STRATEGIC PLAN
2018 - 2022

UNIVERSITY OF COLOMBO SCHOOL OF COMPUTING





UNIVERSITY OF COLOMBO

SCHOOL OF COMPUTING

STRATEGIC PLAN

2018 – 2022

INTRODUCTION

THE UNIVERSITY OF COLOMBO SCHOOL OF COMPUTING

The University of Colombo School of Computing (UCSC) was established on 1st September 2002 with the guidance of Late Vidya Jyothi Emeritus Professor V K Samaranayake, the founding Director of UCSC, as the first higher learning centre in Computing in Sri Lanka by merging the Institute of Computer Technology and the Department of Computer Science of the University of Colombo. It is a higher educational institute within the University of Colombo established to develop and promote computing studies. The UCSC was granted the financial autonomy and its operations have been described in the Ordinance Gazetted on 15th November 2002 (GZT NO. 1262/32) and amended to include the Centre for Digital Forensics on 22nd July 2011 (GZT NO. 1715/32). With the mission of being a global leader in computing education, advancing the frontiers of knowledge through teaching, learning and research, the UCSC has gradually become an inspiring organization and a centre of excellence to work and study with a continuous flow of new knowledge and ideas in the domain of Information Technology. According to the Ordinance of UCSC, the University of Colombo School of Computing consists of three academic departments, namely the Department of Computation & Intelligent Systems (CIS), Department of Communication & Media Technologies (CMT) and Department of Information Systems Engineering (ISE). The major responsibility of the organization is to promote computing education at the University of Colombo. Hence, UCSC manages the computing education with respect to undergraduate programmes (internal), postgraduate programmes, and external or extension programmes. Notably, there are six main centres managed by UCSC through which a large number of activities and programmes are successfully carried out.

The six centres are Advanced Digital Multimedia Centre (ADMTC), Computing Services Centre (CSC), External Degrees Centre (EDC), e-Learning Centre (eLC), Professional Development Centre (PDC) and Centre for Digital Forensics (CDF). The introduction of the external IT degree in the form of the Bachelor of Information Technology (BIT) was one of our huge achievements because this is the first IT degree in Sri Lanka with the most training resources and experiences in the field of ICT which offers opportunities for those who are unable to enter a University and for those who are non-graduates but already work in the field of Information Technology to obtain a degree in ICT at a reasonable price compared to many other ICT degree programmes.

As a leading higher learning centre in Sri Lanka, UCSC has provided its students with a favourable environment for the studies comprising students' laboratories, research laboratories, a fully wired building complex for the internet access, a well-equipped library with books, journals, CDs, internet access to e-journals, a network operating centre, three new lecture halls furnished with modern furniture, a new auditorium with the latest technologies and many other facilities. The academic, administrative and other staff of the UCSC play a significant role in uplifting the standard of the institute. We have highly qualified academic staff including more than 25 senior lecturers with doctoral level qualification and they have graduated from renowned universities around the world.

Since the initiation, the UCSC has been striving for excellence in all we do and work actively to develop our capacity to generate and share knowledge empowering the staff and the students to achieve their aspirations.

HISTORICAL PERSPECTIVE

The University of Colombo started teaching Computing in 1967 by setting up the statistical unit as a separate unit of the Department of Mathematics. Later with the initial guidance of Late Vidya Jyothi Emeritus Professor V K Samaranayake, the statistical unit was enhanced as the Statistical Consultancy and Data Processing Service Centre setting the starting point to many future developments. By 1985, this Centre was expanded into the Department of Statistics and Computer Science (DSCS). Conducting special degree programs in Computer Science was the main function of this department. DSCS offered specialized programs in Computer Science and was able to produce merely 40 students per batch and it was not sufficient to meet the increasing demands of the field of Computer Science. In 1997, a batch of 50 students was directly taken to study Computer Science through the University Grants Commission. However, the number of students selected for the degree programme was not sufficient and it was realized by many that the Computer Science subdivision of the DSCS needed to be expanded as a separate department to meet the growing demands of the field of Computer Science. Therefore, in 2001, it was decided to separate DSCS into two departments namely the Department of Computer Science and the Department of Statistics.

The Department of Computer Science identified its own limitations in operating in a restrictive framework of a faculty and also the importance of having a strong industrial relationship in exploiting future growth potentials. Simultaneously, the University realized the importance of a strategic merger between industry focused Institute of Computer Technology (ICT) and the more theoretically oriented Department of Computer Science of the University of Colombo. The ICT had a strong relationship with the industry at the same time a high institutional profile among foreign donor agencies. The ICT also enjoyed much more autonomy in their business operations making it easier for receiving large amounts of resources from Japan International Cooperation Agency (JICA), Swedish International Development Agency (Sida) and several other donors.

Accordingly, in 2002, the merger between the Institute of Computer Technology and the Department of Computer Science of the University of Colombo gave birth to the UCSC with the direction and the management of Prof. V.K Samaranayake whose proactive thinking set the path to achieve success in several succeeding endeavours of the UCSC. This merger between the institute and the department brought together over 20 academic staff with 15 PhDs and a large number of postgraduate qualified IT specialists as well as all the resources of the two institutions under a single entity. Thus in 2000, the first external IT degree in the form of BIT was introduced as a response to the demands of the IT professionals of the industry. Meanwhile in 2005, a new information system program named as BICT was introduced to fill the widely felt gap for the Information System specialists in the industry. With these achievements, UCSC was able to gain the confidence of the high donors which ultimately opened the path to carry out foreign funded projects during the time periods of 2005-2010. Meanwhile UCSC was able to gain the recognition of the local ICT industry and they were willing to take part in students' placement, collaborative research and job placement activities.

UCSC TODAY

The Management of the UCSC is handled by the Director of the UCSC with the assistance of the Heads of the Departments, the Deputy Registrar, the Deputy Bursar, Centre Coordinators, and several administrative staff members of divisions. UCSC mainly comprises of 03 academic departments and 06 centres.

THREE DEPARTMENTS

The academic matters and the degree programmes of UCSC are handled by the following three departments.

- **Department of Computation & Intelligent Systems (CIS)**
  Dr. D.A.S. Athukorala/ Head of CIS

- **Department of Communication & Media Technologies (CMT)**
  Dr. G.D.S.P. Wimalaratne/ Head of CMT

- **Department of Information Systems Engineering (ISE)**
  Dr. M.D.J.S Goonetillake/ Head of ISE

DEGREE PROGRAMMES

- **Internal Undergraduate Degree Programme**
  UCSC currently offers five undergraduate degree programmes in Computer Science, Software Engineering and Information Systems considering both **SLQF Level 5 and SLQF Level 6** declared by the University Grants Commission. The five degree programmes are as follows.

Degree Programme	Duration (Academic Years)	SLQF Level
Bachelor of Science in Computer Science (BSc in CS)	3 Years	Level 5
Bachelor of Science **Honours** in Computer Science (BSc Hons. in CS)	4 Years	Level 6
Bachelor of Science **Honours** in Software Engineering (BSc Hons. in SE)	4 Years	Level 6
Bachelor of Science in Information Systems (BSc in IS)	3 Years	Level 5
Bachelor of Science **Honours** in Information Systems (BSc Hons. in IS)	4 Years	Level 6

- **Postgraduate Studies**

Masters Degree Programme

UCSC currently offers four Masters Degree programmes as given below. All the Masters programmes consist of two years and four academic semesters.

Degree Programme
Master of Computer Science
Master of Science in Computer Science
Master of Information Technology
Master of Science in Information Security

Research Degrees – Mphil and PhD

UCSC offers two research degree programmes, namely MPhil and PhD research degrees in computing.

CENTRES

- Advanced Digital Media Technology Centre (ADMTC)
- Computing Services Centre (CSC)
- e-Learning Centre (eLC)
- External Degrees Centre (EDC)
- Professional Development Centre (PDC)
- Digital Forensics Centre (DFC)

SWOT ANALYSIS

A detailed analysis on the Strengths, Weaknesses, Opportunities and Threats **(SWOT**) has been conducted prior to formulating the strategies of UCSC which is an institute under the University of Colombo. The Political, Economical, Socio-cultural and Technological environment were taken into account in assessing the external environment. Then Goals, Objectives, Strategies and Activities are identified to achieve the Vision and Mission of the University of Colombo School of Computing. The SWOT analysis for 2018 is given below.

