ,3,7	Enhancing and upgrade the Virtual Learning Centre's to meet the educational needs of the Undergraduate	DEANS,CHAIRPERSON					

## APPENDIX: ABBREVIATIONS

VC- Vice Chancellor

R- Registrar

B- Bursar

SAR- Senior Assistant Registrar

CW – Capital Works

AP – Academic & Publications

AE – Academic Establishments

CIU – Chief Information Officer

UDF – University Development Fund

UCSC – University of Colombo School of Computing

CD&EC – Curriculum Development and Evaluation Committee

ELTU- English Language Teaching Unit

CGU – Career Guidance Unit

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

IQAU- Internal Quality Assurance Unit

## ACTIVITIES WITH PERFORMANCE INDICATORS & TARGET DATE

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators						
				2011	2012	2013	2014	2015		
<b>1.</b>	<b>GOAL: Achieve standards of excellence in teaching and learning, to produce skilled and competent graduates</b>									
<b>1.1</b>	<b>OBJECTIVE: Accelerate improvement of quality of teaching and learning to produce skilled and competent graduates</b>									
<b>1.1.1</b>	<b>STRATEGY: Create an environment for recruiting high caliber academic staff</b>									
1.1.1.1	Appoint a senate subcommittee to identify appropriate guidelines for recruiting academic staff, and obtain Senate / Council approval for these guidelines into a marking scheme, pre-selection interviews, emotional quotient testing and other procedures and if required submit these guidelines for UGC approval	VC (COUNCIL, SENATE)	01/09/11	<ol style="list-style-type: none"> <li>1. Creation of a senate subcommittee</li> <li>2. Creation of guidelines</li> <li>3. Guidelines gaining UGC approval</li> </ol>						
1.1.1.2	Follow through of the initiated international link programs for postgraduate scholarships for newly recruited staff and identifying and establishing further programs	VC, DIRECTOR IUUC, RECTOR	Continuous	<ol style="list-style-type: none"> <li>1. Number of international links made</li> <li>2. Number postgraduate scholarship programs</li> <li>3. Number staff sent</li> </ol>						
1.1.1.3	Recruitment of new academic staff on permanent or temporary basis	VC. DEANS, RECTOR, SAR, LIBRARIAN	Continuous	<ol style="list-style-type: none"> <li>1. Number of recruited per year</li> </ol>						
1.1.1.4	Create opportunities for staff to engage in research by developing viable research groups.	VC. DEANS, HEADS	30/11/12	<ol style="list-style-type: none"> <li>1. Number of research groups created</li> <li>2. Number of researches published by research groups annually</li> </ol>						
1.1.1.5	Advertise training opportunities for junior faculty members.	DIRECTOR SDC, DEANS	Continuous	<ol style="list-style-type: none"> <li>1. Number of junior faculty members recruited via advertising</li> </ol>						
<b>1.1.2</b>	<b>STRATEGY: Create an environment for retaining high caliber academic staff</b>									
1.1.2.1	University to support research activities of academic staff by providing facilities	RESEARCH COMMITTEE	Continuous	<ol style="list-style-type: none"> <li>1. Number of published researches by academics annually</li> </ol>						
1.1.2.2	Appointment and maintenance of a committee to develop benchmarking criteria	VC (SENATE), DIRECTOR SDC	01/09/11	<ol style="list-style-type: none"> <li>1. Appointment of said committee</li> <li>2. Creation of criteria</li> </ol>						

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
1.1.2.3	Introduce rewards system	VC, DEANS, RECTOR	Continuous	1. Implementation of rewards system 2. Number of rewards distributed				
1.1.2.4	Follow through of programs, services and courses initiated for income generation which will benefit the academic staff and institution while continuing to identify new opportunities and strategies.	HEADS, DEANS	Continuous	1. Number of annually conducted income generation programmes 2. Number of possible identified strategies 3. Income generated per annum				
1.1.2.5	Implement such strategies bringing benefits to staff members and the University	DEANS	Continuous	1. Out of the strategies that were identified the number that were implemented				
1.1.2.6	Monitor and follow through with the Urban Development Authority regarding the program to develop housing for academic & administrative staff.	R, B	Continuous	1. Number of programs that were initiated 2. Number of houses created				
1.1.2.7	Maintain and improve upon the created operational procedure with specific timeline for expediting promotional procedure	SAR/AE	01/6/12	N/A				
1.1.2.8	Upgrade from units to departments and from departments to Faculties	RECTOR, HEAD S, VC	Continuous	1. Number of units upgraded to departments 2. Number of departments upgraded to faculties				
1.1.2.9	Strengthening current existent ones and establishing new Departments, Units and Labs in Sri Palee Campus	RECTOR, HEAD S, VC	01/06/12	1. Number of newly established departments 2. Number of newly established units and labs				
<b>1.1.3</b>	<b>STRATEGY: Further strengthen academic staff development programs to suit the requirements of the faculties</b>							
1.1.3.1	Build upon the infrastructure laid down to expand the SDC as stated in the previous plan.	VC, (COUNCIL), DIRECTOR SDC	30/09/13	1. Percentage of increase in staff in SDC				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
1.1.3.2	Further promotion of staff development with the collaboration of the SDC in addition to the initiated scheduled programs	DEANS, SDC, RECTOR	31/08/12	1. Number of programs initiated annually 2. Feedback from the staff				
1.1.3.3	Continue to facilitate programs for postgraduate training of junior staff while promoting new ventures.	HEADS, RECTOR, DEANS	Continuous	1. Number of junior staff enrolled for postgraduate training 2. Number of newly initiated postgraduate programs				
<b>1.1.4</b>	<b><i>STRATEGY: Facilitate the use of modern teaching and learning methods that encourage self-directed and lifelong learning, and analytical and creative thinking, incorporating the use of modern technology and multimedia in teaching and learning.</i></b>							
1.1.4.1	Initiating and continuing the programs initiated for training of both academic and non academic in modern techniques of teaching and learning and gearing them for web and IT based teaching	SDC, IT, RECTOR, HEADS, R, DEANS	01/06/12	1. Number of staff enrolled for such programs 2. Number of courses available				
1.1.4.2	Training of Academic and non academic staff on the use of new equipment and the use of web based learning.	SDC, UCSC, R	Continuous	1. Number of certified staff for said programs				
1.1.4.3	Each faculty teaching centre's to be provided with the required equipment and facilities to enhance and accommodate web based teaching and learning	DEANS, HEADS, B, RECTOR	Continuous	1. Percentage of need fulfilled				
1.1.4.4	Further acquisition of equipment and software's for modern technology driven teaching and learning through generated funds	VC, R, B	Continuous	1. Number IT hardware purchased 2. Number of Licensed software purchased				
1.1.4.5	Promote the students to use IT and online facilities in their assignments and in other forms of evaluation.	DEANS, CD&EC	Continuous	1. Number of assignments completed via computer centre's 2. Number of evaluations conducted in computer centre's				
1.1.4.6	Utilize the generated funds to develop and build upon the developed faculty level computer centers	VC, R, B, DEANS		1. Percentage of increase in available computer units 2. Percentage of Increase in available servers and router				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
			01/06/13					
1.1.4.7	Establish a virtual learning environment and ICT facilities for undergraduates and laboratory teaching in all faculties and develop a blended curriculum	DEANS, CD&EC, IT COMMITTEE	31/12/12	1. Number of Virtual learning Centre's established 2. Number of available blended curriculum				
1.1.4.8	Promote the use of modern software packages in teaching and research	DEANS	31/12/14	1. Number of purchases in regard to licensed research software(SPSS, Endnote X3.etc)				
1.1.4.9	Develop computer based practical courses and online question banks for undergraduate use and web based learning and evaluation	DEANS	31/12/12	1. Number of available question banks 2. Number of undergraduates registration for usage 3. Number of courses available 4. Number of undergraduates enrolled for said courses				
1.1.4.10	Create New carder positions and fill vacancies	VC,R,SAR/AE, DEANS	Continuous	1. Number of vacancies filled annually 2. Number carder positions created				
1.1.4.11	Equip and upgrade infrastructure e.g., class rooms , auditoriums, examination halls, labs with needed IT equipment to enhance ICT based teaching	DEANS	Continuous	1. Number of upgraded infrastructure				
1.1.4.12	Provision of computers for Academic staff, Administrative staff and Library staff	FACULTIES, DEANS RECTOR, R,B,LIBRARIAN	31/12/12	1. Number of computer units provided for usage				
1.1.4.13.	Develop and automate current library systems and establish an internal media library	FACULTIES, DEANS RECTOR, LIBRARIAN	01/12/11	1. Number faculties automating their libraries 2. Available media materials in media library				
1.1.4.14	Purchase and update ICT related books, Journals and related materials	FACULTIES, DEANS RECTOR, LIBRARIAN	Continuous	1. No of purchased /subscribed ICT journals 2. Number of ICT books purchased/ordered				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015

<b>1.1.5</b>	<b>STRATEGY: Provide facilities for differently-abled and physically challenged staff and students</b>				
1.1.5.1	Improve access in the physical environment of the university to students and staff who are physically challenged	VC, R, B, SAR, CW	Continuous	1. Number of infrastructural changes made to meet the needs 2. Feedback from physically handicapped	
1.1.5.2	Enhance and expand the facilities made available for visually handicapped students and develop for those with hearing disability	VC, R B	Continuous	1. Number of handicapped student enrolled	
<b>1.2</b>	<b>OBJECTIVE: Periodically review courses and implement curriculum changes in all faculties to meet future trends &amp; challenges</b>				
<b>1.2.1</b>	<b>STRATEGY: Review and change curricula of programs and design and conduct new courses to meet the market demand</b>				
1.2.1.1	Continuing the process of appointing a Director of Studies and CD&EC so one would be present in each Faculty.	VC (COUNCIL), DEANS	31/12/12	1. Number of appointed Directors	
1.2.1.2	CD&EC to structure the curricula of all degree courses awarded by each Faculty to achieve excellence of education.	DIRECTORS OF STUDIES, DEANS	Continuous	1. Numbers of curricula changes recommended or made by the CD&EC	
1.2.1.3	CD& EC to study the feasibility of establishing multidisciplinary courses identifying subjects from different faculties.	CD&EC, DEANS	31/12/12	N/A	
1.2.1.4	Initiate action to increase the number of 4 year Degree Courses by the University of Colombo	DEANS	01/06/13	1. Number of 4 year courses made available	
1.2.1.5	CD&EC to further enhance multi-disciplinary Degree Courses identifying additional subjects from relevant faculties for implementation, with more optional subjects by different departments and level of student enrolment for Courses	DEANS, DIRECTORS OF STUDY	01/06/12	1. Number of multi disciplinary courses available 2. Number of student enrollment for said courses	

