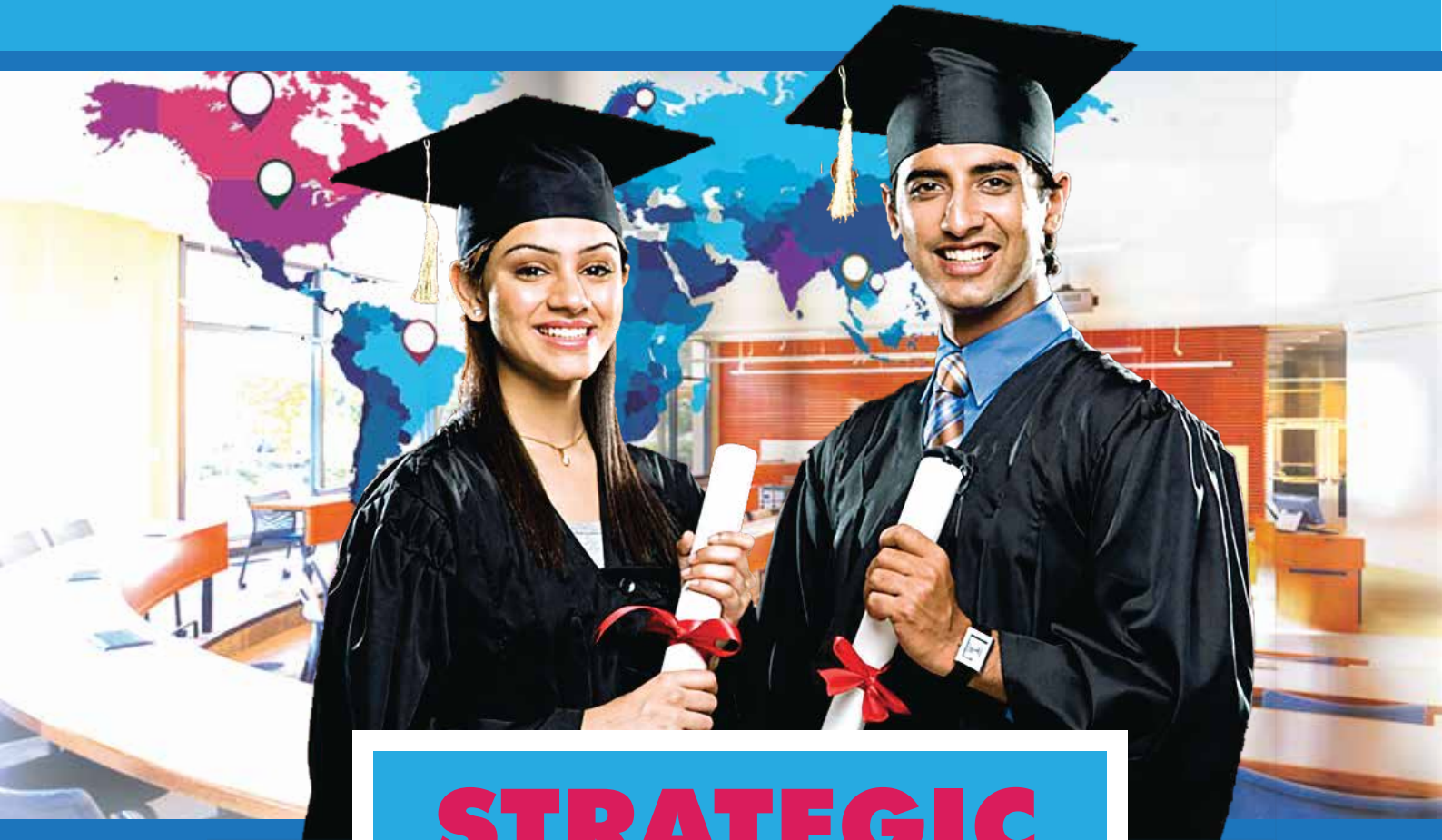




**UNIVERSITY GRANTS COMMISSION  
SRI LANKA**



**STRATEGIC  
PLAN**

2019 TO  
**2023**





# STRATEGIC PLAN

2019 TO  
2023

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பல்கலைக்கழக மானியங்கள் ஆணைக்குழு - இலங்கை  
UNIVERSITY GRANTS COMMISSION - SRI LANKA

## For Contemplation...

“

*Destroying any nation does not require the use of atomic bombs or the use of long range missiles...  
It only requires lowering the quality of education and allowing cheating in the education system...*

