

STRATEGIC PLAN 2022-24



UNIVERSITY OF
KELANIYA



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KELANIYA

STRATEGIC PLAN

2022 - 2024



“Vidulakara Punarawalokana”
60th Anniversary Celebration of the University of Kelaniya

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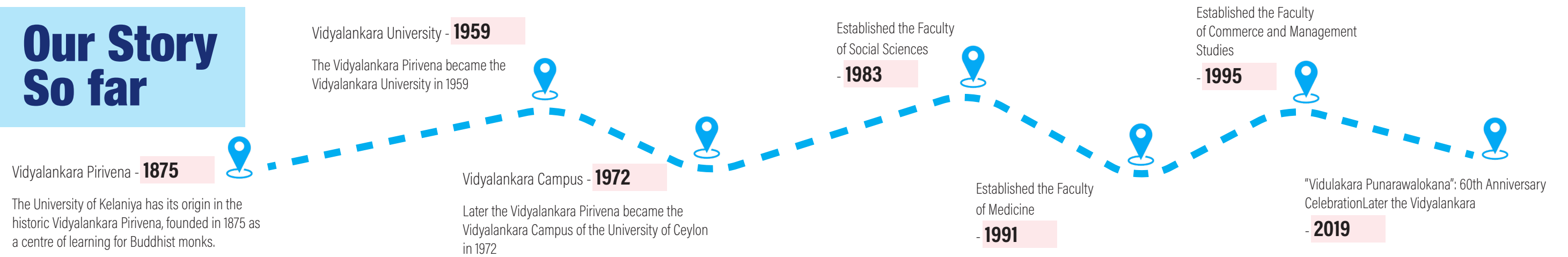
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Our Story So far



Open space at Mee Amba Sewana
University of Kelaniya

University of Kelaniya is the First National **Green** University in Sri Lanka.

Motto

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Self-purification is by insight

Our Vision

"To become a centre of excellence in creation and dissemination of knowledge for sustainable development."

Our Mission

"To nurture intellectual citizens through creativity and innovation, who contribute to the national development."

STRATEGIC INTENTION & DIRECTION

Core Values

The values which the university recognizes as fundamental to its success are excellence underpinned by **integrity, collegiality and professionalism**. It is these values that help to make the University of Kelaniya distinctive and give it its enduring appeal.

Commitment to excellence

Excellence is only one of the defining features of the University of Kelaniya. Other values define the context within which and the means by which - the objectives will be pursued. Excellence being the core value is embedded in developing, teaching and learning, research, scholarship and service within the university. Converting knowledge into social and economic values contributes to the development of the country in collaboration with the private and government sector with a global perspective. This is achieved by inculcating excellence in all day-to-day operations in the university.

Societal responsibility

University of Kelaniya is entrusted with protecting the interests of all its stakeholders by delivering spirited, creative and contemporary graduates, by engaging in research with dominant economic and human values, and by protecting societal and national values and culture with an international perspective.

Professionalism

High standards of performance and behavior are expected of all our staff and students in making their contribution towards the common purpose.

Integrity

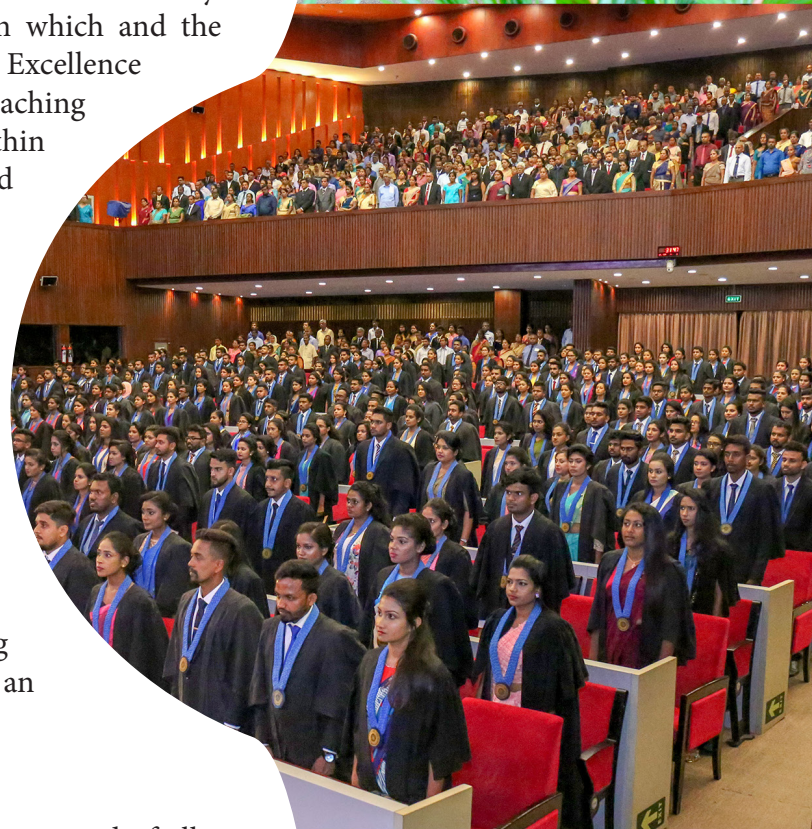
The University of Kelaniya conducts all its affairs in a transparent and ethical manner that reflects its high standards and demonstrates social and environmental consciousness.