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
1.2.1.6	Design new undergraduate courses, Information literacy skills programmes and build and enhance existing ones.	FACULTIES, DEANS, CD&EC, LIBRARIAN	01/06/12	1. Number of newly created undergraduate courses				
1.2.1.7	Faculties to organize annual/bi annual workshops to evaluate and revise degree programs and curriculum	FACULTIES DEANS, CD&EC	Continuous	1. Number of workshops organized				
1.2.1.8	Faculties to setup committees to monitor teaching	FACULTIES, DEANS, IQAU	30/12/11	1. Number of established committees 2. Feedback from monitors				
1.2.1.9	Encourage student and peer evaluation in respect of teaching.	FACULTIES, DEANS, HEADS	Continuous	1. Number of evaluations conducted				
1.2.1.10	Develop certificate programs in ICT and introduce advanced certificate programs in ICT in faculties and courses in Financial Mathematics and Modeling using Math Lab in the Science Faculty and GIS in Faculty of Arts. (HETC)	FACULTIES, DEANS	31/12/13	1. Number of certificate programs created 2. Percentage of students obtaining ICT skills certificate 3. Number of students enrolled in ICT related courses in each department				
1.2.1.11	Develop programs and incorporate soft skills into the curriculum	DEANS, HEADS, CD&EC	Continuous	1. Percentage of implementation of HETC soft skills activities 2. Student feedback. 3. Examination records				
1.2.1.12	Planning and designing of curricular and procuring of printed and audio visual material for the purpose of promoting ethnic cohesion.	FACULTIES, DEANS, STUDENT COUNSELLORS	Continuous	1. Number of redesigned curriculums to establish ethnic cohesion 2. Number of multimedia acquired for the said purpose				



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				2011	2012	2013	2014	2015

1.2.1.13	Developing language classes promoting cultural programs to enhance ethnic cohesion	FACULTIES, DEANS, ELTU	31/12/13	<ol style="list-style-type: none"> <li>Number of implemented language classes</li> <li>Number of students enrolled for language classes</li> </ol>				
<b>1.2.2</b>	<b>STRATEGY: Develop public and private sector partnerships to introduce industry linked training programs</b>							
1.2.2.1	Faculty committees to (successfully continue) organizing academic and professional programs in collaboration with a range of partners including industry, private sector, alumni.	DEANS, RECTOR	Continuous	<ol style="list-style-type: none"> <li>Number of conducted programs</li> </ol>				
1.2.2.2	Committees will list and make available to teachers, organizations and individuals who are willing to support programs and provide internship and placements	APPOINTED COMMITTEES, DEANS	Continuous	<ol style="list-style-type: none"> <li>Number of teachers/organizations/ individuals supplied</li> <li>Number of internship placements given</li> </ol>				
1.2.2.3	Committees to develop the objectives of internship programs	APPOINTED COMMITTEES, DEANS	31/12/11	N/A				
1.2.2.4	Committees to monitor and ensure that the programs achieve the desired objectives	APPOINTED COMMITTEES, DEANS	Continuous	<ol style="list-style-type: none"> <li>Number of objectives fulfilled</li> </ol>				
1.2.2.5	CD&EC to be expanded to include representatives from these committees	DEANS, CD&EC	31/12/11	<ol style="list-style-type: none"> <li>Number of CD&amp;EC representatives</li> </ol>				
1.2.2.6	Industrial/ professional training programs to be made a compulsory component of curriculum and evaluation where relevant	DEANS, HEADS, CD&EC	Continuous	N/A				
<b>1.2.3</b>	<b>STRATEGY: Implement external quality assurance reviews to achieve international standards and accreditation</b>							
1.2.3.1	Faculties to establish QA committees to liaise with that of the university QA unit	VC, DEANS, RECTOR UGC, IQAU	31/12/11	<ol style="list-style-type: none"> <li>Number of established QA committees</li> </ol>				
1.2.3.2	Develop a database that can be used to support efforts to obtain accreditation for programs	QA COMMITTEES, IQAU	31/12/12	<ol style="list-style-type: none"> <li>Establishment of said database</li> <li>Number of accreditations gained</li> </ol>				

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				2011	2012	2013	2014	2015
1.2.3.3	QA committees to evaluate postgraduate programs	QA COMMITTEES UGC,	31/12/12	1. Number of postgraduate programs evaluated				
<b>1.3</b>	<b>OBJECTIVE: Promote partnerships with global higher educational institutes of excellence in teaching and learning.</b>							
<b>1.3.1</b>	<b>STRATEGY: Strengthen collaborative and link programs with higher learning institutions</b>							
1.3.1.1	Continue to conduct and develop new collaborative programs & research with local higher learning institutions	DEANS,IUUC, HEADS, RECTOR	Continuous	1. Number conducted programs				
1.3.1.2	Develop the IUUC for liaison with universities abroad	VC, DIRECTOR IUUC,RECTOR	01/06/12	N/A				
1.3.1.3	While in process of compiling , maintain and update the University database of Expertise and publicity materials on the Web	IT COMMITTEE,W EBMASTER	Continuous	N/A				
1.3.1.4	Expand the participation of reputed scholars from other International Universities to University forums	VC, (SENATE),DEA N,IUUC	31/12/13	1. Number scholars who attended University for a				
1.3.1.5	Publish a profile/handbook of the University	VC, R,SAR-AP, RECTOR	30/09/11	1. Publishing the said book				
1.3.1.6	Establish staff-student exchange programs with international universities	DIRECTOR IUUC	Continuous	1. Number of staff student exchange programs established 2. No of staff and students taking part in such programs				

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				2011	2012	2013	2014	2015
1.3.1.7	Establish linkages with international faculties to suit the needs of the individual faculties	DEANS, HEADS, RECTOR, DIRECTOR, IUUC	Continuous	1. Number of created linkages				
<b>1.3.2</b>	<b>STRATEGY: Develop communication skills of staff and students in English and other languages</b>							
1.3.2.1	Faculties to conduct structured programs on effective communication in English for staff	DEANS, DIRECTOR SDC ELTU, RECTOR	Continuous	1. Number of conducted programs 2. Number/percentage of staff involvement				
1.3.2.2	Develop self-learning multimedia and online English learning programs for staff and students	DIRECTOR SDC, COORDINATOR ELTU, RECTOR, IT COMMITTEE	28/06/13	1. Number of such available programs 2. Number of staff and students enrolled/registered to use such programs				
1.3.2.3	Faculties to conduct training workshops in writing skills, project formulation and preparation of research frameworks and stressing the importance of the language	DEANS, DIRECTOR SDC, RECTOR	Continuous	1. Number of workshops conducted 2. Attendance at such workshops				
1.3.2.4	Establish training modules in English speaking environments in the private sector	DIRECTOR SDC	30/06/12	1. Number of established training modules				
1.3.2.5	Establish and maintain Student Development Centre/Language Units/Laboratories to improve English Language , Aesthetics , Soft Skills , IT	FACULTIES, DEANS	31/12/13	1. Number centre's/units established 2. Number of students enrolled/registered				

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				2011	2012	2013	2014	2015
1.3.2.6	Introduce an on-going English course for all first year students and improve self-learning facilities of the undergraduates	FACULTIES, DEANS	31/05/13	1. Implementation of such courses 2. Student feed back 3. Attendance register				
1.3.2.7	Provision of additional audio & video and reading material for undergraduates to learn English	FACULTIES, DEANS	31/05/13	1. Numbers undergraduates supplied 2. Maintaining lending register				
1.3.2.8	Revise update and prepare activity based course materials to Integrate of spoken English activities into lesson modules	FACULTIES, DEANS, HEADS	Continuous	1. Number of Modules that include such activity 2. Employer feedback.				
<b>1.4</b>	<b>OBJECTIVE: Increase output of undergraduate study courses</b>							
<b>1.4.1</b>	<b>STRATEGY: Increase intake of students to undergraduate study courses</b>							
1.4.1.1	Increase the number of students being enrolled for undergraduate degree programs from those who qualify from national criteria	VC, DEANS, RECTOR, SAR/REGIS	Continuous	1. Percentage of increase in enrollment seen annually				
<b>1.5</b>	<b>OBJECTIVE: Enhance Graduate Education to the level which will enable the University to become a centre of excellence for graduate studies in Asia</b>							
<b>1.5.1</b>	<b>STRATEGY: Introduce new graduate programs of regional relevance</b>							
1.5.1.1	Each faculty to develop new graduate programs	DEANS FACULTIES	Continuous	1. Number of newly established graduate programs				
1.5.1.2	FGS to expand to offer new graduate programs of regional relevance	DEAN/ FGS	Continuous	1. Number new programs created in FGS				
1.5.1.3	Identify and establish postgraduate degree/ diploma courses for industry professionals	DEANS, RECTOR, SAR/AC.EST	Continuous	1. Number of degree/diploma courses established				