*If that happens,*

*Patients will die at the hands of such doctors.*

*Buildings will collapse at the hands of such engineers.*

*Money will be lost at the hands of such economists & accountants.*

*Humanity will die at the hands of such religious scholars.*

*Justice will be lost at the hands of such judges.....*

*So, the collapse of education is the collapse of the nation."*

”

- Author Unknown

*(Posted at the Entrance Gate of a South African University)*

The above list can be further extended.....Such politicians will make shoddy laws, such journalists will give unverified information, such citizens will support unjustifiable/unpatriotic actions, such public/civil servants will do substandard work, such civil society organizations will give subjective analysis, such leaders will provide uninspiring leadership.....the collapse of Education indeed leads to collapse of a Nation.

Therefore, more than any other time in the history, the current circumstances demand the UGC as the apex body of the University System in Sri Lanka, to come forward and make a real difference in higher education, as our actions will determine the making or breaking of the Nation.



MESSAGE FROM  
**THE CHAIRMAN**  
UNIVERSITY GRANTS COMMISSION

**I**

am excited to announce the Strategic Plan 2019-2023 of the University Grants Commission of Sri Lanka. This was developed giving due consideration to market demands, operational resources, and environmental concerns. As we journey into the next five years period covered by this strategic plan, the challenge for the UGC will be to build agility to address new challenges in higher education. I am confident that we can achieve this based on the solidity of our foundation and the quality and commitment of our staff.

In a dynamic environment, the long term direction of higher education must have enough room for changes facilitated through regular monitoring. The strategic plan was developed with this intention and to capitalize on the emerging higher educational opportunities/trends in order to equip and strengthen the UGC towards a globalized future. The heart of the strategy is our core values and it is aimed at creating future knowledge leaders through the state university system. Accordingly, five goals are defined along with associated objectives which are underpinned by clear Vision and Mission statements.

All our efforts will be directed toward supporting the leadership success of our learning partners through academics and all other stakeholders and by providing better global networking opportunities. Creating environmental awareness and acting with responsibly towards our planet will be a key consideration of this strategic plan.

While thanking you for all the support rendered to the UGC in the past, I urge each and every one of you to extend your commitment and direct your efforts to work hand in hand with us during the next five-year chapter of the UGC. Let us unite and work as one team to overcome obstacles and push boundaries to take the higher education to the next level of excellence, making UGC and the University System in Sri Lanka truly exceptional.

**Prof Mohan de Silva**  
MS, FRCS Edin, FCSSL



## MESSAGE FROM **THE SECRETARY** UNIVERSITY GRANTS COMMISSION

**I** am pleased to share with you this new Strategic Plan 2019-2023 for the University Grants Commission (UGC) of Sri Lanka. It underscores the UGC's commitment to higher education and is built over its 40 years of proud service to the nation.

Emerging from the belief that higher education is a great equalizer and Higher Educational Institutions (HEIs) are cradles for developing capable and responsible citizens who can drive the country's economy, our vision is to provide knowledge leadership for a better Sri Lanka/world. This vision is driven by the strategic plan that incorporates five well-defined goals covering key areas, that are aligned to the UGC's objectives depicted in University Act No. 16 of 1978. Understanding that the greatest challenges of our time are social, internationalization and environmental linked developments, due consideration is given to these factors in defining the goals. The goals are associated with relevant objectives and key performance indicators, that lay out the direction of the UGC for the next 5 years to come.

The success of our journey and the realization of our vision need a commitment to discovery, integrity, and openness, respect for others and our loyalty. While thanking each and everyone who gave their priceless time and thoughtful contributions to developing this strategic plan, I encourage and request you now, to read this guiding document very carefully, understanding every word in it clearly, spelling out what we have ought to do in fulfilling our vision.

The state HEIs are blessed with best minds available in the country; As UGC, our strategic aspiration in the next five years is to work together with HEIs and guide them to achieve truly international university standards and facilities, to create mutually beneficial local and global collaborations, and to act responsibly in relation to our environment; In doing these, our overall effort is to develop truly exceptional knowledge leaders for a better tomorrow.

I hope that you will join us in this endeavor whole-heartedly with dedication and commitment.