STRENGTHS

- **Historical Advantage** – Computing at the University of Colombo was started in 1967 and the evolution of the computing at the University of Colombo was led to the establishment of UCSC. Hence, it is a well-known institute under the University of Colombo both locally and internationally.

- **Reputation for Computing Degrees –** Local industry has a high reputation for degrees offered by the UCSC. The present employability of degree programmes and the demand for masters programme are indicators of this reputation. UCSC currently supports 5 internal Undergraduate Programmes, one External Programmes, four Masters Programmes and Research Degree Programmes of MPhil and PhD levels in computing. The curriculum of these programmes are based on the international standards of the country. ACM-IEEE guidelines, Sri Lanka Qualifications Framework and industrial requirements have been considered when developing these study programmes. As a result, the graduate employment rate is over 90% for all programmes.

  The current intake for undergraduate programme is 300 and the intake for the Postgraduate Programme is 230. There are around 1500 students annually registered for the BIT external degree programme.

- **International and National Collaboration** – UCSC and its predecessors were established with the direct funding support from several donor agencies. UCSC has conducted several international programmes and successfully completed several projects to obtain international reputation as the best local university in computing studies. UCSC has several international collaboration in research and development with foreign universities/agencies. Both government and non-government institutes directly request the support and consultation for their operation because of the national level reputation of UCSC.

- **Location Advantage –** Since it is located in the heart of the City of Colombo, the administrative and business capital of the country, the University of Colombo School of Computing is easily accessible to all undergraduate and postgraduate students as well as other stakeholders. Location advantage has facilitated the University to obtain the support from the Industry and other external specialists in the domain of computing.

- **Highly Qualified Academic Staff** – The University of Colombo School of Computing has 45 permanent staff members and another 25 young and enthusiastic temporary academic support staff members. More than 25 members have PhD level qualification and UCSC has the strongest academic force in the country. Most staff members have academic and professional training and experience in centers of excellence in overseas as well as in Sri Lanka. Accordingly, UCSC has the potential of conducting Undergraduate, Postgraduate and External Degree programmes in Computing.

- **Financial Autonomy** – Financial and administrative autonomy has been a big advantage for the infrastructure development and also to maintain the services based on the changing requirements.

- **New Technologies and Facilities** – The facilities based on the new technologies are available for teaching and learning requirements of the school.

- **Specialized Centres and Units**– UCSC currently has 5 centres to provide services to internal requirements and national requirements namely e-Learning, Professional Development, Computing Services, Digital Forensic, Digital Media Technology, and External Degree Programmes. The Library, Network, Engineering, and Software Development are the units to enhance the academic, administration and services in the organization.

- **Stable Working/ Studying Environment:** All these programmes were able to be conducted on time without any significant interruption during the last 10 years.

- **Research and Development Outcome:** The faculty has produced more than 50 research publications annually and also won several local and international awards for achievements in Research and Development.

WEAKNESSES

- **Inadequate Physical Spaces:** The basic infrastructure for students and staff has been developed using available space which is inadequate compared to actual population which is over 1200. Limited space for expansion negatively affects many activities as well as restricts starting new initiatives too.

- **Inadequate Academic, Administrative, Academic Support and non-Academic Staff:** Although we have highly qualified academic staff, around 50% of academic and administrative staff are vacant. It is very difficult to recruit qualified academic support due to salary scale and their qualification. Current regulation to recruit non-academic staff positions affects employing suitable and capable staff. This has resulted in high workload on staff members and delays in performing their duties.

- **Unavailability of an Integrated Management Information System:** Although there are several standalone systems to support the operational activities, there is a no integrated management information system for making effective decisions.
- **Unsupportive Organization Structure:** The current organizational structure does not adequately support the operations of the school since it was based on Ordinance approved in 2002.

- **Insufficient Accommodation Facilities for Staff and Students:** Current hostel facilities for students are not adequate and there are no accommodation facilities for UCSC staff like in other universities.

- **Time Taken for the Procurement Process:** Due to various reasons, it is not easy as well as time taken to purchase items and services and it badly affects planning activities.

- **Inadequate Public Relations:** The delay in responding for inquiries badly affect the reputation in some cases.

- **Limitation in the Mechanism to Retain and Motivate the Staff :** Salary structure is not very competitive compared to private sector. The workload is high among all staff. There is less time for interaction among different staff categories. These issues may affect the motivation and retention of the staff.

OPPORTUNITIES

- **High Demand for the Student Placement:** The demand for the placement of both undergraduate and postgraduate students at the University of Colombo School of Computing is high. For example, less than 30% of applicants could obtain placement for postgraduate programmes at the school and 100 out of 2000 applicants for Information Systems degree programme through UGC intake.

- **National Requirement of ICT Professionals:** The demand for high quality graduates from the industry and other sectors is on increase. The government encourages ICT education for the economical development.

- **Demand for Professional Certification in ICT:** UCSC has a very good reputation for short term courses and professional certification. There is a demand for short term courses with quality programs.

- **National Policies on ICT and Education Sector:** There is an increasing recognition for the ICT sector in the society. It is important to make use these policies for the institutional development.

- **Attraction of Local and Foreign Students:** The strategic location means close proximity to most potential postgraduate students as well as other students following money levying courses. Being a metropolitan university also creates an opportunity to attract foreign students which is made further attractive due to the peaceful situation in the country.

- **Active Role of UCSC Alumina:** More than 15,000 have graduated from UCSC during the last 30 years but the alumina association is not very active and attractive to provide the support for the institutional development.

THREATS

- **Difficulty of Attracting and Retaining Talented Staff**: Demand for qualified staff is high from foreign and local Universities and Institutions, especially in the ICT sector. Due to relatively low compensation, there is a difficulty in attracting and retaining the best talents.

- **Affiliated Private Institutes with Foreign Universities**: there is a significant number of private institutes which provide external degree programmes connected with international universities. Mushrooming of foreign universities with substandard quality have an overall negative effect on the university education due to the demand of ICT education. Their marketing on these programmes affects negatively on the demand for the programmes offered by UCSC.

- **Lengthy Approval Process:** Strict government rules on financial and administrative process badly affect the productivity of some activities.

- **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 school. Therefore, it is not possible to be flexible with respect to frequent changes in the ICT sector.

STRATEGIC PLAN OF UCSC 2018-2022

This strategic plan presents how ucsc is planning to use its strength to overcome its weaknesses while materializing opportunities to face challenging threats during the next five years. There are seven main goals related to the strategic plan of ucsc (2018-2022). The objectives and the relevant strategies to achieve each of those goals are identified. The targeted activities for the period of 2018 to 2022 are set with the related responsibilities and the key performance indicators (kpis) accordingly.

VISION AND MISSION STATEMENTS

VISION

Be a Global Leader in Computing Education, Advancing the Frontiers of Knowledge through Teaching, Learning and Research

MISSION

To advance and enhance computing studies, Fostering global strategic alliances, Promoting interdisciplinary research, Producing socially responsible professionals with entrepreneurial skills, leadership qualities and integrity Contributing to position the country as a knowledge hub in the region.

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.
Learner Centeredness and Lifelong Learning and Critical thinking	• The University promotes the learner centeredness and inculcates lifelong learning
Critical Thinking	• Critical thinking of staff and students.
Creativity, Innovativeness & Exploration	• The University is always ready to find new ventures for development.
Good Governance, Integrity & Ethical Behavior	• Achievements of the University are based on the transparency of its actions and the integrity of its performance.
Responsibility & Accountability	• The University operates with a sense of responsibility and accountability.
Diversity & Inclusiveness	• The University continues to operate across a broad spectrum and inclusiveness.
Commitment & Competency	• The University staff is highly committed to develop and deliver knowledge and working with the highest level of enthusiasm.
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.
Professionalism	• The University expects all students and staff to demonstrate honesty, integrity, attention to detail and conformity.