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				2011	2012	2013	2014	2015
1.5.1.4	Create new cadre posts for FGS	VC (COUNCIL), DEAN FGS	01/06/13	1. Increase in available positions 2. Filled vacancies				
1.5.1.5	Create courses for undergraduates promoting creativity, aesthetics , and humanities in collaboration with University of Performing Arts	FACULTIES, DEANS, SAR/AE	31/12/13	1. Number of newly created courses for the said purpose				
<b>1.5.2</b>	<b>STRATEGY: Increase intake to existing graduate study programs</b>							
1.5.2.1	Increase the intake of postgraduate students to existing courses.	DEANS	Continuous	1. Percentage of increase in enrollment				
1.5.2.2	Assess additional services required to increase the intake of postgraduate students for faculties	R, B, DEANS HDC	31/12/11	N/A				
<b>1.5.3</b>	<b>STRATEGY: Facilitate distinguished scholars to work with the University</b>							
1.5.3.1	Establish a visiting chair in each faculty for distinguished overseas scholars	VC /(COUNCIL)/SE NATE	31/12/11	1. Number faculties that have established such chairs				
<b>2</b>	<b>GOAL: Achieve standards of excellence in pure and applied research</b>							
<b>2.1</b>	<b>OBJECTIVE: Develop a team of academics with commitment and capacity for excellence in research</b>							
<b>2.1.1</b>	<b>STRATEGY: Ensure that persons of high caliber and research capability are recruited</b>							
2.1.1.1	Maintain the refined high standards of recruitment, promotion and performance appraisal procedures to ensure that the staff selected will perpetuate their proven abilities and a continual commitment to research (Refer 1.1)	VC,SENATE (COUNCIL)	31/12/12	1. N/A				

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<b>2.1.2</b>	<b>STRATEGY: Provide funding for young academics to engage in research</b>				
2.1.2.1	University to provide funding to young academics to commence research	VC,RESEARCH COMMITTEE,R MU,SAR/AP, DEANS, R,B	Continuous	1. Number of researches funded by the University annually 2. Total amount of funding made available by the university annually	
2.1.2.2	Establish the concept of group research in academic Departments	FACULTIES, DEANS,HEADS	Continuous	N/A	
<b>2.1.3</b>	<b>STRATEGY: Provide opportunities for continued training in research methodology to all academics</b>				
2.1.3.1	Senior researchers and experts to conduct regular workshops and courses in research methodology, statistics, protocol writing, similar to the staff development courses in teaching (CTHE)	FACULTIES,DE ANS	31/12/13	1. Number of workshops conducted 2. Number/percentage of attendees 3. General feedback	
2.1.3.2	Encourage participation through nominations and consider participation in such courses for promotion	VC,R,SENATE (COUNCIL)	Continuous	1. Number of nominations put forth 2. Number of promotions based on the said criteria	
<b>2.2</b>	<b>OBJECTIVE: Create and sustain a research culture and ensure that staff undertake research</b>				
<b>2.2.1</b>	<b>STRATEGY: Integrate research into teaching and learning</b>				
2.2.1.1	Include research projects into degree programs with staff collaboration in all faculties	CD& EC, RECTOR	Continuous	1. Number of faculties that have implemented the said scheme. 2. Number of degree programs that have included research projects	
2.2.1.2	Obtain placements for students in their final years at industry for research projects	DEANS, RECTORS,HEADS,	Continuous	1. Number of industries that have agreed for internship programs 2. Number of students who obtained placements	

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2.2.1.3	Establishment of research centre and create cadre positions	DEANS, RECTORS	31/12/12	1. Number of Faculties that have established research centre's				
<b>2.2.2</b>	<b><i>STRATEGY: Ensure facilitation and implementation of research activities of the University to meet national development needs.</i></b>							
2.2.2.1	Develop faculty based industry-community cells	RECTOR, DEANS	30/12/11	1. Number of Faculty based industry community cells established.				
2.2.2.2	Identify suitable training programs and professional consultancy areas	CELL	01/06/13	1. Number of identified training programs				
2.2.2.3	Facilitate conducting industry community based research programs	CELL	Continuous	1. Number of said research programs that were conducted annually				
2.2.2.4	Develop a web-based central database of local research through the Library	LIBRARIAN, AS SISTANT LIBRARIAN, RECTOR, DEANS FACULTIES	31/12/12	1. Development of website 2. Number or articles, letter's , etc available online				
2.2.2.5	Collaborate research activities with local health authorities(CMC) to assess impact of Urbanization (Urban Health Initiative)	FACULTIES, DEANS	31/12/13	1. Number of researches implemented 2. Submission of annual progress and activity report				
2.2.2.6	To develop a multi-disciplinary teaching and research based in the Rural setting( Rural Health Program) and start certificate courses in rural health medicine	FACULTIES, DEANS	31/12/13	1. Number courses created. 2. Number of trainees recruited 3. Number trainees who completed the course				
2.2.2.7	Promote student research on issues of multiculturalism to promote ethnic cohesion	FACULTIES, DEANS	Continuous	1. Number of researches conducted for the said purpose				
2.2.2.8	Promotion of field based studies through innovative partnerships	FACULTIES, DEANS	Continuous	1. Number of partnerships created				

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				2011	2012	2013	2014	2015

<b>2.2.3</b>	<b>STRATEGY: Promote fundamental research by academics</b>								
2.2.3.1	Develop mechanisms to obtain funds for fundamental research	FACULTIES, DEANS, HEADS	01/06/12		1. Number of mechanisms identified 2. Number of mechanisms that were successfully implemented				
2.2.3.2	To make available data regarding publications and scientific communications	FACULTIES, DEANS, HEADS	Continuous		N/A				
<b>2.2.4</b>	<b>STRATEGY: Collaborate with private sector and relevant organizations to develop industry linked research</b>								
2.2.4.1	Develop collaborative research projects with industry	DEANS, FACULTIES, CELL	Continuous		1. Number of collaborations made				
<b>2.2.5</b>	<b>STRATEGY: Promote interdisciplinary research by developing research groups within the faculties</b>								
2.2.5.1	Establish the university research committee	VC	31/12/12		1. Establishment of the said committee				
2.2.5.2	Each faculty to establish a multidisciplinary research group	DEANS	31/12/12		1. Number of Faculties that have established such groups.				
2.2.5.3	Research groups to initiate research projects with multidisciplinary input, and apply for funding as a group	RESEARCH GROUPS	Continuous		1. Number groups that have applied for funding. 2. Number of research projects initiated.				
<b>2.2.6</b>	<b>STRATEGY: Promote research &amp; links with International institutions</b>								
2.2.6.1	Create research collaborations with international research organizations	VC, DEANS, IUUC	Continuous		1. Number of initiated collaborations.				



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2.2.6.2	Link with Faculties abroad and staff and student exchange programs for credit transfers	DEANS, HEADS IUUC	Continuous	<ol style="list-style-type: none"> <li>1. Number of linkages established.</li> <li>2. Number of staff and students participating in the programs.</li> <li>3. Total credits gained.</li> </ol>				
<b>2.3</b>	<b>OBJECTIVE: Encourage and recognize research of high quality and excellence</b>							
<b>2.3.1</b>	<b>STRATEGY: Enhance facilities and support systems to achieve excellence in research</b>							
2.3.1.1	Define the role of support staff and administrators in research activities	HEAD	31/12/11	1. Creation of guidelines.				
2.3.1.2	Continue to train support staff and administrators in their relevant roles in research	HEADS, DEANS, R.RESEARCH ERS	Continuous	<ol style="list-style-type: none"> <li>1. Number of trained support staff</li> <li>2. Number of trained administrative staff.</li> </ol>				
2.3.1.3	Pursue the process of establishing work norms for academics and include specific time periods dedicated towards research activities	SENATE	31/12/12	1. Creation of timeframes/tables allocating time for said purpose.				
2.3.1.4	Continue to arrange regular meetings in departments to discuss research activities	HEADS,DEAN S	Continuous	1. Number of meetings organized annually for the said purpose.				
2.3.1.5	Establish a new online journal in different disciplines for publication of research	SAR/AP,RESE ARCH COMMITTEE LIBRARIAN	31/12/13	1. Establishment of online journal.				
2.3.1.6	Obtain international accreditation and indexing for university journals	EDITORS	31/12/13	<ol style="list-style-type: none"> <li>1. Number of University journals applied for international accreditation and indexing.</li> <li>2. Number University journals granted international accreditation and indexing.</li> </ol>				

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				2011	2012	2013	2014	2015
2.3.1.7	Strengthen mechanical and electronic workshops to support experimental research	DEANS, IT COMMITTEE	31/12/12	1. Number of workshops conducted.				
2.3.1.8	Develop facilities to repair/maintain research equipments	DEANS,HEAD S	30/12/11	1. Number repaired research equipments.				
2.3.1.9	Organize training workshops for staff members and training of trainers	DIRECTOR SDC	Continuous	1. Number of workshops conducted annually. 2. Number/Percentage of staff who attended these workshops by register maintained.				

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				2011	2012	2013	2014	2015
<b>2.3.2</b>	<b>STRATEGY: Reward researchers who perform high quality research with opportunities for further research and career development</b>							
2.3.2.1	Devise a mechanism for benchmarking of researchers	QA UNIT,IQAU	01/06/12	1. Creation of benchmarking system.				
2.3.2.2	University funding for research to be granted based on past research performance of such academics	DEANS,RECTO R,RESEARCH COMMITTEE	Continuous	1. Number of grants granted.				
2.3.2.3	Purchase of equipment required for research to be prioritized according to the needs of active researchers	DEANS, RECTOR,HEAD S	Continuous	1. Number of researches initiated/completed using purchased equipment.				
2.3.2.4	Each faculty to establish research awards for different levels of staff, and also for students	DEANS, RECTOR,HEAD S	28/06/13	1. Establishment of awards system. 2. Number of staff who obtained research awards. 3. Number of students who obtained research awards.				
2.3.2.5	Continue to successfully conduct annual research symposium, providing a forum for presentation of research at faculty level	VC, DEANS, RECTOR,SAR/ AP	Continuous	1. Number of Faculties that held the symposium.				
2.3.2.6	Expand the activities of the Undergraduate Research Forum and encourage student based research	DEANS, RECTOR,HEAD S	28/06/13	1. Number of student research conducted each year.				
<b>2.4</b>	<b>OBJECTIVE: Maintain high ethical values and standards in research, with social responsibility</b>							
<b>2.4.1</b>	<b>STRATEGY: Develop ethical and professional standards for researchers</b>							
2.4.1.1	Strive to establish ethics review committees in all faculties while upgrading and attempting to achieve international standards in ones where committees have already been established	DEANS	01/06/12	1. Number of Faculties that have established Ethics Review Committee's 2. Number of ERC that have achieved international standards.				