**Dr. Priyantha Premakumara**

B.Sc (Hons), MBA (CMB), Ph.D. (Wuhan)

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## Abbreviations

<b>CDU</b>	Career Guidance Unit
<b>CGEE</b>	Center for Gender Equity and Equality
<b>CGR</b>	Cumulative Growth Rate
<b>FMIS</b>	Financial Management Information System
<b>G.C.E.(A/L)</b>	General Certificate of Education (Advanced Level)
<b>HEIs</b>	Higher Educational Institutions
<b>IQAU</b>	Internal Quality Assurance Unit
<b>IT</b>	Information Technology
<b>KPIs</b>	Key Performance Indicators
<b>MIS</b>	Management Information System
<b>MOHE</b>	Ministry of Higher Education
<b>PESTEL</b>	Political Economic Social Technological Environmental Legal
<b>PF</b>	Pension Fund
<b>PhD</b>	Doctor of Philosophy
<b>QAC</b>	Quality Assurance Council
<b>SGBV</b>	Sexual and Gender Based Violence
<b>SLQF</b>	Sri Lanka Qualifications Framework
<b>SOP</b>	Standard Operating Procedure
<b>SRFs</b>	Standard Reporting Formats
<b>UG</b>	Under Graduate
<b>UGC</b>	University Grants Commission
<b>UPF</b>	University Provident Fund
<b>UTEL</b>	University Test of English Language
<b>YOY</b>	Year on Year



# Higher Educational Institutions / Institutes coming under the purview of UGC

## UNIVERSITIES



University of Colombo



University of Peradeniya



University of Sri Jayawardenapura



University of Kelaniya



University of Moratuwa



University of Jaffna



University of Ruhuna



Eastern University, Sri Lanka



South Eastern University of Sri Lanka



Rajarata University of Sri Lanka



Sabaragamuwa University of Sri Lanka



Wayamba University of Sri Lanka



Uva Wellassa University of Sri Lanka



Open University of Sri Lanka



University of Visual Performing Arts

## Higher Educational Institutions / Institutes coming under the purview of UGC

### POSTGRADUATE AND OTHER INSTITUTES

1. Postgraduate Institute of Agriculture
2. Postgraduate Institute of Archaeology
3. Postgraduate Institute of Management
4. Postgraduate Institute of Medicine
5. Postgraduate Institute of Pali & Buddhist Studies
6. Postgraduate Institute of Science
7. Postgraduate Institute of English
8. Postgraduate Institute of Humanities & Social Sciences
9. Postgraduate Institute of Indigenous Medicine
10. Institute of Indigenous Medicine
11. Institute of Human Resource Advancement
12. University of Colombo School of Computing
13. Gampaha Wickramarachchi Ayurveda Institute
14. National Institute of Library & Information Sciences
15. Institute of Technology, University of Moratuwa
16. Institute of Biochemistry, Molecular Biology & Biotechnology
17. National Centre for Advance Studies in Humanities & Social Sciences
18. Swamy Vipulananda Institute of Aesthetic Studies
19. Institute for Agro-Technology & Rural Science, University of Colombo



It is not so rare to find individuals who misinterpret the role and importance of strategic planning in any organization. Many, even in management positions are not fully aware of the key components of a strategic plan and also on how to execute and sustain such a Plan through continuous reviewing. Regardless of position, relationship or job authority, those who misunderstand and have no clear idea about the strategic plan can be a serious detriment to the successful implementation of the strategic plan. In a strategic plan, the risk is high, but the rewards are higher and hence the need is to make sure that the key players of the implementation process have clarity about the plan and roles expected from each of them. Therefore this attempt is to make the users familiar on the principles used in the strategic planning process and take them through the key components of the strategic plan in order to provide clarity and guidance to ensure the long-term success of its implementation.

In the development of the UGC strategic plan, the vision and mission statements were considered as the foundation, as all things incorporated in the strategic plan were aligned to them. The vision statement is the expression of UGC's aspiration while the mission portrays briefly, but in a comprehensive way, why UGC exists and what its operations are intended to achieve.

The second section consists of core values and strategy enablers, which are considered as supportive components of the strategy; Together they establish the context and provide guidance in the planning and implementation process. The core values describe the UGC culture and the manner in which the institution will work to achieve its goals and objectives, while the strategy enablers combine effectively to create strong bonding that complement the effective implementation of the strategy.

The third component of the strategic plan is the strategy section which includes goals, objectives and key performance indicators. There is much confusion about the terms goals and objectives as many use them almost interchangeably. Therefore, the general understanding is, as long as everyone involved in the planning process agrees to a definitional hierarchy, any combination of these words can be used. Here the goals are strategic targets or the long term conditions of well being the UGC is striving to achieve. The objectives represent the detailed, medium to long term intentions, activities or programmes planned in order to achieve the strategic goals. The KPIs linked to the objectives provide the mechanism to evaluate progress and success of UGC towards its vision through specified goals.