GOALS OF THE STRATEGIC PLAN OF UCSC 2018-2022



GOAL NO.01

TO BE A CENTER OF EXCELLENCE IN TEACHING AND LEARNING IN COMPUTING

Objectives	Strategies	Activities	Responsibilities	Key Performance Indicators (KPI) 2018-2022
1.1 To develop internal undergraduate degrees (IUD) according to international guidelines for Computing degrees and national requirements	**1.1.1** Establishment of a systematic review of Internal Undergraduate Degrees (IUD)	**1.1.1.1** Reviewing Curricula and Syllabus considering ACM-IEEE guidelines, industry and R&D trends periodically	• Head/IUD • Programme Coordinators • DR/Academic	Number of curriculum meetings/workshops Frequency of curriculum revisions (3-5 years)
		1.1.1.2 Revising the by-laws and regulations considering SLQF and UGC circulars	• Head/IUD • Programme Coordinators • DR/Academic	No. of exceptions against by-laws / regulation
		1.1.1.3 Obtaining the review of the curriculum/syllabus based on the external experts	• Head/IUD • Programme Coordinators • DR/Academic • SAR/Examination	No. of external reviewer/examiner reports
	1.1.2 Conducting the quality assurance process for IUD	**1.1.2.1** Improving the Teaching Learning and Assessment (TLA) environment through feedback of stakeholders	• Coordinator/QAC • Head/IUD • Programme Coordinators	Number of reports /recommendations from quality assurance cell

			• SAR/QAC	
		1.1.2.2 Reviewing the relevance of IUDs to industrial requirements through industry-academia consultative body	• Head/IUD • Coordinator/PDC • Coordinator/QAC • DR/Academic	Number of workshops/Meetings
		1.1.2.3 Identifying the infrastructure and services required for IUDs	• Director • Head/IUD • Works Engineer • DR/Academic	Number of infrastructure developments and maintenance meetings
		1.1.2.4 Improving the access to learning materials and services	• Head/IUD • Coordinator/eLC • Programme Coordinators • Coordinator/NOC • SA/Library	% of student login to VLE No. of borrowing books per student Number of active courses in the VLE/total number of courses
1.2 To upgrade the quality of Postgraduate Programmes in Computing in par with global standards	**1.2.1** Establishment of a Systematic Review of Postgraduate Degrees	**1.2.1.1** Reviewing curricular of taught masters' periodically in line with international benchmarks (e.g. ACM IEEE and other foreign universities)	• Head/RHD • Programme Coordinators • SAR/PRP	No. of meetings/workshops Frequency of curriculum revisions (3-5 years)

		1.2.1.2 Re-aligning and fine tuning postgraduate programmes with Sri Lanka Qualifications Framework (SLQF)	• Head/RHD • Programme Coordinators • SAR/PRP	Frequency of SLQF mapping with respect to the conditions given
		1.2.1.3 Increasing the number of postgraduates and research students at UCSC	• Head/RHD • Programme • Coordinators • SAR/PRP	No. of new students registered per year (Master and Research) No. of postgraduate students registered per year (Masters and Research)
		1.2.1.4 Establishing new research masters' programme	• Head/RHD • Programme Coordinators • SAR/PRP	No. of new postgraduate programmes
	1.2.2 Establishment of Quality Assurance Procedures for assuring the quality in teaching, learning and assessment of Postgraduate Degrees	**1.2.2.1** Introducing the best practices for teaching, learning and assessment for taught masters'	• Head/RHD • Programme Coordinators • SAR/PRP	No. of best practices introduced for TLA No. of Visiting lecturers/resource persons

		1.2.2.2 Establishment of a Management Information System for Postgraduate Programmes	• Head/RHD • Programme Coordinators • SAR/PRP	% of Scope covered in MIS Number of sections in the Manual of Procedure (MOP) for PG
	1.2.3 Promoting foreign students for postgraduate education	**1.2.3.1** Increasing international collaboration for postgraduate studies	• Head/RHD • Programme Coordinators • SAR/PRP	No. of foreign students Number of foreign resource persons
		1.2.3.2 Student and staff exchange Programmes	• Head/RHD • Programme Coordinators • SAR/PRP	Number of external (foreign and local) co-supervisors
1.3 To develop external degree programmes according to UGC guidelines for Computing degrees and industrial requirements	**1.3.1** Enhancing external degrees through systematic review	**1.3.1.1** Developing curriculum considering ACM-IEEE guidelines	• Head/EEP • Academic Coordinator • EDC Coordinator • SAR/EDC • SAR/Exam	Frequency of curriculum revision during last 3-5 years
		1.3.1.2 Developing the structure of the degree programmes considering Sri Lanka Qualifications Framework (SLQF) levels for external degrees	• Head/EEP • Academic Coordinator • EDC Coordinator • SAR/EDC • SAR/Exam	No. of formal decisions taken at the EEP in the year

	1.3.2 Carrying out Quality Assurance Process	**1.3.2.1** Reviewing the degree programme considering the programme review guidelines/manual	• Head/EEP • Academic Coordinator • QAC/Coordinator • QAC/SAR	% of Mapping wrt Programme Guidelines
	1.3.3 Developing the sustainability of BIT External Degree Programme	**1.3.2.2** Improving the relevance of BIT external degree	• Head/EEP • EDC coordinator • SAR/EDC	Employability rate of BIT graduates
		1.3.3.1 Developing MIS for External Degree Centre	• Head/EEP • Academic Coordinator • EDC Coordinator • SAR/EDC • MIS Manager • SAR/Exam	Percentage of the active student participation in the programme Average time taken to release results in the year (months)
		1.3.3.2 Increasing the number of students of the BIT degree programme	• Head/EEP • Academic Coordinator • EDC Coordinator • SAR/EDC	the no. the registered students in a given academic year Number of students who completed BIT successfully

		1.3.3.3 Establishing a permanent location for the external degree centre	• Director • Deputy Director • Head/EEP • EDC Coordinator • SAR/EDC	No. of decisions recorded in formal meetings

GOAL 2

TO PROMOTE RESEARCH AND DEVELOPMENT IN COMPUTING WHILE EMPHASIZING INTERDISCIPLINARY RESEARCH [RESEARCH]

Objectives	Strategies	Activities	Responsibilities	Key Performance Indicators (KPI) 2018-2022
2.1 To strengthen Research and Development	**2.1.1** Strengthening mechanisms to improve research and development	**2.1.1.1** Encouraging research by providing incentives including funds	• Head/RHD • SAR/PRP • Members of RHD	Average utilization of funds for research
		2.1.1.2 Providing infrastructure facilities for research and development	• Head/RHD • SAR/PRP • Members of RHD • Works Engineer	Funds spent on equipment, infrastructure and other resources in a given year No. of staff in the research projects
		2.1.1.3 Increasing the contribution and the research impact made by the academic staff	• Head/RHD • SAR/PRP • Members of RHD	No. of presentations made at International/local conferences No. awards/recognitions received

		2.1.1.4 Increasing the number of research students/assistants	• Head/RHD • SAR/PRP • Members of RHD	Total number of active research students and research assistants in a given year
		2.1.1.5 Integrating research into Postgraduate/Undergraduate programmes	• Coordinators /Masters • Coordinators/IUD • Head/RHD • Head/IUD • SAR/PRP	No of students who undertake research as a part of the degree program (Undergraduate, Masters, MPhil, PhD) No. of publications made by students
		2.1.1.6 Organizing national and international research conferences/workshops/Symposia / and Journals	• Director • Conference/Journal/Symposium Chair • Head/RHD • SAR/PRP	No. of conferences, workshops, symposiums organized in the year
		2.1.1.7 Establishing and promoting research groups based collaboration	• Head/RHD • SAR/PRP • Members of RHD	Number of active research groups / Previous Year no. of it Number of publications produced by groups wrt each group

2.2 To establish and enhance collaborative research interactions	**2.2.1** Facilitating knowledge and technology transfer	**2.2.1.1** Establishing research links with overseas universities and research institutions to conduct collaborative research and development	• Head/RHD • SAR/PRP • Members of RHD	No. of active MOUs
		2.2.1.2 Forming a mutually beneficial research collaborations for R&D with industry and corporate sector	• Head/RHD • Coordinator /PDC • SAR/PRP • Members of RHD	No. of active R&D projects with external parties
		2.2.1.3 Promoting interdisciplinary research among staff and students	• Head/RHD • SAR/PRP • Members of RHD	No. of interdisciplinary research publications
		2.2.1.4 Encouraging commercialization of research and development	• Head/RHD • SAR/PRP • Members of RHD	No. of patents, inventions, innovations and new products registered in a given year
		2.2.1.5 Providing placements for the visiting researchers at UCSC	• Head/RHD • SAR/PRP • Members of RHD	Number of placement given for academics/researchers at UCSC in a given year