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				2011	2012	2013	2014	2015
2.4.1.2	Develop and improve guidelines and code of ethics for research	ETHICS COMMITTEES	30/12/11	1. Development of guidelines.				
2.4.1.3	Develop exchange programs to give suitable exposure to researchers in centre's of excellence overseas, enabling them to understand how high standards are maintained in the international setting	DEANS, RECTO R	Continuous	1. Number of exchange programs that have been initiated. 2. Number researchers sent abroad annually for the said purpose.				
<b>2.4.2</b>	<b>STRATEGY: Implement monitoring and review processes for research activities</b>							
2.4.2.1	Research and Higher Degrees Committees and Ethics Committees to play an active role in monitoring and reviewing research	RHDC	Continuous	N/A				
2.4.2.2	Improve the developed mechanisms at department level for guidance of research in the department while promoting new mechanisms	RHDC, ETHICS COMMITTEES	31/12/12	1. Number of mechanisms in place for said purpose.				
<b>2.5</b>	<b>OBJECTIVE: Promote knowledge and technology transfer</b>							
<b>2.5.1</b>	<b>STRATEGY: Facilitate transfer of knowledge and technology to the benefit of society</b>							
2.5.1.1	Each faculty to identify priority areas where appropriate knowledge and technology could be transferred while building upon the processes in place	HEADS	31/12/11	1. Number of Faculties that have initiated the process.				
2.5.1.2	Faculties to obtain the expertise from the industry, public and private sector to identify priority areas	FACULTIES, DEANS, CELL	Continuous	1. Number consultants bought in for the said purpose.				
<b>2.6</b>	<b>OBJECTIVE: Rationalize and strengthen research management in the university</b>							

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				2011	2012	2013	2014	2015

<b>2.6.1</b>	<b>STRATEGY: Prepare a comprehensive integrated research plan for 2009-2013</b>				
2.6.1.1	Each faculty to identify a comprehensive research plan, identifying priority areas with national relevance	CELL, DEANS, IUUC, IQAU	Continuous	1. Creation of research plan.	
2.6.1.2	Progress of planned research to be reviewed by Faculty Research Groups, the central University Research Group and the cell	DEANS, RECTOR, RESEARCH COMMITTEE	Continuous	N/A	
<b>2.6.2</b>	<b>STRATEGY: Identify sources of funding, and streamline the process of obtaining funding for research</b>				
2.6.2.1	Prepare an annual budget for research funding	RESEARCH GROUPS	Continuous	1. Amount allocated annually for research	
2.6.2.2	Resource allocation to incorporate these needs	RESEARCH GROUPS, RMU	Continuous	N/A	
<b>2.6.3</b>	<b>STRATEGY: Develop infrastructure and train administrators to enable research activities</b>				
2.6.3.1	Train administrators and increase involvement of administrators in research	SDC	Continuous	1. Number of administrators trained. 2. Number of administrators involved in research.	
2.6.3.2	Expand RMU to work as a coordinating body in organizing research promotional activities	VC, B, SAR, RMU	Continuous	1. Number of research promotional activities the RMU has overseen.	
<b>2.6.4</b>	<b>STRATEGY: Improve utilization of funds for research through the research management unit</b>				
2.6.4.1	Research Management Unit to identify priority areas for research	RMU, SAB, CELL, IUUC	Continuous	1. Number of priority areas identified by RMU.	
2.6.4.2	Funding to be made available to priority areas	B	Continuous	1. Number of priority areas funded. 2. Amount of total funding made available for this purpose	

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				2011	2012	2013	2014	2015

<b>3</b>	<b>GOAL: Optimize dissemination of knowledge with relevance and quality, to develop skilled and competent individuals</b>				
<b>3.1</b>	<b>OBJECTIVE: Provide high quality advisory and consultancy services</b>				
<b>3.1.1</b>	<b><i>STRATEGY: Create an awareness in the public/private sector about the advisory and consultancy capabilities in teaching, research and professional services that can be provided by the university</i></b>				
3.1.1.1	Strive to develop a database on individuals, agencies, and resources within the university with the capacity to offer quality consultancy and advisory services	SAR, AP, CELL, FACULTIES, DEANS	29/06/12	1. Creation of said database. 2. Number of services rendered using the said database.	
3.1.1.2	Pursue in disseminating nationally, regionally and globally the advisory and consultancy services available	CELL, FACULTIES, DEANS	Continuous	3. Number of local services rendered. 4. Number of international services rendered.	
3.1.1.3	Enhance links with line ministries	VC, DEANS	Continuous	1. Number of links initiated.	

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<b>3.1.2</b>	<b>STRATEGY: Undertake consultancy projects with private/public sector organizations</b>				
3.1.2.1	Continue to conduct a needs assessment on high quality consultancy services available through the faculties	FACULTIES, DEANS, CELL	Continuous	1. Number of Faculties that have conducted needs assessment.	
3.1.2.2	Maintain priority and prioritize according to capacity and availability of the consultancy services	FACULTIES, DEANS, CELL	Continuous	1. Create a priority list. 2. Implement utilizing the priority list.	
3.1.2.3	Develop a common format on which advisory/consultancy services are to be structured	FACULTIES, DEANS	31/12/11	1. Creation of common format.	
3.1.2.4	Develop a common fee levying structure for consultancy services	FACULTIES, DEANS, CELL	30/06/12	1. Amount of income generated utilizing the fee levying format.	
3.1.2.5	Continue offering consultancy services in tertiary education to national, regional and international institutions	FACULTIES, DEANS, IUUC	Continuous	1. Number of consultations sought for at Faculty level.	
<b>3.2</b>	<b>OBJECTIVE: Give wider access to higher education to students who qualify within the national system</b>				
<b>3.2.1</b>	<b>STRATEGY: Develop non-traditional methods of teaching and learning to increase access to tertiary education</b>				
3.2.1.1	Faculties to further identify areas of study which could be offered as blended/multimedia learning and self study courses while improving ones currently in place and promoting this venture in others yet to start	FACULTIES, DEANS, IT COMMITTEE	Continuous	1. Number of areas identified. 2. Number of blended/multimedia courses initiated.	
3.2.1.2	Faculties to continue such courses, with multidisciplinary involvement where necessary and commence new ones	FACULTIES, DEANS	Continuous	1. Number of newly initiated courses.	
<b>3.2.2</b>	<b>STRATEGY: Develop online degree programs</b>				
3.2.2.1	Solidify the efforts underway and establish a virtual campus to coordinate the development of online courses	VC, R, SENATE/ COUNCIL, IT COMMITTEE	31/12/12	1. Establish a virtual campus.	

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
3.2.2.2	Each faculty to identify areas of study which could be offered as online courses	VCUC COMMITTEE, FACULTIES, DEANS	28/09/12	1. Number of courses offered online.				
3.2.2.3	Faculties to develop and offer such courses	VCUC COMMITTEE	Continuous	1. Number of faculties that have developed such courses.				
3.2.2.4	Establish infrastructure to conduct online courses	VC,R,B, IT & NETWORK COMMITTEE	Continuous	1. Number faculties that have upgraded their IT infrastructure.				
<b>3.3</b>	<b>OBJECTIVE: Establish open distance learning degree programs</b>							
<b>3.3.1</b>	<b>STRATEGY: Establish external degree programs in new areas</b>							
3.3.1.1	Faculties to further identify areas of study which could be offered as blended/multimedia learning and self study courses while improving ones currently in place and promoting this venture in others yet to start	DEANS ,CD&EC	31/12/13	1. Number of areas identified. 2. Number of blended/multimedia courses initiated				
3.3.1.2	Faculties to continue such courses, with multidisciplinary involvement where necessary and commence new ones	DEANS, HEADS	Continuous	1. Number of newly initiated courses				
3.3.1.3	External LL.B. Diplomas for officers and AL qualified students who failed to get admission to universities	DEAN/ LAW	Continuous	1. Number of individuals enrolled for said purpose. 2. Number of diplomas given.				
<b>3.3.2</b>	<b>STRATEGY: Promote, popularize and establish programs conducted by faculties and campuses</b>							
3.3.2.1	Continue to disseminate information regarding these courses through mass media	DEANS,HEADS	Continuous	N/A				
<b>3.3.3</b>	<b>STRATEGY: Develop online degree programs</b>							
3.3.3.1	Each faculty to develop online degree courses	DEANS,HEADS, VCUC	31/12/12	1. Number of Faculties that have developed online programs. 2. Number of online programs established per Faculty.				



CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
3.3.3.2	Develop External Studies Centre for this purpose.	DEANS, HEADS	31/12/12	1. Creation of external studies centre.				
<b>3.3.4</b>	<b>STRATEGY: Develop QA for external degree programs</b>							
3.3.4.1	QA Units to evaluate external degree programs	DEANS, QA UNITS, IQAU	Continuous	1. Number of programs evaluated.				
<b>3.4</b>	<b>OBJECTIVE: Provide training and skills development through extension programs</b>							
<b>3.4.1</b>	<b>STRATEGY: Develop and expand extension programs, non-degree awarding courses and short term training programs</b>							
3.4.1.1	Each faculty to continue identifying areas of study where new extension courses and short term training programs can be offered while improving upon the ones being offered.	DEANS, HEADS	29/06/12	1. Number of extension courses available to be offered. 2. Number of short training programs available to be offered.				
3.4.1.2	Faculties to commence such programs	DEANS, HEADS	Continuous	1. Number of Faculties that have commenced such programs. 2. Number of programs in place for each faculty.				
<b>3.4.2</b>	<b>STRATEGY: Develop distance education courses using modern technology</b>							
3.4.2.1	Faculties to develop distance education courses incorporating blended learning and modern technology, including online courses	DEANS, HEADS	31/12/11	1. Number of Faculties that have developed such courses. 2. Number of courses available at each Faculty.				
<b>3.4.3</b>	<b>STRATEGY: Provide training and interactions for private sector and industry personnel within the university</b>							
3.4.3.1	Faculties to collaborate with private sector and industry to identify priority areas in which training could be offered	FACULTIES, DEANS, CGU, CELL	Continuous	1. Number of linkages initiated. 2. Number of priority areas identified.				
3.4.3.2	Faculties to design training programs, workshops, and interactions for such personnel	FACULTIES, DEANS, CGU, CELL	Continuous	1. Number of workshops/training programs conducted. 2. Number personnel who attend such programs.				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015