Equity and justice

The university upholds equity and justice in dispensing its teaching, learning, research and community development

Academic freedom

The University provides freedom to conduct academic works without any interference.



MESSAGE FROM VICE CHANCELLOR

Strategic Plan 2022 – 2024

The University of Kelaniya is now one of the largest universities in Sri Lanka. Originating from a proud Sri Lankan heritage of higher education in the Humanities, the University has grown over six decades to broaden its reach in the fields of Science, Social Sciences, Medicine, Commerce & Management Studies, as well as Computing & Technology.

This Strategic Plan looks ahead to the three-year period commencing 2022 to articulate our vision for growth and development as a national institution that provides high-quality undergraduate and postgraduate education while engaging in research that has national and international impact. We also seek to widen our engagement with society in other ways and to run our University in an increasingly efficient and productive manner, especially in the context of changes brought about by the COVID19 pandemic.

It is our intention that this Strategic Plan forms the means by which the University of Kelaniya communicates this vision to all our stakeholders, both internal and external. At the same time, it will form the base on which our detailed, annual Plans of Action for the years 2022, 2023, and 2024 are formulated.

I thank Dr. M. M. M. Shamil, the Chairman of the University's Strategic Planning Committee, and his Committee members for the tremendous effort that they have put into producing this new, streamlined Strategic Plan 2022 – 2024.



**SENIOR PROFESSOR
NILANTHI DE SILVA**
VICE CHANCELLOR -
UNIVERSITY OF KELANIYA

MESSAGE FROM CHAIRMAN

Strategic Plan 2022 – 2024

The preparation of the strategic plan at the University of Kelaniya had begun before 2010 and continues to evolve. Currently, the strategic plan preparation in the university is a formal annual task involving the faculties and their respective departments, centres and units. The responsibility of preparing the strategic plan lies with the respective head of the unit (i.e. Dean, Head, Director, Coordinator). As for the faculties, faculty-level strategic plan coordinators have been appointed to prepare the strategic plan. Overall responsibility to collate and finalize the strategic plan is with the Research and Publications Division of the university.

The establishment of a new faculty and several centres and units have expanded the strategic plan preparation in the university after 2015. As a result, the volume of work involving preparing the strategic plan has significantly increased. Furthermore, the strategic plan documents prepared for previous years have also expanded with the addition and expansion of activities in the university. At the University of Kelaniya, the strategic plan was prepared for 5-years and revised annually. The institutional review (IR) report of the University

of Kelaniya issued in 2015 identified several strengths of the strategic plan preparation. The report also highlighted that “the current corporate plan (2014-2018) is too large and difficult for reference due to its bulkiness. Therefore, it is recommended to make it more user friendly.”

The preparation of the current strategic plan (2022-2024) was undertaken during the height of the Covid-19 pandemic in Sri Lanka. In a broader sense, the pandemic has shaped our perspectives and views in many ways and we at the university are attempting to look at “Higher-Ed for 2030 and Beyond.” In light of the IR feedback and the opportunities and changes brought about by the pandemic, we have decided to prepare the strategic plan for shorter cycles (for 3-year periods) and focus on the implementation of the tasks mentioned in the action plan to achieve the strategic goals of the university. Accordingly, this strategic plan is prepared for the 2022-2024 cycle.