2.3 To strengthen the research visibility of UCSC	**2.3.1** Establishing a mechanism to promote the impact of research and the development output of UCSC	**2.3.1.1** Disseminating research findings of UCSC	• Head/RHD • SAR/PRP • Members of RHD • Chair/ICTer Conference • Chair/ ICTer Journal Steering Committee • Media Committee	Number of journal publications Number of conference publications Number of book chapters
		2.3.1.2 Encouraging and highlighting academic achievements such as publications in top-ranked journals, scientific awards, prestigious research grants etc.	• Head/RHD • SAR/PRP • Members of RHD	Number of publications in SCI expanded indexed journals Number of international conference publications organized/linked to international organizations Number of academic books published by staff
		2.3.1.3 Promoting national / international research collaborations	• Head/RHD • SAR/PRP • Members of RHD • Media Committee	No. of joint research projects/collaboration No. of Guest Talks delivered by visiting staff linking possible collaboration

GOAL 3

TO CREATE SOCIALLY RESPONSIBLE PROFESSIONALS WITH ENTREPRENEURIAL SKILLS, LEADERSHIP QUALITIES AND INTEGRITY [STUDENT DEVELOPMENT]

Objectives	Strategies	Activities	Responsibility	Key Performance Indicators (KPI) 2018-2022
3.1 To develop leadership skills and the professionalism of students	**3.1.1** Nurturing ethical consciousness, positive attitudes, critical thinking and soft skills	**3.1.1.1** Facilitating students' participation in competitions	• Coordinator / PDC • Project Coordinators • Programme Coordinators • Head/IUD • SAR/Exam	Number of participation in competitions Number of achievements in competitions
		3.1.1.2 Facilitating activities of students' societies/clubs	• Advisor of respective societies/Club • Student Counsellors • DR/Academic	Number of events organized by students (should have evidence published in the web)
	3.1.2 Promoting social harmony	**3.1.2.1** Conducting community based service projects	• Coordinator / PDC • Senior Staff Treasurer for student union	Number of community projects

			• Project Coordinators • Programme Coordinators • Head/IUD • DR / Academic	
3.2 To promote innovations and entrepreneurship	**3.2.1** Strengthening mechanisms to improve innovations and entrepreneurship	**3.2.1 1** Enhancing students' active participation in entrepreneurship and innovation events	• Coordinator / PDC • Programme Coordinator • DR / Academic	Number of events related to innovation and entrepreneurship
		3.2.1 2 Carrying out an incubation programme	• Coordinator / PDC • Programme Coordinator • DR / Academic	Number of startup companies formed by students

GOAL 4

TO ESTABLISH AND MAINTAIN A CONDUCIVE ENVIRONMENT FOR PRODUCTIVE WORK AND CAREER ENHANCEMENT [STAFF AND INFRASTRUCTURE DEVELOPMENT]

Objectives	Strategies	Activities	Responsibilities	Key Performance Indicators (KPI) 2018-2022
4.1 To provide all employees with a pleasant working environment to increase the productivity	**4.1.1** Developing the necessary work infrastructure/ physical resources	**4.1.1.1** Expanding the physical space	• Director • Deputy Director • DR/Admin • Works Engineer • DB	Staff & Students Space Ratios wrt per person (meters)
		4.1.1.2 Upgrading furniture and fittings for a modernized office environment	• Director • Deputy Director • SAR/Admin • Works Engineer • DB	Funds spent on the developments of working infrastructure
		4.1.1.3 Providing air conditioning or ventilation	• Director • Deputy Director • Works Engineer • SAR/Admin • DB	Ratio of Space Vs Air-conditioning facilities

		4.1.1.4 Improving facilities in cafeteria, sanitary facilities and accommodation	• Director • Deputy Director • Works Engineer • SAR/Admin • DB	Funds spent on the given purpose
	4.1.2 Enhancing ICT Infrastructure of the working environment	**4.1.2.1** Providing computing devices and software	• Director • Deputy Director • IS Manager/NOC Coordinator • Works Engineer • DB	the no. of new computers purchased
		4.1.2.2 Providing networking facilities	• Director • Deputy Director • IS Manager/NOC Coordinator • Works Engineer • DB	Funds spent on networking facilities in a given year
		4.1.2.3 Developing the component of the integrated Management Information System	• Director • Deputy Director • IS Manager/NOC Coordinator • Works Engineer • DB	Number of active information systems Expenditure of Internet bandwidth Average bandwidth utilization Percentage of the staff who have access to a computer and internet

4.2 To provide a conducive environment to carry out teaching/learning activities effectively	**4.2.1** Improving physical conditions/resources of lecture rooms, student areas and labs	**4.2.1.1** Expanding physical space for lecture rooms and labs	• Heads-IUD/ RHD/ EEP • DR/SAR - APW/ PRP/ Admin/ Exam • Works Engineer • DB	funds spent based on the allocation on lecture halls and labs Ratio of Students Vs. teaching area
		4.2.1.2 Acquiring furniture and fittings for smooth functions of TLA	• Heads-IUD/ RHD/ EEP • DR/SAR – APW/ PRP/ Admin/ Exam • Works Engineer	Capacity for teaching Vs student population
		4.2.1.3 Providing the students with facilities such as student common rooms and open areas	• Heads-IUD/ RHD/ EEP • Student Counsellors • DR/SAR – APW PRP/ Admin/ Exam • Works Engineer	Funds spent on common/open areas
		4.2.1.4 Expanding the library facilities	• SA/Librarian • Heads-IUD/ RHD/ EEP	No. of subscribers/ no. of registered students No. of borrowings

			• DR/SAR – APW/ PRP/ Admin/ Exam • Works Engineer	
4.3 To maintain high standards and efficiency in physical infrastructure	**4.3.1** Optimal use of existing facilities	**4.3.1.1** Improving the efficiency of maintenance	• Director • Deputy Director • Works Engineer • DR/Admin • DB	Number of actions taken according to Management Committee minutes
		4.3.1.2 Introducing an energy efficiency and green energy concepts	• Director • Deputy Director • Works Engineer • DR/Admin • DB	Average electricity bill of a given year
		4.3.1.3 Enhancing the security and safety measures	• Director • Deputy Director • DR/Admin • Works Engineer • DB	Number of actions taken according to Management Committee minutes
		4.3.1.4 Preparation of Operational Manual for administrative tasks	• AR/SAR/DR all divisions • DB and SAB/ Finance Division	% of completion (Scope) of the manual

4.4 To facilitate career and personnel development of employees	**4.4.1** Organizing workshops/seminars/training sessions/events	**4.4.1.1** Conducting personnel development programmes	• Director • Deputy Director • SAR/Establishment • Coordinator /PDC • President / Welfare Society	Number of workshops/seminars conducted wrt personnel development
		4.4.1.2 Conducting professional development programmes including training programmes	• Director • Deputy Director • SAR/Establishment • Coordinator /PDC	Number of workshops/seminars conducted on professional development
		4.4.1.3 Facilitating and conducting sports/ aesthetics events among staff	• President/ Welfare Society • Coordinator/ADM TC • DR/Admin • DB	Number of events organized
		4.4.1.4 Promoting welfare facilities and activities	• DR/APW • President/ Welfare Society • DB	No. of welfare activities

	4.4.2 Recruitment of high caliber staff or obtain expertise service	**4.4.2.1** Recruiting competent staff	• Director, • Deputy Director • Heads-IUD/ RHD/ EEP • SAR/Establishment	% of vacant cadre
		4.4.2.2 Introduction of activity based performance evaluation process periodically	• Director • Deputy Director • Head-IUD/RHD/ EEP • SAR/ Establishment	% of completed activities against the plan

GOAL 5

TO ENHANCE THE INSTITUTIONAL IMAGE THROUGH GOOD GOVERNANCE [GOVERNANCE]

Objectives	Strategies	Activities	Responsibility	Key Performance Indicators (KPI) 2018-2022
5.1 To establish supportive systems for the effective and efficient management of resources	**5.1.1** Enhancing the existing supportive systems and introducing new systems to achieve effective and efficient utilization of resources	**5.1.1.1** Enhancing the Virtual Learning Environment (VLE) and its facilities	• Coordinator/eLC • Admins / VLEs	Number of active users in the VLE (Students, staff and others)
		5.1.1.2 Developing a Student Information System	• MIS Manager • Head/IUD • Coordinators/ Programme • Web Master • SAR/Exams & Registration	% of the scope covered by the system
		5.1.1.3 Enhancing the Examination Management System	• SAR/Exam • System Analysis / Exam	% of scope covered by the system