3.5	<b>OBJECTIVE: Provide non-formal education to the public on issues of relevance</b>				
3.5.1	<b>STRATEGY: Provide information to the public on matters of relevance through mass media</b>				
3.5.1.1	Faculties to develop public education material to be disseminated through the mass media. Priority areas: medicine, law, science, economics	FACULTIES, DEANS	Continuous	N/A	
3.5.2	<b>STRATEGY: Improve knowledge through educational programs, workshops, awareness programs on cultural issues</b>				
3.5.2.1	Plan and conduct educational programs, workshops and awareness programs on cultural issues	FACULTIES, DEANS	Continuous	1. Number of workshops conducted for said purpose.	
3.5.3	<b>STRATEGY: Provide training workshops, educational programs, awareness programs for private sector institutions</b>				
3.5.3.1	Conduct regular workshops and other educational programs in private sector institutions based on their needs	FACULTIES, DEANS	Continuous	1. Number of workshops conducted for said purpose.	
4	<b>GOAL: Create a university community committed to independent and creative thinking, with social responsibility</b>				
4.1	<b>OBJECTIVE: Enhance work ethics among university staff</b>				
4.1.1	<b>STRATEGY: Strengthen management skills of academic staff and administrative staff</b>				
4.1.1.1	Continue organizing regular workshops for administrative academics and administrative staff with experienced academic administrators and senior managers ,administrative	DIRECTOR SDC, VC, R, B, DEANS	Continuous	1. Number of workshops organized. 2. Number/Percentage of attendee's	

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
	officers from the public and private sector as resource persons							
4.1.1.2	Continuing organizing training workshops in management skills for academics and administrative officers in administrative posts	DIRECTOR SDC, VC, R, B	30/12/11	1. Number of workshops organized.				
<b>4.1.2</b>	<b>STRATEGY: Organize regular meetings and interaction of academics to monitor progress of academic programs to identify and remedy common issues of concern</b>							
4.1.2.1	Make departmental meetings mandatory for academic departments once a month, with an agenda developed in consultation with all staff	DEANS,FACULTIES,SAR	31/12/11	1. Number of Faculties instituting these policies.				
4.1.2.2	Continue promoting the mentoring system and formalize it for probationary lecturers by senior academic staff	HEADS	31/12/12	1. Number of ongoing mentoring programs per faculty.				
4.1.2.3	Senior staff to develop joint teaching and collaborative research with probationary staff	HEADS	31/12/12	N/A				
4.1.2.4	Develop a process of annual appraisal of individuals and departments within the university by senate appointed sub-committees	SENATE	31/12/12	1. Conduct such appraisals.				
4.1.2.5	Update terms of reference for the process of annual appraisal	SENATE	31/12/13	N/A				
4.1.2.6	Deans to submit bi-annual reports on progress in implementing recommendations of evaluations	DEANS	Continuous	1. Number of faculties from which Deans have submitted such reports.				
<b>4.1.3</b>	<b>STRATEGY: Create a sense of institutional commitment to realize the universities mission/vision, with understanding of the ethos of the university</b>							

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
4.1.3.1	Distribute the mission, vision statements, operational definition and values statement to staff	SAR/AP, SENATE	31/12/11	N/A				
4.1.3.2	Introduce a program on democratic governance, human rights and interpersonal relations for staff through the Centre for the Study of Human Rights	DIRECTOR, SDC, CSHR	30/06/12	1. Introduction of said programs.				
4.1.3.3	Strive to develop a code of ethics for staff to include standards of conduct in research, supervision, teaching and interpersonal relationships	VC, DEANS	30/06/11	1. Develop code of ethics.				
4.1.3.4	Establish an annually constituted university complaints mechanism with provision for mediation and conflict resolution	VC, R, COUNCIL	Continuous	1. Create complaints mechanism. 2. Number of complaints logged. 3. Number of complaints successfully mediated.				
4.1.3.5	Continue to conduct orientation programs for newly appointed student union officials	DIRECTOR SDC, SAR/SW, SSC	Continuous	1. Number of Student Union officials participating in orientation programs. 2. Feedback from officials.				
4.1.3.6	Incorporate interactive staff-student group discussions on university values into the orientation program	DEANS, HEADS, SAR/SW, SSC	Continuous	1. Number of staff student discussion programs implemented into the orientation program.				
4.1.3.7	Continue the process of restructuring the Academic Publications Branch to incorporate a well-staffed and equipped publication unit which will prepare university documents and publications in Sinhala, Tamil and English	VC, SAR, AP, R, B	Continuous	1. Number of staff members within department. 2. Number of vacancies filled annually. 3. Annual budgetary allocation for Academic and Publication Branch				
<b>4.1.4</b>	<b>STRATEGY: Promote academic freedom and freedom of expression, while maintaining high standards of social responsibility</b>							
4.1.4.1	Promote young academics to communicate their views and opinions through university publications currently being used for the said purpose.	DEAN, SAR/AP	31/12/13	1. Number articles/letters by per issue of various University Publications by young academics.				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
4.1.4.2	Generate guidelines for maintaining high standards of social responsibility	SENATE, VC	30/6/11	1. Creation of guidelines.				
<b>4.1.5</b>	<b>STRATEGY: Organize staff development workshops and training programs in collaboration with the private sector</b>							
4.1.5.1	Continue making arrangements so that staff can attend workshops and training sessions in the private sector to understand the work ethos in the private sector	HEADS, DEANS, SAR/NAE,AE	Continuous	1. Number of workshops held in the private sector. 2. Number/Percentage of staff attending such workshops.				
<b>4.1.6</b>	<b>STRATEGY: Promote work ethics among administrators, and support staff and enhancing work efficacy</b>							
4.1.6.1	Arrange regular meetings for administrators and support staff	R,B,HEADS	Continuous	1. Number of meetings held annually.				
4.1.6.2	Arrange short term study tour in order to share the experiences on University Administration with local and foreign Universities.	DEANS,RECTO R,DIRECTOR IUUC,R,B	Continuous	1. Number of administrators who are participating in such study tours.				
4.1.6.3	Encourage administration staff to participate for annual workshops on Education systems.	DEANS,RECTO R, R,B, HODS/UNITS	Continuous	1. Number of workshops that were held annually for the said purpose. 2. Number/Percentage of administrative staff who attended such workshops.				
<b>4.2</b>	<b>OBJECTIVE: Develop and Strengthen the skills and competencies of support staff</b>							
<b>4.2.1</b>	<b>STRATEGY: Ensure recruitment of highly capable support staff</b>							
4.2.1.1	Revise and update if relevant the adopted criteria for recruitment of support staff based on merit, taking into special consideration the need for language, communication and IT skills	R, B, UGC,SAR,AE, SAR/NAE	Continuous	N/A				
<b>4.2.2</b>	<b>STRATEGY: Introduce regular training programs for support staff with emphasis on their special responsibilities in interacting with academic staff and students</b>							
4.2.2.1	Conduct regular sessions for support staff on the mission of the university, the values and university structure	DIRECTOR SDC,R , B, SARS/ NAE	Continuous	N/A				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015

<b>4.2.3</b>	<b>STRATEGY: Strengthen management skills to improve efficiency</b>				
4.2.3.1	Conduct training workshops in management skills for support staff	DIRECTOR SDCR, B, SARS/NAE	Continuous	1. Number of training workshops held annually for said purpose.	
4.2.3.2	Departments to conduct regular meetings with academic, administrative and support staff	HEADS	Continuous	N/A	
<b>4.2.4</b>	<b>STRATEGY: Organize regular review of performance of support staff, and link benefits and privileges to performance</b>				
4.2.4.1	Regularize and formalize the furnished job descriptions and descriptions of roles and responsibilities for support staff	R, B, HEADS, SAR/ AE , NAE	31/12/12	N/A	
4.2.4.2	Conduct awareness programs on the above through regular interactive sessions with senior administrative and academic staff	DIRECTOR SDC, R, B	Continuous	1. Number of awareness programs conducted annually.	
4.2.4.3	Materialize the proposed draft system for performance evaluation of support staff	R, B, SAR/NAE	31/05/13	1. Implementation of draft system.	
4.2.4.4	Develop a reward system for promotions, scholarships and other awards based on performance	R, B, SAR/NAE	31/05/13	1. Creation of rewards system. 2. Number of rewards given annually per faculty.	
<b>4.2.5</b>	<b>STRATEGY: Introduce a rational transfer system</b>				
4.2.5.1	Develop and implement guidelines for transfer of support staff within the university based on their skills and abilities, the needs of the university, and their personal preferences	VC, COUNCIL, DEANS, HEADS,R,B,SA R/NAE	Continuous	1. Creation of guidelines. 2. Number of support staff transfer within the University annually accordance to the guidelines.	
<b>4.2.6</b>	<b>STRATEGY: Enhance communication, language and IT skills among non-academics</b>				
4.2.6.1	Conduct workshops and training sessions in IT	DIRECTOR SDC R, B, SAR/ NAE	Continuous	1. Number or workshops conducted for the said purpose. 2. Number/percentage of attendee's for the workshops.	