These three components which cover the vision, mission, values, goals, objectives and strategy enablers of the UGC along with the KPIs form the core section of the strategic plan 2019-2023 and was approved by the Commission to publish and use as a public document among various stakeholders of the University System. Although not included here for reasons explained below, the implementation plan plays an important role in the strategy implementation process of the UGC.

### **THE IMPLEMENTATION PLAN**

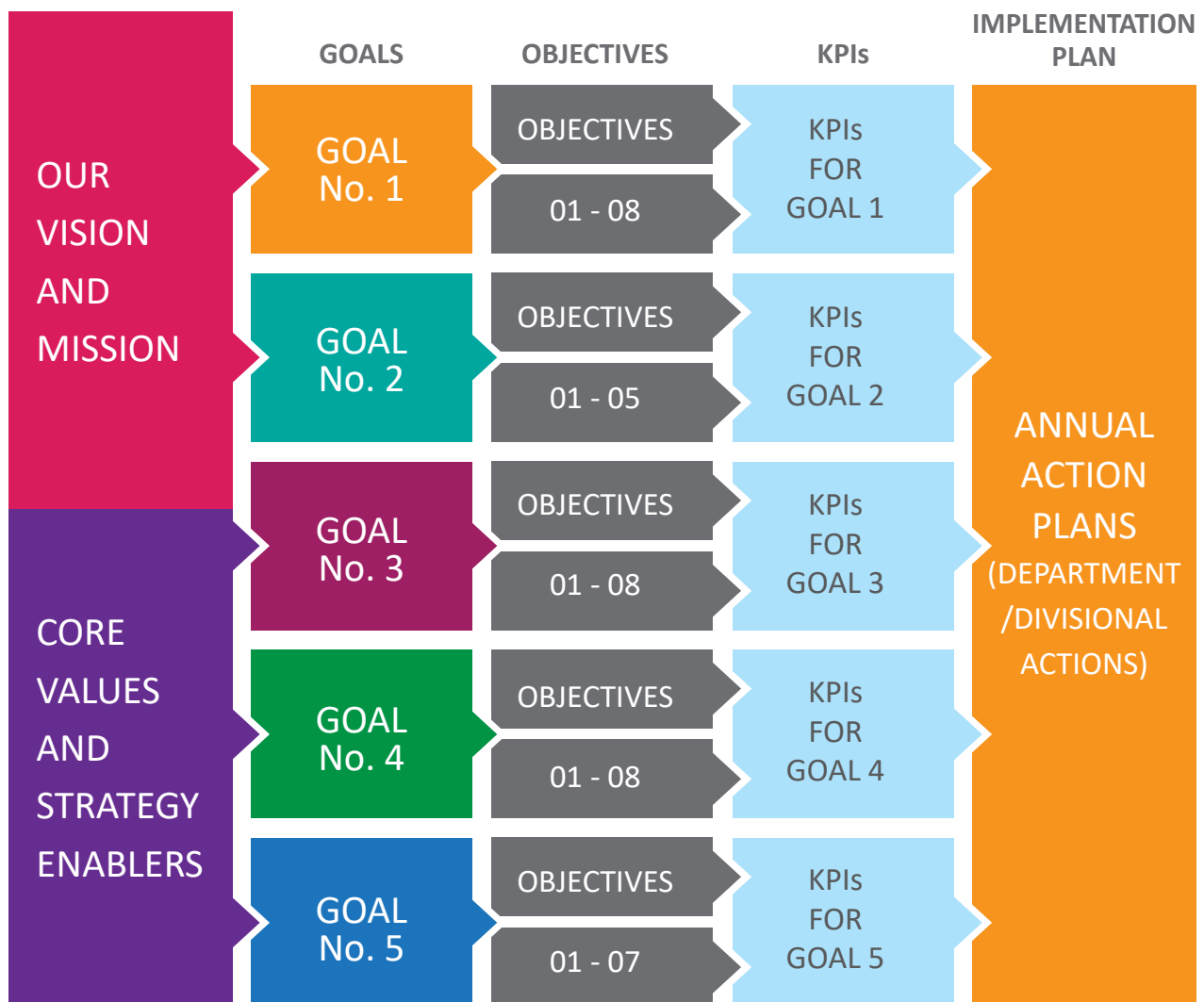
The function of the implementation plan is to convert the goals, objectives and KPIs of the published strategic plan into workable action plans for individual departments and divisions of the UGC. While the strategic goals and objectives remain a source of guidance with long term

attention, the implementation plan deals in getting the job done, taking into account the available resources.