DR. M. M. M. SHAMIL
CHAIRMAN - STRATEGIC PLAN
MONITORING COMMITTEE
- UNIVERSITY OF KELANIYA

LIST OF UNITS

- 1 Arts Council
- 2 Career Guidance Unit
- 3 Centre for Distance and Continuing Education
- 4 Centre for Gender Studies
- 5 Centre for Heritage Studies
- 6 Centre for International Affairs
- 7 Centre for Sustainability Solutions
- 8 Centre of Excellence for Strategic Brand Identify Development
- 9 Chronic Kidney Disease of Unknowing Etiology Information and Research Centre
- 10 Communication & Media Unit
- 11 Coordinating Centre for Students with Disability
- 12 Department of Physical Education
- 13 Faculty of Commerce and Management Studies
- 14 Faculty of Computing and Technology
- 15 Faculty of Graduate Studies
- 16 Faculty of Humanities
- 17 Faculty of Medicine
- 18 Faculty of Science
- 19 Faculty of Social Sciences
- 20 Floriculture Research Centre
- 21 General Administration
- 22 Information and Communication Technology Centre
- 23 Kalana Mithuru Sewana
- 24 Library
- 25 Medical Centre
- 26 National E –Learning Resource Centre
- 27 Quality Assurance Cell
- 28 Regional Centre for Ant Research
- 29 Research & Consultation Centre for Coconut Oil
- 30 Research Council
- 31 Samkathana Research Centre
- 32 Staff Development Centre
- 33 Technology & Innovation Support Centre-
University Business Linkage
- 34 University Statistics and Data Monitoring Unit

MEMBERS OF THE STRATEGIC PLAN MONITORING COMMITTEE

Chairman of the Committee - Dr. M M M Shamil

Secretary - Mr. N N Kandewatta

Assistant to the Chairman - Mr. N L C Silva

Faculty Coordinators of Strategic Plan Monitoring Committee

Faculty of Commerce and Management Studies	-	Ms. D A G P K Gayathree
Faculty of Computing and Technology	-	Dr. Devindri Perera
Faculty of Graduate Studies	-	Mr. K B S L Wijerathne
Faculty of Humanities	-	Dr. H S M M Jayawardhane
Faculty of Medicine	-	Prof. M N Chandratilake
Faculty of Science	-	Dr. D A Daranagama
Faculty of Social Sciences	-	Prof. H M Nawarathne Banda

Centres, Units and Divisions Coordinators of Strategic Plan Monitoring Committee

Arts Council	-	Senior Prof. Patrick Ratnayake
Career Guidance Unit	-	Prof. Dilkushi Wettewa
Centre for Distance and Continuing Education	-	Ven. Dr. D Dhammadasa Thero
Centre for Gender Studies	-	Dr. E A D A Edirisinghe
Centre for Heritage Studies	-	Dr. Mangala Katugampola
Centre for International Affairs	-	Prof. K L K N C Premawardhena
Centre for Sustainability Solutions	-	Dr. Rangika Bandara
Centre for Brand Image Development	-	Dr. D M R Dissanayake
Communication & Media Unit	-	Mr. R S G Rajapaksha
Coordinating Centre for Students with Disability	-	Ms. Dumini de Silva
Department of Physical Education	-	Mr. G G U Saman Kumara
Information and Communication Technology Centre	-	Dr. R Wickramarachchi
Kalana Mithuru Sewana	-	Ms. C B Wijesundara
Library	-	Ms. A S Rubasinghe
Medical Centre	-	Dr. R M C S Rathnayake
Research Council	-	Prof. N A K P J Senevaratne
Samkathana Research Centre	-	Prof. Asoka de Zoysa
Staff Development Centre	-	Dr. P K S Godamunna
Technology & Innovation Support Centre	-	Dr. M P Deeyamulla
University Statistics and Data Monitoring Unit	-	Dr. K M L M M Gunarathne
	-	Ms. U A G W Weeraratne
General Administrative Divisions	-	Ms. D P Tarangani
	-	Ms. S C Wickramanayake

Registrar, Bursar, Librarian, All Deans of the Faculties, All Heads of the Departments, All Heads of Administrative Divisions