		5.1.1.4 Developing a Human Resource Management System	• SAR / Establishment • MA / Establishment • Web Master • System Analyst	% of scope covered by the system
		5.1.1.5 Improving a Library System allowing access to e-resources	• Librarian • System Analyst • Scientific Assistant	% of scope covered by the system
		5.1.1.6 Developing Computer- Based Administrative Support System	• SAR/Admin • MA / Admin • System Analyst	% of scope covered by the system
		5.1.1.7 Maintaining and enhancing the UCSC website	• Coordinator /ADMTC • Web Master • Media Group	Number of system updates in the website Access statistics in UCSC website
		5.1.1.8 Accommodating grievances through Grievance Committee	• Members/ Grievance Committee • DR/APW	No. of meetings of Grievance Committee
		5.1.1.9 Introducing a paperless working environment	• Director • Deputy Director • Heads of all divisions	Cost spent on stationary Rs. Mn

5.2 To ensure the formal policies in the decision making as much as possible	**5.2.1** Consideration of UGC circulars, council/senate decisions and other formal decisions when making decisions	**5.2.1.1** Conducting statutory meetings	• Director • Deputy Director • Heads -IUD/EEP/ RHD • DR • DB	Number of statutory meeting held
		5.2.1.2 Maintaining work norms at all levels of the academic staff	• Director • Heads- IUD/EEP/ RHD • DR/Academic • SAR/Establishment	% of filled cadre in academic positions
		5.2.1.3 Assigning the job description/ TOR for academic support/administrative and non-academic staff	• Director • Deputy Director • Heads- All Divisions	% of formal TOR/ Job description issued
		5.2.1.4 Carrying out activities based on the strategic plan	• Director • Deputy Director • Heads- All Divisions • DR/SAR – All Divisions • DB/ SAB • Coordinators • Works Engineer	% of activities completed

GOAL 6
TO EMPOWER SOCIETY THROUGH ICT [SOCIAL RESPONSIBILITIES]

Objectives	Strategies	Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022
6.1 To contribute to the development of the community through the advancement in the ICT based knowledge	**6.1. 1** Dissemination of ICT knowledge	**6.1.1.1** Encouraging authors to publish articles on ICT for the development in the ICTer Conference/ Journal.	• Chairman/ICTer Conference • Sec./ICTer Steering Committee • Members - BOS/ RHD	No. of articles published in the ICTer Conference and Journal
		6.1.1.2 Creating an online repository of UCSC owned knowledge and make it available to the society based on relevance	• Head / RHD • SAR/ PRP • Web Master • Coordinators / Centers	No of UCSC artifacts/resources published for the general public
	6.1.2 Improving UCSC contribution to the national development	**6.1.2.1** Encouraging staff participation in national level activities including ICT policy related initiatives.	• Director • Deputy Director • Coordinators / Centers • Heads/ Department • AR / Director Office	No. of national level programs/activities in which UCSC gets involved.

		6.1.2.2 Organizing voluntary knowledge dissemination activities targeting teachers/students and general public with the support of relevant students	• Advisors of Student societies/clubs • Coordinators- PDC/ CSC/eLC/ ADMTC • DR • SAR • Heads- / IUD/EEP/ RHD	No. of student activities recorded in the BOS-IUD/ EEP/ RHD
	6.1.3 Uplifting the standards of existing centers to cater national level requirements	**6.1.3.1** Conducting training programs for government /non-government organization or general public	• Director • Coordinators of CSC/ eLC/ ADMTC/ CDF • SAR/EEP	Number of activities/courses offered
6.2 To enhance the ICT awareness and competencies of the community	**6.2.1** Providing opportunities to improve ICT awareness and competencies.	**6.2.1.1** Creating an online repository of UCSC owned knowledge enhancing materials and making it available to the society based on relevance	• eLC/Coordinator • ADMTC/Coordinator • Coordinator / CSC • VLE Administrators • Web Master • Members/ Media Committee	No. of online courses/e-resources provided to general public to promote ICT awareness
		6.2.1.2 Encouraging publishing materials on a regular basis in both Sinhala and Tamil languages on newspapers and educational magazines	• eLC/Coordinator • ADMTC/Coordinator • Web Master • Members/ Media Committee	No. of public articles in Sinhala and English

		6.2.1.3 Offering BIT (Bachelor of Information Technology) External Degree	• Director • Head/EEP • EDC/Coordinator • SAR / EEP • Members of BOS/EEP	No. of BIT, DIT, HDIT qualified students
		6.2.1.4 Offering FIT (Foundation of Information Technology) as a programme to certify ICT knowledge and competency	• Director • Coordinator/eLC • Members of EEP • SAR/EEP	No. of FIT qualified students

GOAL 7

TO PROVIDE PROFESSIONAL SERVICES TO EXTERNAL PARTIES [CONSULTANCY]

Objectives	Strategies	Activities	Responsibilities	Key Performance Indicators (KPI) 2018-2022
7.1 To facilitate the consultancy services to public and private sectors	**7.1.1** Promoting staff to engage in the consultancy services linked to UCSC	**7.1.1.1** Encouraging the staff to participate in consultancy opportunities through UCSC	• Director • Coordinator / CSC • AR / Director Office	Number of consultancy assignments undertaken by the staff
		7.1.1.2 Facilitating the consultancy projects	• Director • Coordinator/CSC • DB • SAR/PRP	Income generated from consultancy projects
		7.1.1.3 Collaboration with the external parties when conducting consultancies	• Director • Coordinator -CSC/ eLC/ ADMTC/ CDF • DB • SAR/PRP	No. of assignments/service contracts agreed with outside parties

PROPOSED ACTION PLAN

The Action Plan for the period of five years from **2018 to 2022** with each year performance targets are illustrated as follows. The achievement of the targeted values will depend on the availability of financial, human and other resources.

ACTION PLAN WITH RESPECT TO YEAR AND PERFORMANCE TARGETS

GOAL NO.01

TO BE A CENTER OF EXCELLENCE IN TEACHING AND LEARNING IN COMPUTING [EDUCATION]

Objective 1.1 To develop Internal Undergraduate Degrees (IUD) according to International Guidelines for Computing Degrees and National Requirements

Strategy 1.1.1 Establishment of a Systematic Review of Internal Undergraduate Degrees (IUD)

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
1.1.1.1 Reviewing Curricula and Syllabus considering ACM-IEEE guidelines, industry and R&D trends periodically	• Head/IUD • Programme Coordinators • DR/Academic	Number of curriculum meetings/ workshops	3	3	3	3	3
		Frequency of curriculum revisions (3-5 years)	0	0	1	0	0

1.1.1.2 Revising the by-laws and regulations considering SLQF and UGC circulars	• Head/IUD • Programme Coordinators • DR/Academic	No. of exceptions against by-laws/ regulation	2	3	0	1	2
1.1.1.3 Obtaining the review of the curriculum/ syllabus based on the external experts	• Head/ IUD • Programme Coordinators • DR/ Academic • SAR/ Examination	No. of external reviewer/ examiner reports	1	1	1	1	1

Strategy 1.1.2. Conducting the Quality Assurance Process for IUD

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
1.1.2.1 Improving the Teaching Learning and Assessment (TLA) environment through feedback of stakeholders	• Coordinator/ QAC • Head IUD • Programme Coordinators • SAR/ QAC	Number of reports/ recommendation from the quality assurance cell	2	2	2	2	2
1.1.2.2 Reviewing the relevance of IUDs to industrial requirements through industry-academia consultative body.	• Head/ IUD • Coordinator/ PDC • Coordinator/ QAC • DR/ Academic	Number of Workshops/ Meetings	1	1	1	1	1
1.1.2.3. Identifying the infrastructure and services required for IUDs	• Director • Head/IUD • Work Engineer • DR/ Academic	Number of infrastructure development and maintenance meetings	10	10	10	10	10

1.1.2.4 Improving the access to learning materials and services	• Head/ IUD • Coordinator/ eLC • Programme Coordinators • Coordinator/ NOC • SA /Library	% of student login to VLE	80%	85%	90%	95%	100%
		No. of borrowings of library books per student	4>	5>	5>	6>	6>
		Number of active courses in the VLE/ total number of courses	80%	85%	90%	95%	100%

Objective 1.2 To Upgrade the Quality of Postgraduate Programmes in Computing in par with Global Standards
Strategy 1.2.1 Establishment of a Systematic Review of Postgraduate Degrees