This part of the strategy document which contains action plans is not for public usage, but will remain a vital internal document of the UGC. The key reason for this is that action plans are short term plans (mostly for less than one year) that are developed every year and usually subject to frequent revisions, amendments or changes to respond to and align with the dynamic nature of the environment.

The implementation plan should be documented with directives and clear departmental/divisional actions. In order to ensure the success of this process of turning strategic thoughts into operational actions, it is necessary to assign a completion date and appoint a responsible person for each specific activity. Although many within a department/division may involve in activities, it is a wise step to assign an individual with authority to oversee the completion of each such activity.

## Strategic Plan at a glance



## Preamble



The University Grants Commission (UGC) is the apex body of the University System in Sri Lanka which was established on 22nd December 1978 under the Universities Act No. 16 of 1978.

The main functions of the UGC are planning and coordination of university education, allocation of funds to Higher Educational Institutions (HEIs), maintenance of academic standards, regulation of the administration of HEIs and regulation of admission of students to HEIs. Therefore, the UGC has a critical role to play as far as the higher education and the forward journey of the country is concerned.

The UGC's last Strategic Management Plan covered the period 2013 to 2017 and it was developed based on the vision 'Sri Lanka to be the knowledge hub in the region and a leader in higher education in Asia by 2020'. It included eight goals deriving from the UGC's Mission. This strategic plan was further extended for another one year period and the year 2018 was used to make further attempts to achieve some of the goals and related objectives.

The development of a new strategic plan for 2019-2023 initiated with a detailed study and understanding of the two previous strategic plans of 2011-2015 and 2013-2017. Next, some useful information were gathered through a structured questionnaire given to department/division heads of the UGC, who are the actual drivers of the strategy. This was followed by a series of one on one consultations, discussions and deliberations which facilitated honest and critical self-reviews both at individual and functional levels. Using these findings and some useful insights from successful global educational establishments, the first draft of the strategic plan was developed. This plan was discussed in detail by an appointed Strategic Plan Working Committee which included the Secretary / UGC and other key department/division heads of the UGC. Incorporating the necessary inputs and comments of the Committee, the Strategic Plan of the UGC for 2019-2023 was finalized, which incorporates new vision and mission statements.

The strategic plan 2019-2023 is aimed at laying the right foundation to fulfil UGC's vision through fostering leaders who can reinforce the societal values, strengthen the global engagements, protect the environment and contribute to greater good.



# OUR VISION & MISSION

## VISION

*Provide Knowledge Leadership for a Better Sri Lanka / World*

## MISSION

*To foster management and good governance in facilitating the provision of undergraduate, postgraduate and professional education of highest quality with high impact research, quality teaching and industry engagement through a coordinated system of State Universities and HEIs, to create knowledge leaders who are passionate about meeting the triple bottom line.*

## Our Values



The core values at UGC explain what we stand for and the way in which we intend to conduct our activities. Further, they represent the hallmark of our culture as the apex body of the University System in Sri Lanka and provide the abiding principles that will guide us towards achieving of our vision, goals and accompanying objectives.

### The four core values identified at the UGC are;

- **Integrity:**  
We will demand the highest standards from ourselves in terms of honesty, integrity, and accountability to earn the trust of others.
- **Commitment:**  
We will be committed to strive for excellence in knowledge generation by encouraging creativity, novel thinking and work independence.
- **Respect:**  
We will demonstrate the value of diversity through a collaborative environment that mutually support and respect each other.
- **Loyalty:**  
We will make a strong resolve to be loyal and contribute selflessly to our institution.

### *Actions are Louder than Words.....*

*The UGC should consistently act in line with the spirit and intent of its values, implementing programs and assessment measures if needed to support and sustain the above core values as key elements.*



**OUR**

**GOAL 5**

**STRENGTHEN THE  
GOVERNANCE AND  
MANAGEMENT OF  
UGC AND HEIs  
THROUGH SECURE  
AND STABLE SYSTEMS  
AND MUTUALLY PRODUCTIVE  
STAKEHOLDER RELATIONSHIPS**