Compiled & Edited by - Mr. K L N K Gunathunge



GOAL ONE

TO CREATE A HIGH QUALITY AND FLEXIBLE TEACHING AND LEARNING ENVIRONMENT

OBJECTIVES

- 1 To provide students with high quality educational programs.
- 2 To enhance the accessibility of the university to a diverse student population, including students with special needs and those from other countries to the university.
- 3 To increase the employability of graduates from the university.
- 4 To develop relationships with employers to help graduates achieve gainful and timely employment.
- 5 To create and maintain a culture that supports teaching excellence in all study programs.
- 6 To promote the health and well-being of students.
- 7 To enhance international opportunities for student learning.
- 8 To improve infrastructure facilities.

GOAL ONE STRATEGY TABLE

STRATEGY	Estimation (Rs. 000)		
	2022	2023	2024
Introduce and conduct innovative, quality and attractive study programs.	1419230	1070085	1437770
Revise the existing curricula to meet national and international needs.	17354	16465	12555
Encourage lifelong learning in order to enable students and graduates to realize their full potential.	15815	11240	12475
Provide more opportunities for the development of students' soft skills.	29427	16245	15390
Provide opportunities for students to get practical experience in the industry, where applicable.	37450	33345	24615
Conduct an annual, comprehensive assessment of the quality of teaching in each faculty and convey results to staff.	32735	54435	55045
Provide students with more opportunities to participate in sports, clubs and societies, together with opportunities for leadership and formal recognition of their extra-curricula activities.	416935	137690	192830
Strengthen personal support for students.	770	970	1270
Provide more medical care services for the improvement of student's health.	10500	5450	6650
Provide exchange/link programs with international higher educational institutions.	35550	26650	28400
Enhance the physical infrastructure to increase capacity, quality and sustainability of teaching and learning environment.	1831851	1085150	981215
Increasing virtual visibility.	100	100	100
Improve entrepreneurial skills of students.	566	566	720
Facilitate Higher-Ed 2030 and beyond.	100000	100000	100000

GOAL ONE KEY PERFORMANCE INDICATOR SUMMARY

KPI	2022	2023	2024
Percentage of students who complete the degree within prescribed time period - Internal	77%	85%	91%
Percentage of students who complete the degree within prescribed time period - External	69%	57%	65%
Number of PhD, DBA, MPhil programs offered through FGS.	02	04	08
Number of Employability enhancement programs conducted by Career Guidance Unit	21	08	16
Number of New Business Development Funds Granted	01	02	06
Proportion of students in work/or further study 6 months after graduating	78%	82%	87%
Percentage of satisfaction of the students on quality of teaching	67%	76%	84%
Proportion of students who participate in sport activities	30%	35%	40%
Proportion of students who participate in aesthetic activities	65%	66%	69%
Number of programs conducted by Kalana Mithuru Sewana	03	03	04
Student satisfaction on activities conducted by Coordinating Centre for Students with Disability	80%	85%	90%
Number of assistive devices made available to students with disabilities (e.g. Braille writers, audio-recorders, hearing aids, magnifiers, etc.)	25	16	20
Number of exchange /link programs for students:	03	03	04
- International : domestic students' ratio	7%	8%	10%
- International students' satisfaction with regard to the experienced gained	84%	86%	88%
Student satisfaction with regard to:			
- Library facilities	64%	69%	76%
- Welfare facilities	60%	67%	73%
- IT facilities	60%	67%	72%
- Medical facilities	65%	71%	77%

GOAL TWO

**TO DEVELOP THE
HIGHEST QUALITY
FACULTY AND STAFF
TO ATTAIN THE STRATEGY
GOALS OF THE UNIVERSITY**

OBJECTIVES

- 1 To develop and implement a plan for Human Resource in the university.
- 2 To recruit and retain the highest quality of academic, administrative and non-academic staff.
- 3 To create a safe and healthy work environment for all employees of the university.
- 4 To create learning opportunities and to increase support (financial) for all categories of staff to obtain relevant requisite academic or professional qualifications.