Activities/Actions	**Responsibilities**	**Key Performance Indicators (KPI) 2018-2022**	**Desired Performance Targets**				
			2018	**2019**	**2020**	**2021**	**2022**
1.2.1.1 Reviewing curricular of taught Masters' programmes periodically in line with the international benchmarks (e.g ACM IEEE and other foreign universities)	• Head/RHD • Programme Coordinators • SAR/PRP	No. of meetings/ workshops	3	3	3	3	3
		Frequency of curriculum revisions (3-5 years)	0	0	1	0	0

1.2.1.2 Re- aligning and fine tuning postgraduate programmes with Sri Lanka Qualifications Framework (SLQF)	• Head/RHD • Programme Coordinators • SAR/PRP	Frequency of SLQF mapping with respect to the conditions given	2	1	1	2	2
1.2.1.3 Increasing the number of postgraduates and research students at UCSC	• Head/RHD • Programme Coordinators • SAR/PRP	No. of new students registered per year (Master and Research)	240	260	260	280	280
	• Head/RHD • Programme Coordinators • SAR/PRP	No. of postgraduate students registered per year (Masters and Research)	550	570	570	590	590
1.2.1.4 Establishing new research masters' programme	• Head/RHD • Programme Coordinator • SAR/PRP	No. of new postgraduate programmes	1	0	1	0	1

Strategy: 1.2.2 Establishment of Quality Assurance Procedures for Assuring Quality in Teaching, Learning and Assessment of Postgraduate Degrees

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2021	Desired Performance Targets				
			2018	2019	2020	2021	2022
1.2.2.1 Introducing the best practices for teaching, learning and assessment for taught masters'	• Head/RHD • Programme Coordinators • SAR/PRP	No. of best practices introduced for TLA	03	04	04	05	05
		No. of visiting lecturers/ resource persons	15	15	20	20	25
1.2.2.2 Establishment of a Management Information System for Postgraduate Programmes	• Head/RHD • Programme Coordinators • SAR/PRP	% of Scope covered in MIS	20%	40%	60%	80%	100%
	• Head/RHD • Programme Coordinators • SAR/PRP	Number of sections in the Manual of Procedure (MOP) for PG	50%	65%	80%	95%	100%

Strategy: 1.2.3 Promoting Foreign Students for Postgraduate Education

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
1.2.3.1 Increasing international collaboration for postgraduate studies	• Head/RHD • Programme Coordinators • SAR/PRP	No. of foreign students	5	10	15	15	15
		Number of foreign resource persons	5	8	8	10	10
1.2.3.2 Students and staff exchange programmes	• Head/RHD • Programme Coordinators • SAR/PRP	Number of external (foreign and local) co-supervisors	5%	5%	10%	10%	15%

Object: 1.3 To Develop External Degree Programmes according to UGC Guidelines for Computing Degrees and Industrial Requirements
Strategy: 1.3.1 Enhancing External Degrees through Systematic Review

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
1.3.1.1 Developing curriculum considering ACM-IEEE guidelines	• Head EEP • Academic Coordinator • EDC Coordinator • SAR/EDC • SAR/Exam	Frequency of curriculum revision during last 3-5 years	0	1	1	1	2
1.3.1.2 Developing the structure of the degree programmes considering Sri Lanka Qualifications Framework (SLQF) levels for external degrees	• Head EEP • Academic Coordinator • EDC Coordinator • SAR/EDC • SAR/Exam	No. of formal decisions taken at the EEP in the year	2	2	2	2	2

Strategy: 1.3.2 Carrying out Quality Assurance Process

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
1.3.2.1 Reviewing the degree programme considering the programme review guidelines/manual	• Head/EEP • Academic Coordinator • QAC /Coordinator • QAC/ SAR	% of mapping wrt programme guidelines	70%	70%	80%	80%	85%
1.3.2.2 Improving the relevance of BIT external degree	• Head/ EEP • EDC Coordinator • SAR/ EDC	Employability rate of BIT graduates	90%	90%	95%	95%	98%

Strategy: 1.3.3 Developing the Sustainability of BIT External Degree Programme

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
1.3.3.1 Developing MIS for External Degree Centre	• Head EEP • Academic Coordinator • EDC Coordinator • SAR/EDC • MIS Manager • SAR/ Exam	Percentage of the active student participation in the programme	80%	80%	90%	90%	95%
		Average time taken to release results in the year (months)	8	6	4	4	4
1.3.3.2 Increasing the number of students of the BIT degree	• Head EEP • Academic Coordinator • EDC Coordinator • SAR/EDC	the no.of registered students e given academic year	1500	1700	1900	2100	2300
		No. of students who completed BIT	200	225	225	250	250

1.3.3.3 Establishing a permanent location for the external degree centre	• Director • Deputy Director • Head/ EEP • EDC Coordinator • SAR/EDC •	No. of decisions recorded in formal meetings	2	2	2	2	2

GOAL 2

TO PROMOTE RESEARCH AND DEVELOPMENT IN COMPUTING WHILE EMPHASIZING INTERDISCIPLINARY RESEARCH [RESEARCH]

Objective 2.1 to strengthen research and development
Strategy 2.1.1 Strengthening mechanisms to improve research and development

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
2.1.1.1 Encouraging research by providing incentives including funds	• Head/ RHD • SAR/ PRP • Members of RHD	Average utilization of funds for research	8m	10m	12m	15m	20m
2.1.1.2 Providing infrastructure facilities for research and development	• Head/ RHD • SAR/PRP • Members of RHD • Works Engineer	Funds spent on equipment, infrastructure and other resources in the given year	50m	50m	60m	60m	65m
		No. of staff in the research projects	35	35	40	40	45

2.1.1.3 Increasing the contribution and the research impact made by the academic staff	• Head/ RHD • SAR/PRP • Members of RHD	No. of presentations made at international/local conferences	40	45	50	50	50
	• Head/ RHD • SAR/PRP • Members of RHD	No. awards/recognitions received	4	5	5	5	5
2.1.1.4 Increasing the number of research students/ assistants	• Head/ RHD • SAR/PRP • Members of RHD	Total number of active research students and research assistants in the given year	35	40	40	45	45
2.1.1.5 Integrating research into Postgraduate/Undergraduate programmes	• Coordinator/ Masters • Coordinator/ IUD • Head/ RHD • Head/IUD • SAR/PRP	No of students who undertake research as a part of the degree program (Undergraduate, Masters, MPhil, PhD)	550	570	570	590	590

		Number of publications made by students	20	20	25	25	30
2.1.1.6 Organizing national and international research conference/ workshops/ symposia and journals	• Director • Conference/ Journal/ Symposium Chair • Head/RHD • SAR/PRP	No. of conferences, workshops, symposiums organized in the year	03	04	04	05	05
2.1.1.7 Establishing and promoting research groups based collaboration	• Head/RHD • SAR/PRP • Members of RHD	Number of active research groups/ previous year Number of it	07	07	07	08	08
	• Head/RHD • SAR/PRP • Members of RHD	Number of publications produced by groups wrt each group	10	12	14	15	15

Objective 2.2 To establish and enhance collaborative research interactions
Strategy 2.2.1 Facilitating knowledge and technology transfer

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
2.2.1.1 Establishing research links with overseas universities and research institutions to conduct collaborative research and development	• Head/RHD • SAR/PRP • Members of RHD	No. of active MOUs	01	02	02	03	03
2.2.1.2 Forming a mutually beneficial research collaborations for R&D with industry and corporate sector	• Head/RHD • Coordinator/ PDC • SAR/PRP • Members of RHD	No. of active R & D projects with external parties	15	20	20	25	25
2.2.1.3 Promoting interdisciplinary research among staff and students	• Head/RHD • SAR/PRP • Members of RHD	No. of interdisciplinary research publications	4	6	8	10	12

2.2.1.4 Encouraging commercialization of research and development	• Head/RHD • SAR/PRP • Members of RHD	No. of patents, inventions, innovations and new products registered in the given year	1	1	2	2	3
2.2.1.5 Providing placements for the visiting researchers at UCSC	• Head/RHD • SAR/PRP • Members of RHD	Number of placements given for academics/researchers at UCSC in the given year	1	1	2	2	3

Objective 2.3 To Strengthen the Research Visibility of UCSC
Strategy 2.3.1 Establishing a Mechanism to Promote the Impact of Research and the Development Output of UCSC

Activities/Actions	**Responsibilities**	**Key Performance Indicators (KPI) 2018-2022**	**Desired Performance Targets**				
			2018	**2019**	**2020**	**2021**	**2022**
2.3.1.1 Disseminating research findings of UCSC	• Head/RHD • SAR/PRP • Members of RHD	Number of journal publications	25	30	30	35	35
		Number of conference publications	30	35	35	35	40