## **GOAL 1**

**INCREASE EQUITABLE ACCESS TO  
STATE SECTOR HIGHER  
EDUCATION**



## **GOAL 2**

**FACILITATE STATE HEIs  
BY APPORTIONMENT  
OF FUNDS TO  
DEVELOP STUDENTS'  
SKILLS AND KNOWLEDGE  
REQUIRED FOR THE 21st  
CENTURY CITIZENSHIP**

# **5 GOALS**



## **GOAL 3**

**PROMOTE  
ACADEMIC  
EXCELLENCE OF  
STATE HEIs THROUGH  
PROGRAMMES,  
RESEARCH AND  
INNOVATIONS THAT ENABLE  
STUDENTS TO BECOME  
LIFE-LONG LEARNERS IN A  
GLOBAL ENVIRONMENT**

## **GOAL 4**

**ENSURE IMPROVED  
STATE HEIs EQUIPPED  
WITH EFFICIENT AND  
QUALITY HUMAN  
RESOURCES,  
EXCELLENT FACILITIES  
AND SUSTAINABLE/  
GREEN CONCEPTS**



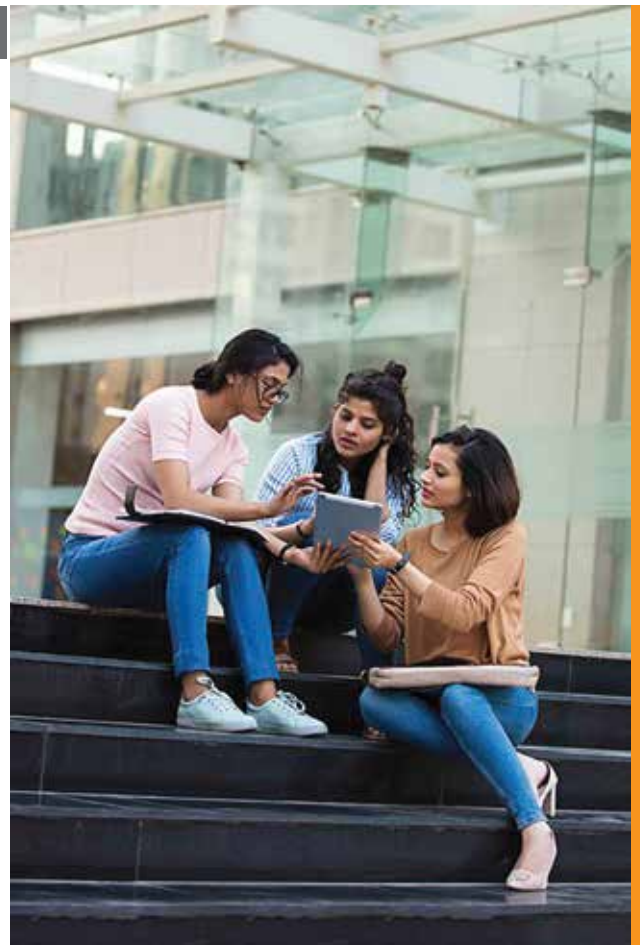
## GOAL 1

### INCREASE EQUITABLE ACCESS TO STATE SECTOR HIGHER EDUCATION

**F**rom those qualified at G.C.E. (A/L) examination and seeking admission to state universities, only a mere 19% gets the opportunity. On the other hand, the educational opportunities available for working people in the state HEIs are quite restricted owing to the limited number of diplomas and postgraduate courses offered. With the ongoing global and regional trends in higher education, these are quite inadequate, as the country not only needs more and more skilled graduates to drive a growing and demanding economy to success, but also requires enhanced and industry focused higher educational opportunities for the working population. With these in view, the goal is aimed at increasing opportunities available for most talented university eligible students to undergo rigorous learning experiences as undergraduates in state HEIs, while providing wider options for working class to pursue studies through diplomas and postgraduate courses that will suit their needs and schedules. We anticipate to address this through highly targeted admission programmes which in turn create new and different pathways through transition approaches, online courses etc.

#### OBJECTIVES OF GOAL 1

1. To achieve a Cumulative Growth Rate (CGR) of 15% in the university intakes for the undergraduate academic programmes of the state universities by 2023.
2. To reduce the time gap between releasing of A/L results and admission of students to universities, by two months.
3. To promote the existing Under Graduate (UG) courses of study with less demand, among potential students.
4. To reduce the number of vacancies in the existing UG courses of study by 25% over the next 5 years.
5. To increase by 8% the number of students admitted with foreign qualifications to undergraduate programmes of the state universities by 2023.