GOAL TWO
STRATEGY TABLE

STRATEGY	Estimation (Rs. 000)		
	2022	2023	2024
Assess current and future recruitment needs for each department.	43910	44260	35760
Establish a succession plan for key positions within each department.	3300	3350	3400
Evaluate a performance appraisal system for all staff members and recognize outstanding performance	2500	2000	2000
Identify proper mechanisms to enhance job rotation, job enlargement and job enrichment of employees within the university.	50	50	50
Introduce a grievance handling unit.	7320	7620	7820
Provide more opportunities for university community to maintain their physical and mental health.	5170	4625	5405
Establish support/training programs for probationary academic staff.	17535	8915	9835
Establish support/training programs for administrative officers and other related staff.	7035	7245	7970
Increase opportunities for professional/academic development of staff.	43860	55290	58915

GOAL TWO
KEY PERFORMANCE INDICATOR SUMMARY

KPI	2022	2023	2024
Number and Percentage of PhD holders	46%	46%	49%
Number and Percentage of Professors	24%	26%	29%
Academic Staff to student ratio			
Doctorate to bachelor's ratio	40%	50%	60%
Number of programs providing support for the academic staff	05	04	05
Number of programs providing support for the administrative and non-academic staff	04	04	05
Level of satisfaction the participants towards the programs organized by Staff Development Unit	80%	85%	95%
Number of faculty carrying out national or international roles/tasks	19	20	21
Number of link programs (local/international) for academic / administrative officers and other staff	01	02	03
Number of memorandum of understandings (MOUs) signed with the professional bodies	02	03	05
Number of student and staff mobility programs	30	32	35

GOAL THREE

TO CREATE A MULTI-DISCIPLINARY RESEARCH CULTURE OF GLOBAL STANDING

OBJECTIVES

- 1 Develop a research culture in the University by increasing the number of research projects and allocate at least 10% from the University capital budget as research grants.
- 2 To improve the university rank in world university rankings.
- 3 Increase publications in local and international refereed/indexed academic journals.
- 4 Increase interdisciplinary research.
- 5 Strengthen the University e-library system.
- 6 Promote public-private partnership in research and in development and commercialization of new products.

GOAL THREE STRATEGY TABLE

STRATEGY	Estimation (Rs. 000)		
	2022	2023	2024
Develop the university's research profile to be of national and international importance.	74820	79120	92615
Support academic staff who applied for and obtain research grants from national and international funding agencies.	1000	1000	1000
Recognize and reward academic staff engaged in outstanding research of international standard.	111750	64700	67400
Attract and retain high quality researchers and research students.	8200	7750	7750
Facilitate collaborative research nationally and internationally in areas which are of mutual interest.	50650	35325	33050
Make the university's research findings available to the wider community.	3600	2750	2550
Increase facilities for research activities.	8550	30800	30850
Recognize and promote industrial research culture.	21400	16100	16250
Recognize and promote the research activities which progress on a commercial path.	1500	2500	4000

GOAL THREE KEY PERFORMANCE INDICATOR SUMMARY

KPI	2022	2023	2024
Number of grants provided for academic staff to facilitate research	20	20	25
By Research Council	02	04	06
– Sabbatical leave research fellowships	04	07	10
- Innovative pilot research grants	05	08	11
- Foreign travel grants	10	09	09
- Registration fees for local symposia	06	09	12
- Funding for publication charges	04	06	06
Number of Awards funded by the Research Council	02	03	04
- Senate Awards and Cash Prizes	300	370	440
- Vice Chancellor's Awards (Research Related)	46	48	50
- Cash prize for recognition of Presidential awards	02	04	06
Number of Research Conferences / Symposia funded by the Research Council	11	14	17
- University Level	01	01	01
- Faculty level	07	07	07
- Department Level	09	12	15
- Centers/Units (Department Level)	02	03	04
World rank (in Webometrics)	1276	1274	1272
Number of Workshops, Lectures, Conferences, Seminars & Symposiums on Heritage	09	12	15
Number of articles published in journals from the research grant supported by the Research Council.	09	16	27
Number of collaborative research projects	02	04	05
Number of staff having google scholar h-index (The status of h- index value vary with Faculties/disciplines according to UGC circular 2018/05)	100	110	115
Number of conference papers	505	610	715
Number of Research development activities undertaken by faculties & university	13	16	21



GOAL FOUR

TO IMPROVE THE IMAGE
OF THE UNIVERSITY
BY WIDENING THE RANGE
OF ECONOMIC AND SOCIAL
ENGAGEMENTS

OBJECTIVES

- 1 To increase the number of consultancy services / projects provided by the university to the community.
- 2 To increase the number of supportive services for national development.
- 3 To increase the links with professional bodies, industry, social organizations and other stakeholders.
- 4 To increase Social Responsibility Activities.
- 5 To improve the image of the university.
- 6 To increase awareness of the study programs offered by the university.
- 7 To enhance the social and intercultural harmony.
- 8 To enhance the concept of Green University.