	• Chair/ICTer Conference • Chair/ ICTer • Journal Steering Committee • Media Committee	Number of book chapters	01	02	03	04	05
2.3.1.2 Encouraging and highlighting academic achievements such as publications in the top-ranked journals, scientific awards, prestigious	• Head/RHD • SAR/PRP • Members of RHD	Number of publications in SCI expanded indexed journals	05	05	10	10	15
		Number of international conference publications organized/linked to international organizations	01	01	02	02	03
		Number of academic books published by staff	01	01	01	01	01
2.3.1.3	• Head/RHD • SAR/PRP	No. joint research projects/collaboration	01	01	02	02	03

Promoting national / international research collaborations	• Members of RHD • Media Committee	No. of Guest Talks delivered by visiting staff linking possible collaboration	12	12	12	12	12

GOAL 3

TO CREATE SOCIALLY RESPONSIBLE PROFESSIONALS WITH ENTREPRENEURIAL SKILLS, LEADERSHIP QUALITIES AND INTEGRITY [STUDENT DEVELOPMENT]

Objective: 3.1 To develop leadership skills and the professionalism of students
Strategy: 3.1.1 Nurturing ethical consciousness, positive attitudes, critical thinking and soft skills

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
3.1.1.1 Facilitating students' participation in competitions	• Coordinator / PDC • Project Coordinators • Programme Coordinators • Head/IUD • DR/Academic • SAR/Exam	Number of participation in competitions	05	05	06	06	07
		Number of achievements in competitions	02	02	03	03	04
3.1.1.2 Facilitating activities of students' societies/clubs	• Advisor of respective societies/Club • Student Counsellors • DR/Academic	Number of events organized by students (should have evidence published in the web)	16	18	20	22	25

Strategy: 3.1.2 Promoting Social Harmony

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
3.1.2.1 Conducting community based service projects	• Coordinator / PDC • Senior Staff Treasurer for Student Union • Project Coordinators • Programme Coordinators • Head/IUD • DR / Academic	Number of community based projects	04	04	05	05	06

Objective 3.2 To Promote innovations and entrepreneurship
Strategy 3.2.1 Strengthening mechanisms to improve innovations and entrepreneurship

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
3.2.1.2 Enhancing students' active participation in entrepreneurship and innovation events	• Coordinator / PDC • Programme Coordinator • DR / Academic	Number of events related to innovation and entrepreneurship	02	03	03	03	04
3.2.1 2 Carrying out an incubation programme	• Coordinator / PDC • Programme Coordinator • DR / Academic	Number of startup companies formed by students	02	03	04	05	06

GOAL 4

TO ESTABLISH AND MAINTAIN A CONDUCIVE ENVIRONMENT FOR PRODUCTIVE WORK AND CAREER ENHANCEMENT [STAFF AND INFRASTRUCTURE DEVELOPMENT]

Objective 4.1 to provide all employees with a pleasant working environment to increase the productivity
Strategy 4.1.1 developing the necessary work infrastructure/ physical resources

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
4.1.1.1 Expanding the physical space	• Director • Deputy Director • DR/Admin • Works Engineer • DB	Staff & Students Space Ratios wrt per person (meters)	2	3	2.5	2.5	2
4.1.1.2 Upgrading furniture and fittings for a modernized office environment	• Director • Deputy Director • SAR/Admin • Works Engineer • DB	Funds spent on the developments of working infrastructure	50m	30m	20m	10m	20m

4.1.1.3 Providing air conditioning or ventilation	• Director • Deputy Director • Works Engineer • SAR/Admin • DB	Ratio of Space Vs Air-conditioning facilities	60%	70%	70%	75%	80%
4.1.1.4 Improving facilities in cafeteria, sanitary facilities and accommodation	• Director • Deputy Director • Works Engineer • SAR/Admin • DB	Funds spent on the given purpose	50m	30m	30m	40m	40m

Strategy 4.1.2 Enhancing ICT Infrastructure of the working environment

Activities/Actions	**Responsibilities**	**Key Performance Indicators (KPI) 2018-2022**	**Desired Performance Targets**				
			2018	**2019**	**2020**	**2021**	**2022**
4.1.2.1 Providing computing devices and software	• Director • Deputy Director	no. of new computers purchased	150	200	250	200	250

	• IS Manager/ NOC Coordinator • Works Engineer • DB						
4.1.2.2 Providing networking facilities	• Director • Deputy Director • IS Manager/ NOC Coordinator • Works Engineer • DB	Funds spent on networking facilities in a given year	60m	40m	40m	50m	50m
4.1.2.3 Developing the component of the integrated Management Information System	• Director • Deputy Director • IS Manager/ NOC Coordinator • Works Engineer	Number of active information system	4	6	8	10	12
		expenditure of internet bandwidth	15m	20m	20m	22m	25m
		Average bandwidth utilization	100%	100%	100%	100%	100%

	• DB	Percentage of the staff who have access to a computer and internet	70%	80%	90%	100%	100%

Objective 4.2 To provide a conducive environment to carry out teaching/learning activities effectively
Strategy 4.2.1 Improving physical conditions/resources of lecture rooms, student areas and labs

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
4.2.1.1 Expanding physical space for lecture rooms and labs	• Heads-IUD • RHD/EEP • DR/SAR - APW/ PRP • Admin/ Exam • Works Engineer • DB	funds spent based on the allocation on lecture halls and labs	50m	50m	60m	60m	60m
		Ratio of Students Vs. teaching area	850/(700+1484)	950/2402	1000/2642	1000/2906	1100/3196
4.2.1.2 Acquiring furniture and fittings for smooth functions of TLA	• Heads-IUD/ RHD/ EEP • DR/SAR – APW, PRP • Admin/Exam	Capacity for teaching Vs student population	1060/850	1166/950	1282/1000	1300/1000	1300/1100

	• Works Engineer • DR/SAR – APW/ PRP • Admin/ Exam • Works Engineer						
4.2.1.3 Providing the students with facilities such as student common rooms and open areas	• Heads-IUD/ RHD/ EEP • Student Counsellors • DR/SAR – APW/ PRP/ Admin/ • Exam • Works Engineer	Funds spent on common/open areas	30m	20m	30m	20m	30m
4.2.1.4 Expanding the library facilities	• SA/Librarian • Heads-IUD/ RHD/ EEP • DR/SAR – APW/ PRP/ Admin/ Exam	Number of subscribers/number of registered students	900	1100	1200	1300	1500
		Number of borrowings	2000	2500	3000	3000	3500

	• Works Engineer						

Objective 4.3 To maintain high standards and efficiency in physical infrastructure
Strategy 4.3.1 Optimal use of existing facilities

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
4.3.1.1 Improving the efficiency of maintenance	• Director • Deputy Director • Works Engineer • DR/Admin • DB	Number of actions taken according to management committee minutes	12	18	24	24	30
4.3.1.2 Introducing an energy efficiency and green energy concepts	• Director • Deputy Director • Works Engineer • DR/Admin • DB	Average electricity bill of the given year	35m	30m	30m	35m	35m

4.3.1.3 Enhancing the security and safety measures	• Director • Deputy Director • DR/Admin • Works Engineer • DB	Number of actions taken according to Management Committee minutes	12	12	12	12	12
4.3.1.4 Preparation of Operational Manual for administrative tasks	• AR/SAR/DR all divisions • DB and SABs /Finance Divisions	% of completion (Scope) of the manual	50%	65%	80%	95%	100%

Objective 4.4 To facilitate career and personnel development of employees
Strategy 4.4.1 Organizing workshops,seminars,training sessions and events

Activities/Actions	**Responsibilities**	**Key Performance Indicators (KPI) 2018-2022**	**Desired Performance Targets**				
			2018	**2019**	**2020**	**2021**	**2022**
4.4.1.1 Conducting personnel development programmes	• Director • D. Director • SAR/Establishment • Coordinator /PDC • President / Welfare Society	Number of workshops/seminars conducted wrt personnel development	04	04	05	05	06

4.4.1.2 Conducting professional development programmes including training programmes	• Director • D. Director • SAR/Establishment • Coordinator /PDC	Number of workshops/seminars conducted on professional development	02	02	03	03	04
4.4.1.3 Facilitating and conducting sports/ aesthetics events among staff	• President/ Welfare Society • Coordinator/ADMTC • DR/Admin • DB	Number of events organized	02	02	02	02	02
4.4.1.4 Promoting welfare facilities and activities	• DR/APW • President/ Welfare Society • DB	No. of welfare activities	05	05	06	06	06