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
4.2.6.2	Conduct workshops and training sessions in English skills	ELTU, R,B SAR/ NAE	Continuous	1. Number of workshops conducted for the said purpose. 2. Number/percentage of attendee's for the workshops				
4.2.6.3	Provide opportunities for support staff to train in private sector institutions to enhance communication skills	R, B, SAR/AC,NAE	Continuous	1. Number of support staff training in the private sector.				
<b>5</b>	<b>GOAL: Create a team spirit and a sense of institutional commitment by promoting inter-staff and staff-student interaction, together with interaction between them and the research and development community</b>							
<b>5.1</b>	<b>OBJECTIVE: Develop facilities conducive to such interaction</b>							
<b>5.1.1</b>	<b>STRATEGY: Facilitate extracurricular activities</b>							
5.1.1.1	Expand and enhance sports and recreational facilities in each faculty and formation of bands to promote sports and Ethnic cohesion	DEANS , DIRECTOR / PHYSICAL EDUCATION, HEADS	Continuous	1. Number faculties that have their own band. 2. Number faculties that have their own gym/facility.				
5.1.1.2	Organize annual inter-faculty sports event with at least 20% of staff in each team	DEANS,STUDE NT WELFARE SOCIETY, SAR/SW,R,B	Continuous	1. Implementing such events.				
5.1.1.3	Continue with further Improvements for student common room facilities	DEANS,SAR,R, B	Continuous	1. Availability of adequate seating facilities in the common room. 2. Availability of adequate recreational facilities in the common room.				
5.1.1.4	Continue with further Improvements for staff common room activities	DEANS,SAR,R, B	Continuous	1. Staff feedback				
5.1.1.5	Improve staff and student canteens and rest rooms and regularly maintain them	DEANS,SAR,R, B		1. Student & staff feedback.				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
			Continuous					
5.1.1.6	Promote student societies and groups and enhance the activities of the present ones.	DEANS,SAR,R, B, SSC	Continuous	1. Number of societies present in each faculty. 2. Number of official activities conducted by these societies. 3. Progress reports submitted by clubs/societies quarterly				
5.1.1.7	Encourage creation of new student societies and clubs and Student Job Banks	DEANS,SAR,R, B, SAR SSC,	Continuous	1. Number of societies/clubs present in each faculty. 2. Number of official activities conducted by these societies/clubs. 3. Progress reports submitted by clubs/societies quarterly.				
<b>5.1.2</b>	<b>STRATEGY: Develop an annual program activities to encourage staff- staff and staff – student interaction</b>							
5.1.2.1	Continue organizing annual programs of cultural activities involving staff and students	DEANS, STUDENT/STAFF WELFARE SOCIETY	Continuous	1. Number of cultural activities organized annually. 2. Percentage of staff involved in such activities.				
5.1.2.2	Continue organizing annual programs of multi-religious activities with staff and student participation	DEANS, STUDENT/STAFF WELFARE SOCIETY, SAR/SW	Continuous	1. Number of such activities organized annually. 2. Percentage of staff involved in such activities.				
<b>5.1.3</b>	<b>STRATEGY: Promote staff-student collaboration in developing university publications and website</b>							
5.1.3.1	Regularly update the website of the University of Colombo	IT COMMITTEE, WEB MASTER, SAR/AP	Continuous	N/A				
5.1.3.2	Regularly publish and circulate the University Newsletter	EDITORS, SAR, A&P,R	Continuous	1. Number of issues published annually.				
5.1.3.3	Promote already present staff-student groups to provide news and information to the newsletter and website while establishing new ones.	DEANS,IT COMMITTEE,R. HEADS,SCC	Continuous	1. Number student written articles published in each issue. 2. Number of staff written articles published in each issue annually.				



CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015

5.1.3.4	Introduce new student academic publications similar to the Student Medical Journal	DEANS,HEADS , SSC	Continuous	<ol style="list-style-type: none"> <li>Number of Faculties which publish student based journals.</li> <li>Total number of student based journals published by the University annually.</li> </ol>				
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<b>5.2</b>	<b>OBJECTIVE: Improve student support and career guidance with active participation of staff</b>				
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<b>5.2.1</b>	<b>STRATEGY: Strengthen the student counseling systems and infrastructure</b>				
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5.2.1.1	Increase the number of student counselors per faculty	COUNCIL, VC, R SAR/SW, SSC	Continuous	1. Number of student counselors in the University.				
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5.2.1.2	Provide and improve upon the training in counseling provided to staff	STUDENT COUNCELLOR, SDC	Continuous	<ol style="list-style-type: none"> <li>Number of staff members who received training in counseling.</li> <li>Number of workshops/programs /seminars held annually for such purpose.</li> </ol>				
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5.2.1.3	Develop student support committees in faculties	DEANS	Continuous	1. Number of Faculties that have student support committees.				
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5.2.1.4	Establish a mechanism for Crisis counseling in faculties	DEANS, IT COMMITTEE	Continuous	1. Number of Faculties that have implemented such mechanisms.				
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5.2.1.5	Create e-groups and discussion forums for discussion of student problems and concerns	STUDENT COUNSELORS, IT	Continuous	<ol style="list-style-type: none"> <li>Creation of such forums.</li> <li>Monitoring &amp; assessment of student activity in such forum to assess effectiveness</li> </ol>				
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<b>5.2.2</b>	<b>STRATEGY: Encourage wider participation of alumni and professionals in career guidance programs for students</b>				
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5.2.2.1	Maintain and further the established links while striving to obtain new ones to obtain services of professionals, alumni and other related institutions in counseling	SENIOR STUDENT COUNSELOR , CAREER GUIDANCE UNIT	Continuous	1. Number of linkages created for such purpose.				
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CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015

<b>5.2.3</b>	<b>STRATEGY: Integrate career guidance programs into faculty activities and encourage wider staff participation</b>				
5.2.3.1	Continue Improvement of the infrastructure of the CGU	R,B,SAR,CW	31/12/11	1. Annual budget allocated for the CGU.	
5.2.3.2	Include academic staff from each faculty by rotation into the CGU	DEANS,CGU	Continuous	1. Number of Faculties that who contribute staff members to the CGU.	
5.2.3.3	Faculties to organize collaborative programs with the CGU based on faculty needs	DIRECTOR CGU	Continuous	1. Number of collaborative programs conducted by the CGU annually for said purpose.	
5.2.3.4	Maintain and update the annual schedule of activities by the CGU on career guidance	DIRECTOR CGU	Continuous	N/A	
5.2.3.5	Arrange job fairs with the involvement of the private sector	DIRECTOR CGU,DEANS	Continuous	1. Number of Job fairs held annually. 2. Number of Private sector/Industry representatives present at such fairs. 3. Number of student attendance.	
<b>5.2.4</b>	<b>STRATEGY: Provide more opportunities for staff and students to represent the university in national and international programs and activities, including sports events</b>				
5.2.4.1	Post opportunities for staff and students to participate in programs and activities abroad on the website and the newsletter	IT COMMITTEE,C GU, VC,R, B, SAR/SW, DEANS	Continuous	N/A	
<b>5.2.5</b>	<b>STRATEGY: Strengthen personal tutor schemes</b>				
5.2.5.1	Ensure continuity of programs by which students are assigned to a faculty member	STUDENT COUNSELORS	Continuous	1. Number of Faculties that implement such scheme.	

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
5.2.5.2	Ensure regular meetings between personal tutor and students	STUDENT COUNSELORS	Continuous	N/A				
5.2.5.3	Develop e-mail contact between students and staff	STUDENT COUNSELORS, IT COMMITTEE, DEANS	31/12/12	N/A				
5.2.5.4	Prepare e-mail and telephone directories for the University	R,SAR/GA	31/12/12	1. Creation of such a directory.				
<b>5.3</b>	<b>OBJECTIVE: Facilitate involvement of the alumni in staff and student welfare</b>							
<b>5.3.1</b>	<b>STRATEGY: Involve alumni in career guidance for students</b>							
5.3.1.1	Develop a program through which alumni can provide regular career guidance to students	VC, ALUMNI	Continuous	1. Number of alumni recruited/volunteered for the said purpose.				
<b>5.3.2</b>	<b>STRATEGY: Involve alumni in staff and student welfare activities</b>							
5.3.2.1	Develop a database of alumni with a view to seeking their support to obtain placements for staff and students in programs, study courses and attachments abroad and in the private sector	ALUMNI	Continuous	1. Creation of such database. 2. Number of alumni present in the database. 3. Number of programs, courses, attachments initiated by this project annually.				
5.3.2.2	Obtain funding for student welfare activities through alumni	ALUMNI	Continuous	1. Amount of funding made available towards student welfare annually. 2. Number of alumni who donate towards this course.				

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				2011	2012	2013	2014	2015

<b>6</b>	<b>GOAL: Contribute to public policy formulation and national development</b>				
<b>6.1</b>	<b>OBJECTIVE: Enhance the status of the university as an active partner in national policy formulation</b>				
<b>6.1.1</b>	<b>STRATEGY: Initiate research in all disciplines related to national policy</b>				
6.1.1.1	Strive to develop an action plan for policy related research	DEANS,CELL,A C	01/06/12	1. Creation of such plan.	
6.1.1.2	Obtain resources to implement this action plan	DEANS, B ,CELL,AC	Continuous	1. Amount of funding obtained for this purpose.	
6.1.1.3	Faculties to prioritize and further develop their capacity to integrate policy related research and study into teaching programs	DEANS, CELL,AC	Continuous	N/A	
6.1.1.4	Utilize the experiences of the centres in identifying new areas of policy related research and study	DEANS	Continuous	N/A	

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				2011	2012	2013	2014	2015

<b>6.1.2</b>	<b>STRATEGY: Promote pro-active participation of the university community in public policy dialogues</b>								
6.1.2.1	Present policy related research at national fora	RESEARCHERS	Continuous	N/A					
6.1.2.2	Conduct discussions with relevant partners on contemporary and current issues on public policy	RESEARCHERS CELL,AC	Continuous	1. Number of such sessions held annually.					
6.1.2.3	Organize a series of seminars with community participation on policy issues of public importance	DEANS,HEADS	Continuous	1. Number of such sessions held annually.					
6.1.2.4	Disseminate findings of such meetings and seminars through university publications	DEANS,HEADS , EDITORS, SAR/ AP, IT COMMITTEE	Continuous	1. Publication of such finding in the University newsletter.					
<b>6.2</b>	<b>OBJECTIVE: Strengthen and develop contributions to national development</b>								
<b>6.2.1</b>	<b>STRATEGY: Facilitate participation of policy makers at relevant stages</b>								
6.2.1.1	Invite policy makers to participate in planning and implementing research activities	DEANS,VC	Continuous	N/A					
<b>6.2.2</b>	<b>STRATEGY: Share expertise with national, regional and international development agencies</b>								
6.2.2.1	Develop a database of expertise on development policy research and study	DEANS,HEADS , CELL,AC	Continuous	1. Creation of such database.					
6.2.2.2	Improve the established linkages and collaborations with other national, regional and international development agencies with mutual exchange of ideas and strive to	DEANS,HEADS ,IUUC ,CELL,AC		1. Number of linkages made for the said purpose.					