6. To develop specific industry targeted and quality regulated external degree programmes that accommodate eligible students who do not qualify for state university admissions.
7. To provide more higher educational opportunities by 2023 for students who do not qualify for state university admissions, through UGC approved UG degree courses of study offered by state universities and delivered through UGC Recognized Institutions.
8. To facilitate a CGR of 30% in the intakes of postgraduate programmes of the state universities by 2023.

## KPIs FOR OBJECTIVES OF GOAL 1

Objective	KPI	2019	2020	2021	2022	2023
1	Percentage increase in the intake of undergraduate students for the academic programmes (both existing & new) of the State Universities.	3%	3%	3%	3%	3%
2	Achieve a 2 months' reduction in the time gap between releasing of A/L results & admission of students to the State Universities.	-	25%	25%	25%	25%
3	Percentage increase in the number of students who get registered for the least demand unicodes each year.	1%	1%	1%	1%	1%
3 & 4	Percentage reduction in vacancies of the existing courses of study in the universities, including the least demand courses.	5%	5%	5%	5%	5%
5	Percentage increase in the number of foreign qualified students admitted to undergraduate degree programmes with existing demand.	-	2%	2%	2%	2%
5	Design and implement a mass and social media campaign to promote the foreign intakes among potential candidates across the world.	-	15%	25%	30%	30%
5	Number of UG degree courses of study with no prior demand for which foreign applications were received.	-	1	1	1	1
6	Percentage of students enrolled for the specially designed External UG degree programs from those who do not qualify for state university admissions.	-	-	-	1%	2%
7	Establishment of UGC Recognized Institutions for delivery of UGC approved UG degree programmes offered by universities.	-	1	2	3	5
8	Number of new and relevant postgraduate degree programmes approved per year.	-	10	10	10	10



## GOAL 2

### FACILITATE STATE HEIs BY APPORTIONMENT OF FUNDS TO DEVELOP STUDENTS' SKILLS AND KNOWLEDGE REQUIRED FOR THE 21st CENTURY CITIZENSHIP

**I**n a complex business world, the need to ensure degree programmes that are industry relevant and carry value in the market place has become ever more important. This has made critical thinking, communication, and creativity – three vital features of the 21st century citizenship. The universal belief today is that imparting such attributes on students can be best achieved through environments in HEIs that provide fulfilling learning experiences. It will create the right atmosphere for accumulation of skills and development of knowledge. Hence it is vital to ensure that university communities are exposed to conducive learning environments devoid of undue social pressures and economic challenges that can hinder the ambitions of HEIs.

In this background, the main focus of goal number 2 is to ensure appropriate allocation of funds granted by the government among state HEIs and monitor their usage to facilitate the creation of world class mind sets through State Universities. We will strive to achieve this by providing universities with necessary resources, better aesthetic environments and modern recreational and cultural facilities that will pave way for effective coordination and positive engagements among students within universities.

#### OBJECTIVES OF GOAL 2

1. To improve recreational and cultural facilities and the aesthetic environment in each state university by 2023 through the allocation of required funds.
2. To enhance physical facilities required for the academic and learning environment in universities/HEIs.
3. To introduce and implement the initial steps towards providing equitable resource access for all university students.
4. To improve timely fund flow from the treasury to ensure efficient implementation of the infrastructure development projects in HEIs.
5. To facilitate strategic management of financial functions by introducing a customized Financial Management Information System (FMIS).



## KPIs FOR OBJECTIVES OF GOAL 2

Objective	KPI	2019	2020	2021	2022	2023
1	Number of State Universities with added/improved recreational/cultural facilities and/or better aesthetic environment.	-	-	-	7	8
2	Percentage Increase in the annual budget for state HEIs.	-	1%	1%	1%	1%
3	Number of State Universities where a resource availability/utilization survey was successfully completed.	1	4	6	4	-
3	Benchmarking of the resource plan for the University system.	-	25%	25%	25%	25%
4	Number of progress review meetings on infrastructure development projects conducted per year.	2	2	2	2	2
4	Number of field visits to the HEIs per year	2	2	2	2	2
4	Number of progress review reports on infrastructure development projects submitted to the Treasury /MOHE / Commission during a year	2	2	2	2	2
4	Number of progress reports on financing universities submitted to the Commission during a year	12	12	12	12	12
5	Availability of a FMIS at the UGC	-	25%	40%	35%	-



## GOAL 3

### PROMOTE ACADEMIC EXCELLENCE OF STATE HEIs THROUGH PROGRAMMES, RESEARCH AND INNOVATIONS THAT ENABLE STUDENTS TO BECOME LIFE-LONG LEARNERS IN A GLOBAL ENVIRONMENT