GOAL FOUR STRATEGY TABLE

STRATEGY	Estimation (Rs. 000)		
	2022	2023	2024
Establish innovation centre and business incubation centre.	37400	25950	26100
Strengthen University-Industry cells to promote consultancies and testing services.	202635	188495	184550
Participate in national planning activities and national examinations.	1900	1900	2500
Build strategic partnerships with reputed professional bodies and social organizations in the country.	14600	9225	9575
Develop a positive image about the university via university social responsibility (USR) and public relation activities.	13279	13623	15253
Introduce a brand guideline to the university.	15045	7350	9500
Promote cohesion among different ethnic and religious communities within the university.	5705	4460	4910
Promote gender equity and equality.	650	0	0
Enhance cultural, religious, recreational activities in the university.	100	100	100
Strengthen Alumni Associations in the university.	1060	160	920
Develop a better atmosphere in the University in a sustainable manner.	7200	1400	1300
Building a university product pipeline with a valuable patent portfolio of high commercial potential.	900	1100	1600
Increasing the external visibility of university innovation and expand the industry network.	450	450	600
Establishing and operating the University's Center for Innovation with the incubator and startup support services for entrepreneurs.	0	5000	0
Establishing a startup funding scheme available through investors and others.	1000	1000	2000

GOAL FOUR KEY PERFORMANCE INDICATOR SUMMARY

KPI	2022	2023	2024
Number of inventions/ innovations	05	06	09
Number of patents applied	10	08	12
Number of support programs proposed to promote Innovation	04	05	08
Number of research commercialized	03	03	04
Number of consultancies and testing services	13	15	21
Number of programmes conducted in collaboration with professional bodies and industry	09	13	16
Number of public lectures delivered (seminars, workshops, awareness programmes to the outsiders)	8.5	19	30
Number of articles/other publications and media programs coordinated	55	90	120
Number of image building activities	03	04	05
Number of corporation related activities	01	03	04
Number of posts on social media regarding CSR activities	04	10	10
Number of proposals to be sponsored for departmental image building activities	01	03	04
Student Satisfaction in gender related activities	2	2	3

GOAL FIVE

TO DEVELOP AN EXCELLENT SYSTEM OF GOVERNANCE THROUGH THE EFFICIENT AND EFFECTIVE ADMINISTRATION AND FINANCIAL MANAGEMENT

OBJECTIVES

- 1 To develop an efficient system of governance.
- 2 To incorporate modern technology to enhance the efficiency of the administration.
- 3 To develop a Financial Administration System which is timely, responsive and accurate, while assuring the integrity and promoting accountability in order to optimize utilization of resources.

GOAL FIVE
STRATEGY TABLE

STRATEGY	Estimation (Rs. 000)		
	2022	2023	2024
Improve infrastructure facilities and maintenance service to provide a conducive working environment for all employees.	61990	41705	32680
Evaluate current systems (systems audit) and improve them.	1050	200	200
Introduce a fully computerized and integrated MIS system for all the administrative divisions of the university.	62200	27275	27230
Streamline the process of budgeting.	0	0	0
Streamline the process of administering scholarship fund and external research grants.	500	500	500
Streamline the process of financial administration of fee-levying courses offered by the university.	0	0	0
Maximum utilization of funds received to the university.	0	0	0
Establishing and reviewing the university IP policy documents	250	250	250

GOAL FIVE
KEY PERFORMANCE INDICATOR SUMMARY

KPI	2022	2023	2024
Staff satisfaction with Infrastructure development	54%	61%	68%
Number of computer-based programmes developed	04	06	18
Staff satisfaction with the ICT based working environment	10%	33%	57%
Percentage of utilization of budgetary allocations	40%	60%	80%
Percentage increase of institutional income	35%	37%	40%