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
	establish new ones.		Continuous					
6.2.2.3	Develop a program for staff exchange with other development studies institutions	HEADS,ACADEMICS	Continuous					1. Number of such programmes
6.2.2.4	Contribute towards general education	ACADEMICS	Continuous					N/A
<b>6.2.3</b>	<b>STRATEGY: Contribute towards scholarship on development indicators</b>							
6.2.3.1	Train a cadre of inter-faculty staff to become specialists in this field	SDC	31/12/12					1. Number cadre positions made available for this purpose. 2. Number of cadres who become specialists following training.
6.2.3.2	Gather and maintain data necessary for development research and scholarship on indicators	DEANS,HEADS	Continuous					1. Creation of such data pool.
<b>6.2.4</b>	<b>STRATEGY: Further strengthen community based research projects</b>							
6.2.4.1	Strengthen existing community based research projects	VC,DEANS,HEADS	Continuous					N/A
6.2.4.2	Introduce new community based research projects	VC,DEANS,HEADS	Continuous					1. Number community based research projects conducted annually.
<b>6.2.5</b>	<b>STRATEGY: Develop technical and professional programs in association with public sector institutions to train personnel, enhance capacity and provide services to the public sector</b>							
6.2.5.1	Faculties to continue designing training programs through collaboration with the private sector, to enhance capacity and provide services to the public sector	DEANS,HEADS,AC	Continuous					1. Number of Faculties organizing such programs. 2. Total number of programs organized annually.
6.2.5.2	To strengthen existing Laboratory diagnostic services and upgrading them to acquire more practical skills	HEADS	Continuous					N/A

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
<b>7</b>	<b>GOAL: Enhance and optimize financial resources, develop infrastructure, professionalize administration and financial management to achieve the other goals</b>							
<b>7.1</b>	<b>OBJECTIVE: Improve and strengthen the existing financial management system</b>							
<b>7.1.1</b>	<b>STRATEGY: Improve efficiency of fund utilization and strengthen procedures on financial accountability</b>							
7.1.1.1	Heads of Departments to prepare with justification annual estimates for resource requirements	HEAD	Continuous	N/A				
7.1.1.2	Deans to prepare composite faculty requirements on an annual basis, taking into account the productivity and output of the departments in terms of research and other performance	DEAN	Continuous	1. Number of Faculties which fulfill the task annually.				
<b>7.1.2</b>	<b>STRATEGY: Develop and fine-tune a financial management information system and develop further the financial accounting system</b>							
7.1.2.1	Implement the Higher Education Management Information System (HEMIS)	BURSAR , REGIS, SAR/REGI EXAM, SAR/AE,FACUL TIES,R, IT COMMITTEE	Continuous	1. Implementation of the said system.				
<b>7.1.3</b>	<b>STRATEGY: Promote staff training in financial management</b>							
7.1.3.1	Provide training for finance staff in management information systems	B,HEMIS,SDC	31/12/12	1. Number of training sessions/programs held annually. 2. Number of academic staff attending such programs.				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015

<b>7.1.4</b>	<b>STRATEGY: Fund raising with active participation of the alumni</b>								
7.1.4.1	Involve alumni in obtaining funding for research, student and staff welfare	ALUMNI	Continuous	1. Number of alumni contributing toward the cause. 2. Amount of funding generated annually for the said purpose.					
<b>7.2</b>	<b>OBJECTIVE: Enhance income generation for the University</b>								
<b>7.2.1</b>	<b>STRATEGY: Provide professional and consultancy services on a fee levying basis</b>								
7.2.1.1	Establish new private-public sector partnerships for professional services while enhancing current ones.	FACULTIES CELL, DEANS, VC, R, B	Continuous	1. Number of such partnerships/linkages created annually for the said purpose.					
7.2.1.2	Faculties to continue to provide consultancies to other universities and institutions	FACULTIES CELL, DEANS	Continuous	N/A					
7.2.1.3	Developing high quality laboratory services available to the public while enhancing the ones currently provided.	FACULTIES, DEANS, R, B, HEADS, LIBRARY MANAGEMENT	31/12/13	1. Number of Faculties which provide laboratory services to the public. 2. Number of University based laboratories available for this purpose.					
7.2.1.4	Obtain international accreditation for these services	QA UNIT, IQAU	Continuous	1. Number of services which have obtained international accreditation.					
<b>7.2.2</b>	<b>STRATEGY: Facilitate admission of students on fee levying courses</b>								
7.2.2.1	Increase intake of overseas fee-levying students for courses	FACULTIES, DEANS, VC, R, B, IUUC, SAR/REG I	Continuous	1. Number of Faculties which take in overseas students. 2. Number of overseas students taken in annually.					
<b>7.2.3</b>	<b>STRATEGY: Develop distance education and online courses on a fee levying basis</b>								



CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
7.2.3.1	Faculties to commence fee levying online courses based on a needs assessment	FACULTIES,IT COMMITTEE	Continuous	1. Number Faculties which conduct such courses. 2. Number of courses available.				
<b>7.2.4</b>	<b>STRATEGY: Develop course content for higher education institutes both nationally and internationally</b>							
7.2.4.1	Faculties to develop course content modules which could be utilized by other higher education institutions nationally and internationally on a fee levying basis	DEANS,HEADS, CD & EC	Continuous	1. Number of Faculties which have initiated programs. 2. Amount of income generated annually by each faculty by conducting such programs.				
<b>7.2.5</b>	<b>STRATEGY: Undertake research for industry and private sector institutions</b>							
7.2.5.1	Faculties to undertake research and development for private sector institutions on a fee levying basis	DEANS,HEADS, CELL	Continuous	1. Number of Faculties that have initiated such programs. 2. Amount if income generated annually by said tasks.				
<b>7.2.6</b>	<b>STRATEGY: Make available electronic and paper publications to a wider clientele</b>							
7.2.6.1	Develop electronic and paper publications of high quality which can be marketed through the website and through bookshops to the public and other higher education institutions	SAR,AP, IT COMMITTEE	Continuous	1. Creation of such publications. 2. Number of publications made available for this purpose.				
<b>7.3</b>	<b>OBJECTIVE: Improve skills and efficiency in general administration</b>							
<b>7.3.1</b>	<b>STRATEGY: Ensure recruitment of high quality administrative staff based on merit</b>							
7.3.1.1	Ensure competency in IT, Communication skills and English skill and incorporate these in the selection criteria for administrative staff	R, UGC, B	31/05/13	1. Staff feedback. 2. Peer review.				
<b>7.3.2</b>	<b>STRATEGY: Provide training to administrative staff through staff development centre</b>							
7.3.2.1	Conduct a needs assessment survey on the extent of training necessary for the managerial staff	DIRCTOR SDC, R, B, SAR/AE,SAR/SSW	01/06/12	1. Completion of survey.				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
7.3.2.2	Facilitate opportunity for postgraduate studies for all Administrative staff on General Management, counseling, financial management, educational management, business management.	DIRECTOR SDC, RECTOR, DEANS, R, B,	Continuous	1. Number of staff members undertaking postgraduate studies.				
7.3.2.3	Prepare a detailed plan to provide managerial and administrative training for the Staff to be implemented on a continuous basis	SDC, R, B, SA/AE, R, B	31/12/13	1. Creation of said plan. 2. Number of training sessions held annually. 3. Percentage of staff attendance for these sessions.				
7.3.2.4	Strengthen the Staff Development Centre allocating more staff to design, organize and conduct training programs on a regular basis and in a more effective manner.	VC,DIRECTOR SDC,R,B,,SAR/ AE	31/12/13	1. Number of cadre positions made available annually.				
7.3.2.5	Establish a senior management group to work with the SDC.	R,B, VC, DEANS	30/12/11	1. Creation of such group.				
7.3.2.5	Appoint a subcommittee of the management committee to streamline administrative procedures	VC,R, B,COUNCIL	31/12/11	1. Appointment of such committee.				
<b>7.3.3</b>	<b>STRATEGY: Establish new buildings and create extensions while maintaining existing buildings.</b>							
7.3.3.1	Develop a building plan for the University, including the following- examination hall, FGS, Science Canteen, Medical Faculty building, Biology stage 2, Management faculty, Science Library, Sri Palee Campus and others	VC,SAR/CW, R, B, WORK ENGINEER, DEANS,LIBRA RIAN	30/06/13	1. Creation of a building plan.				
7.3.3.2	Continue to implement plans for establishment of new buildings in faculties of Medicine and Graduate Studies	VC, DEANS,R, B, SAR/CWP	Continuous	1. Implementation of said plans. 2. Number and percentage of project completed annually.				
7.3.3.3	Continue to establish maintenance units, with expertise from academics and administrators	SAR/CW,PLAN NING AND DEVELOPME NT COMMITTEE, BUILDINGS	01/06/12	1. Creation of said units. 2. Number of administrators & academics recruited into these units per Faculty.				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
7.3.3.4	Setting up , upgrading and expanding Library and Bookstores	VC, DEANS, RECTOR, LIBRARIAN	Continuous	1. Number of books/journals purchased/ordered annually.				
7.3.3.5	Establishment and development of necessary soft skills centers to fulfill the required varied needs of each faculty and sub activities mentioned under the HETC proposal	FACULTIES DEANS	Continuous	1. Creation of such centre's 2. Student usage measured by register and attendance 3. Student feedback.				
7.3.3.6	Setting up of multi-cultural center and continuing to conduct the activities proposed under HETC proposal	FACULTIES DEANS	28/12/12	1. Creation of such centre. 2. Quarterly progress reports by each centre from each faculty regarding activities				
7.3.3.7	Allocation of space and establishment of a Faculty based Family Practice Clinic, and refurbishing the unit.	FACULTIES DEANS	31/12/12	1. Creation of such unit.				
<b>7.4</b>	<b>OBJECTIVE: Maintain and develop adequate infrastructure</b>							
<b>7.4.1</b>	<b>STRATEGY: Involve the Alumni in infrastructure development</b>							
7.4.1.1	Negotiate with alumni to provide funding and logistical support for infrastructure development	VC, DEANS, R, B	Continuous	1. Number of alumni recruited for this purpose. 2. Amount of funding obtained via these alumni annually.				
<b>7.4.2</b>	<b>STRATEGY: Introduce a management information system throughout the university</b>							
7.4.2.1	Utilize the HEMIS project for this purpose	R, B	Continuous	N/A				
<b>7.4.3</b>	<b>STRATEGY: Enhance IT facilities and training to staff, students, administrators and support staff</b>							
7.4.3.1	Improve IT Facilities of the university, with provision of computers to academic and non academic staff	R, B, IT COMMITTEE	Continuous	1. Staff: Computer ratio.				