Strategy: 4.4.2 Recruitment of high caliber staff to obtain expertise service

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
4.4.2.1 Recruiting competent staff	• Director • Deputy Director • Heads-IUD/ RHD/EEP • SAR/Est	% of vacant cadre	40%	30%	20%	15%	10%
4.4.2.2 Introduction of activity based performance evaluation process periodically	• Director • Deputy Director • Heads-IUD/ RHD/ EEP • SAR/Est	% of completed activities against the plan	80%	85%	85%	90%	90%

GOAL 5

TO ENHANCE THE INSTITUTIONAL IMAGE THROUGH GOOD GOVERNANCE [GOVERNANCE]

Objective 5.1 To establish supportive systems for the effective and efficient management of resources
Strategy 5.1.1 Enhancing the existing supportive systems and introducing new systems to achieve effective and efficient utilization of resources

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
5.1.1.1 Enhancing the Virtual Learning Environment (VLE) and its facilities	• Coordinator/ eLC • Admins / VLEs	% of active users in the VLE (Students, staff and others)	75%	80%	85%	90%	95%
5.1.1.2 Developing a Student Information System	• MIS Manager • Head/IUD • Coordinators/ Programme • Webmaster • SAR/Exams & Registration	% of the scope covered by the system	60%	70%	80%	90%	100%
5.1.1.3 Enhancing the Examination Management System	• SAR/Exam • System Analysis	% of scope covered by the system	75%	80%	85%	90%	95%

5.1.1.4 Developing a Human Resource Management System	• SAR / Establishment • MA / Establishment • Web Master • System Analyst	% of scope covered by the system	40%	60%	70%	80%	90%
5.1.1.5 Improving a Library System allowing access to e-resources	• Librarian • System Analyst • Scientific Assistant	% of scope covered by the system	80%	85%	90%	95%	100%
5.1.1.6 Developing Computer-Based Administrative Support System	• SAR/Admin • MA / Admin • System Analyst	% of scope covered by the system	40%	50%	60%	70%	80%
5.1.1.7 Maintaining and enhancing the UCSC website	• Coordinator / ADMTC • Web Master • Media Group	Number of media committee meetings	10	10	10	10	10
		Number of updates per year	48	52	56	60	60
5.1.1.8 Accommodating grievances through Grievance Committee	• Members/ Grievance Committee	No. meetings of Grievance Committee	06	06	06	06	06

	• DR/ APW						
5.1.1.9 Introducing a paperless working environment	• Director • Deputy Director • Heads of all Divisions	Cost spent on stationary Rs. Mn.	6.5	06	5.5	5.5	05

Objective 5.2 To ensure the formal policies in the decision making as much as possible
Strategy 5.2.1 Consideration of UGC circulars, council/senate decisions and other formal decisions when making decisions

Activities/Actions	**Responsibilities**	**Key Performance Indicators (KPI) 2018-2022**	**Desired Performance Targets**				
			2018	**2019**	**2020**	**2021**	**2022**
5.2.1.1 Conducting statutory meetings	• Director • Deputy Director • Heads- IUD/EEP/ RHD • DR • DB	Number of statutory meetings held	56	56	56	56	56
5.2.1.2	• Director • Heads - IUD/ RHD/ EEP • DR/Academic	% of filled carder in academic positions	55%	65%	70%	75%	80%

Maintaining work norms at all levels of the academic staff	• SAR/Establishment						
5.2.1.3 Assigning the job description/TOR for academic support/administrative and non-academic staff	• Director • Deputy Director • Heads of All Divisions	% of formal TOR/Job description issued	60%	70%	75%	80%	90%
5.2.1.4 Carrying out activities based on the strategic plan	• Director • Deputy Director • Heads of All Divisions • DR/SAR • DB/SAB • Coordinators • Works Engineer	% of activities completed	60%	70%	80%	90%	100%

GOAL 6

TO EMPOWER SOCIETY THROUGH ICT [SOCIAL RESPONSIBILITIES]

Objective 6.1 To contribute to the development of the community through advancement in the ICT based knowledge
Strategy 6.1.1 Dissemination of ICT Knowledge

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
6.1.1.1 Encouraging authors to publish articles on ICT for the development in the ICTer Conference/ Journal.	• Director • Chair /ICTer Conference • Secretary / ICTer Steering Committee • Members - BOS/ RHD	No. of articles published in the ICTer Conference and Journal	75	85	90	95	100
6.1.1.2 Creating an online repository of UCSC owned knowledge and make it available to the society based on relevance	• Director • Head / RHD • SAR/ PRP • Web Master • Coordinators / Centers	No of UCSC artifacts/resources published for the general public	5	7	8	8	9

Strategy 6.1.2 Improving UCSC contribution to the national development

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
6.1.2.1 Encouraging staff participation in national level activities including ICT policy related initiatives.	• Director • Deputy Director • Coordinators / Centers • Heads/ Department • AR / Director Office	No. of national level programs/activities in which UCSC gets involved	25	30	30	35	35
6.1.2.2 Organizing voluntary knowledge dissemination activities targeting teachers/students and general public with the support of relevant students	• Advisors of Student societies/clubs • Coordinator-PDC/ CSC/eLC/ADMTC • DR/SAR • Heads-IUD/ RHD/EEP	No. of student activities recorded in the BOS-IUD/ EEP/ RHD	16	18	18	20	20

Strategy 6.1.3 Uplifting the standards of existing centers to cater national level requirements

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
6.1.3.1 Conducting training programs for government /non-government organization or general public	• Director • Coordinators- CSC/ eLC/ADMTC / CDF • SAR/EEP	Number of activities/courses offered centers	10	12	15	18	20

Objective 6.2 To enhance the ICT awareness and competencies of the community
Strategy 6.2 Providing opportunities to improve ICT awareness and competencies.

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
6.2.1.1 Creating an online repository of UCSC owned knowledge enhancing materials and	• eLC/Coordinator • AMTC/ Coordinator • Coordinator / CSC	No. of online courses/ e-resources provided to general public to promote ICT awareness	40	43	45	47	50

making it available to the society based on relevance	• VLE Administrators • Web Master • Members/ Media Committee						
6.2.1.2 Encouraging publishing materials on a regular basis in both Sinhala and Tamil languages on newspapers and educational magazines	• eLC/Coordinator • AMTC/ Coordinator • Web Master • Members/ Media Committee	No. of public articles in Sinhala and English	5	6	7	8	10
6.2.1.3 Offering BIT (Bachelor of Information Technology) External Degree	• Director • Head/EEP • EDC/ Coordinator • SAR / EEP • Members of BOS/EEP	No. of BIT, DIT, HDIT qualified students	900	1000	1200	1300	1500
6.2.1.4 Offering FIT (Foundation of Information Technology) as a programme to certify ICT knowledge and competency	• Director • Coordinator/eLC • Members of EEP • SAR/EEP	No. of FIT qualified students	400	500	600	700	800

GOAL 7

TO PROVIDE PROFESSIONAL SERVICE TO EXTERNAL PARTIES [CONSULTANCY]

Objective 7.1 To facilitate the consultancy services to public and private sectors
Strategy 7.1.1 Promoting staff to engage in the consultancy services linked to UCSC

Activities/Actions	Responsibilities	Key Performance Indicators (KPI) 2018-2022	Desired Performance Targets				
			2018	2019	2020	2021	2022
7.1.1.1 Encouraging the staff to participate in the consultancy opportunities through UCSC	• Director • Coordinator / CSC • AR / Director Office	Number of consultancy assignments undertaken by the staff	15	15	18	18	20
7.1.1.2 Facilitating the consultancy projects	• Director • Coordinator/ CSC • DB • SAR/PRP	Income generated from consultancy projects	5m	6m	7m	8m	9m
7.1.1.3 Collaboration with the external parties when conducting consultancies	• Director • Coordinator/ CSC, eLC, ADMTC, CDF • DB • SAR/PRP	No. of assignments/service contracts agreed with outside parties	7	7	10	10	12



University of Colombo School of Computing
No. 35, Reid Avenue, Colombo 00700

Tel: +94 -11- 2581245/ 7
Fax: +94-11-2587239

ucsc.cmb.ac.lk