CODE NO	GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES	PERSON RESPONSIBLE	TARGET DATE	Performance Indicators				
				2011	2012	2013	2014	2015
7.4.3.2	Continue to build upon the mechanism introduced to subscribe to e-publications and e-libraries	LIBRARIAN, IT CENTER, IT COMMITTEE	31/12/13	N/A				
7.4.3.3	Conduct training workshops in collaboration with the UCSC for all staff in IT	DEANS, HEADS ,UCSC	Continuous	1. Number of workshops held annually.				
7.4.3.4	Conduct mandatory student training workshops in IT	DEANS, HEADS ,UCSC, IT	Continuous	1. Number of workshops conducted annually for this purpose. 2. Number of student attending these workshops.				
7.4.3.5	Setting up and providing access to free internet facilities within the Faculty premises to staff and students alike	DEANS	31/12/12	1. Number of Faculties which provide internet facilities within Faculty premises.				
7.4.3.6	Enhancement of IT infrastructure to enable student centered teaching and learning	DEANS, IT COMMITTEE	Continuous	1. Student: Computer ratio in the Faculty.				
7.4.3.7	Enhancing and upgrade the Virtual Learning Centre's to meet the educational needs of the Undergraduate	DEANS, CHAIR PERSON	Continuous	1. Student: Computer ratio.				

The proposed Financial Plan in relation to the implementation of Objectives, Strategies and Activities of the Corporate Plan is explained in this Chapter. The Plan is provided in terms of the expected resources during the plan period and expected utilization as per activities proposed in the Corporate Plan. The Government allocation of resources have been estimated on the basis of actual allocations made available during the past five years and not on the basis of actual requirements to provide the service standards demanded by the students and staff of the University. As such, the resource estimates are conservative and will provide room for the University management to negotiate with government authorities for more resources to bridge the gap envisaged in the financial plan.

### Sources of Funds

There are three main sources of funds envisaged during the plan period. They are:

- i. Government Grants allocated to the University through UGC annually;
- ii. Internally generated funds; and
- iii. Donations received by the University

### Government Grants

The Government grants are estimated on the basis of the annual allocations made through the UGC in the past. Accordingly, the planned number of undergraduate students and the expected allocation for the period 2011-2015 are estimated and provided in Table 1.

**Table 1: Estimated Budgetary Allocation, 2011-2015.**

<b>Year</b>	<b>Total number of Undergraduates</b>	<b>Budgetary Allocation (Rs. Million)</b>
<b>2011</b>	<b>11,277</b>	<b>1,070</b>
<b>2012</b>	<b>12,405</b>	<b>1,789</b>
<b>2013</b>	<b>13,645</b>	<b>1,991</b>
<b>2014</b>	<b>15,010</b>	<b>2,055</b>
<b>2015</b>	<b>16,511</b>	<b>2,117</b>
<b>Total</b>	<b>68,848</b>	<b>9022</b>

### Internal Generation of Funds

Estimated resources through internally generated funds have also been estimated as per revised rates for Postgraduate Study courses and fees for services provided by the University (e.g. registration fees, examination fees, fees charged for the issuance of certificates etc.) are given in Table .2.

**Table 2: Estimated Revenue through the Internal Sources, 2011-2015.**

Year	Total Graduate Students	Course Fees (Rs Mn)	Other Service Fees (Rs Mn)	Total (Rs Mn)
2011	6,700	73	70	143
2012	7,300	83	77	160
2013	7,900	88	85	193
2014	8,500	97	93	190
2015	9,100	107	100	207
<b>Total</b>	<b>25,500</b>	<b>448</b>	<b>425</b>	<b>883</b>

### Research Grants

The University will also receive donations / grants for research studies through its normal sources of funding. It is assumed that these sources will continue research activities in the future to a tune of about Rs.100 million per annum. The planned income to the University Research Fund through such contributions, during the period 2011 to 2015, is estimated and given in Table 3.

**Table 3: Estimated External Activities for UOC 2011-2015**

Year	Research Grants (Rs Mn)	Other Grants (Rs Mn)	Total (Rs. Mn)
2011	100	100	200
2012	100	110	210
2013	100	121	221
2014	105	133	238
2015	105	146	251
<b>Total</b>	<b>510</b>	<b>600</b>	<b>1010</b>

**Uses of Funds**

The Income, generated through internal sources and Grants received from UGC have been identified above. They will be utilized mainly for meeting the recurrent and capital expenditure as given of the University.

**Recurrent Expenditure**

The Recurrent expenditure consists mainly of personnel emoluments estimated on the academic and administrative/managerial staff. This is the main component of recurrent expenditure and the plan assumes that the emoluments in general, will increase approximately by 10 percent per annum to account for the annual increases of salaries paid to the staff and to make allowances for new recruitments during the period.

Other components of recurrent expenditure consist of a large number of items ranging from purchase of consumables through maintenance of capital assets. In the Plan all these have been categorized as "Other expenditure" and assumed to be increased by the same rate of 10% per annum.

Capital Budget - Constructions.

Table 4 : Estimate Capital Expenditure, 2011 - 2015

Ser No	Description & Name of the Project	2011 Rs./Mn	2012 Rs./Mn	2013 Rs./Mn	2014 Rs./Mn	2015 Rs./Mn	Total Rs./Mn	Remarks
1	Clinical Medicine & Auditorium Building	50	15				95	On Going
2 3	540 Students' Hostel - a) De Saram Hostel b) Muttiah Women's Hostel	30					30	On Going
4	Building Complex for Faculty of Medicine. (Building for Pre - Clinical Departments Library & Teaching Facilities for Faculty of Medicine)	72	250	300	250	150	1022	On Going
5	Building for Departments of Mathematics & Statistics.	9					9	On Going
6	Extension to the Faculty of Science (Biology Stage II) Phase II Zoology	5	75	65	46	10	201	On Going
7	Construction of Examination Hall for the University of Colombo.		75	65	25	22	187	New Project
8	Building Expansion of Canteen & Students Facilities in the Faculty Of Science		60	20	15		95	New Project
9	Construction Of Building Complex for Canteen, Lecture halls, Tutorials and Examination hall, facilities at the Faculty of Management & Finance		51	50	12		113	New Project
10	Construction of a Hostel for the capacity of 400 students. (Phase -11)			45	25	25	95	New Project
11	Construction of New Library Building at the Faculty of Science			16	24	13	53	New Project
12	Sri Palee Hostel for 300 Students			25	40	10	75	New Project
13	Construction of Building Complex for Faculty of Graduate Studies			75	225	12	312	New Project
14	Extension of the Law Faculty Building			25	75	72	172	New Project
15	Extension of the New Arts Theater (NAT)			50	30	10	90	New Project
16	Construction of New Auditorium for 2000 seating capacity (At the Faculty of Arts premises)			25	25	10	60	New Project
17	Extension of Administration Building			15	25	10	50	New Project
18	Construction of Staff Accommodation			50	50	25	125	New Project
	<b>TOTAL</b>	<b>166</b>	<b>526</b>	<b>826</b>	<b>867</b>	<b>309</b>	<b>2719</b>	



**Total Uses of Funds**

The summary of the total uses of funds is given in Table 5

Table 5: **Estimated Total Uses of Funds, 2011- 2015**

	<b>Description</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
		<b>Rs. Mn.</b>	<b>Rs. Mn.</b>	<b>Rs. Mn.</b>	<b>Rs. Mn.</b>	<b>Rs. Mn.</b>	<b>Rs. Mn.</b>
<b>1</b>	Personal emoluments	825	1,509	1,676	1,700	1,720	7,460
<b>2</b>	Other expenditure	316	350	385	425	467	1,943
<b>3</b>	Research Activities	200	210	221	233	246	1,110
<b>4</b>	Capital Expenditure	238	641	986	1007	449	3,321
	<b>Total</b>	<b>1,579</b>	<b>2710</b>	<b>3268</b>	<b>3365</b>	<b>2882</b>	<b>13,834</b>

The summary of planned sources of funds and estimated uses (mode of utilization) of funds in respect of 2011-2015 are given in Table 6

**Table 6: Summary of Planned Sources and Uses of Funds 2011-2015**

Item	2011 Rs. Mn	2012 Rs. Mn	2013 Rs. Mn	2014 Rs. Mn	2015 Rs. Mn	Total Rs. Mn
<b>A. Source of Funds</b>						
<b>1. Govt. Grants</b>						
1.1 Recurrent Grants	1141	1859	2061	2125	2187	9373
1.2 Capital – State Capital Grant – Non State	238	641	986	1007	440	3312
<b>2. Internal Generation of Funds</b>						
2.1 Course Fees	73	83	88	97	106	447
2.2 Other Service Fees	70	77	85	93	100	425
<b>3. External Activities</b>						
3.1 Research Grants	100	100	100	100	100	500
3.2 Other Grants	100	110	121	133	146	610
<b>Total Sources of Funds</b>	<b>1722</b>	<b>2870</b>	<b>3441</b>	<b>3586</b>	<b>3088</b>	<b>14707</b>
<b>B. Use of Funds</b>						
<b>1. Recurrent Expenditure</b>						
1.1 Personnel Emoluments	825	1509	1676	1700	1720	7430
1.2 Other Recurrent Exp.	316	350	385	425	467	1943
<b>2. External Services</b>	<b>343</b>	<b>370</b>	<b>394</b>	<b>423</b>	<b>452</b>	<b>1982</b>
<b>3. Capital Expenditure</b>	<b>238</b>	<b>641</b>	<b>986</b>	<b>1007</b>	<b>449</b>	<b>3321</b>
<b>Total Uses of Funds</b>	<b>5166</b>	<b>8610</b>	<b>10323</b>	<b>10696</b>	<b>9255</b>	<b>44050</b>
<b>Surplus/(Deficit)</b>						