**T**he leading global HEIs have achieved such status through the quality and market relevance of the programmes they offer, the research they perform and the innovation they encourage. Benchmarking and following those success stories, goal three will focus in ensuring the academic curricula of state HEIs are highly relevant, industry focused and achieve excellent global and local standards. Further we intend to place more emphasis on research and encourage undertaking studies, especially on areas that will respond to the national, regional and global issues. We will also attempt to encourage curiosity among students to innovate when seeking new knowledge. Understanding the importance of combining all these with the development of students, we will work towards strengthening the student support services and systems that will facilitate well-rounded citizens and life-long learners who can face and withstand the challenges encountered in a global environment.

#### OBJECTIVES OF GOAL 3

1. To develop new courses of study and to revise the curricula of existing courses as needed in order to ensure programme relevance and matching with the market demand.
2. To introduce other modes of delivery of degree programmes in order to enhance the access to higher education.
3. To implement structured plans through career guidance units (CGUs) of universities for personal and necessary skills development of the undergraduate students.
4. To enhance the importance of reading habit and ensure the effective utilization of e-library systems and other facilities available in the universities.



5. To strengthen student support services as mentioned in the Commission circular 933 and facilitate student learning process within the University System.
6. To establish effective university-industry partnerships through operation of University Business Linkage Cells empowering Academia and students to promote research and innovation in the areas of global and national interest.
7. To enhance the stakeholder satisfaction on quality of higher education provided by State Universities.
8. To ensure, through continuous supervision, monitoring and development, that HEIs under the UGC and the academic programmes offered by them, meet globally and locally accepted standards.

### KPIs FOR OBJECTIVES OF GOAL 3

Objective	KPI	2019	2020	2021	2022	2023
1	Percentage of new customized degree programmes approved to meet trending market demands.	2%	2%	2%	2%	2%
1	Development of an online proposal submission system for new degree programmes and establishment of new faculties / departments	10%	40%	50%	-	-
1	Number of existing courses of study revised to enhance the demand and ensure the market relevance.	1	1	1	1	1
2	Number of courses of study for which lateral entry/credit transfer provisions were approved.	2	2	2	2	2
3	Number of personal and soft skills development programmes facilitated by the UGC for UG students through Faculty CGUs of universities.	1	1	1	1	1
3	Number of training programmes and/or workshops arranged by the UGC for counselors/ Staff of CGUs of universities.	1	1	1	1	1
3	Percentage of academic staff appointed as student counselors/mentors annually.	5%	10%	15%	20%	> 25%
3	Establishing University Test of English Language (UTEL) Cells along with the coordinating center at University of Colombo.	-	-	50%	25%	25%
3	Percentage of students taking UTEL tests per year out of the total university undergraduate student population.	-	-	10%	20%	>30%

Objective	KPI	2019	2020	2021	2022	2023
4	Number of awareness campaigns held at Universities to promote and enhance the student usage of research databases, plagiarism software and e-books.	1	1	1	1	1
5	Implementation of 933 Commission Circular to establish the Student Support Service and Welfare System.	10%	20%	20%	20%	30%
6	Number of active University Business Linkage Cells established in the state university system to facilitate research and innovations.	1	3	7	10	15
6	Number of UGC facilitated public awareness sessions, jointly organized by two or more state HEIs in collaboration with public/private sector	-	1	1	2	2
7	Minimum of 80% satisfaction rating in Internal stakeholder assessment of University services by 2023	N/A	60%	70%	80%	> 90%
7	Minimum of 75% satisfaction rating in external stakeholder assessment of University output by 2023	N/A	50%	60%	70%	> 75%
8	Percentage of IQAUs in HEIs under the UGC, achieving more than 75% for the Performance Score Card	50%	70%	80%	90%	100%
8	Percentage of degree programmes of HEIs (internal undergraduate, external undergraduate, and postgraduate) mapped according to SLQF	50%	75%	100%	-	-
8	Percentage of required Benchmark Statements prepared for subjects (including both new and upgraded) offered in HEIs in Sri Lanka	25%	75%	100%		
8	Number of Institutional Review Reports of HEIs released during the year	2	4	2	3	3
8	Number of Programme Review Reports of HEIs released during the year	57	41	50	50	50





## GOAL 4

### ENSURE IMPROVED STATE HEIs EQUIPPED WITH EFFICIENT AND QUALITY HUMAN RESOURCES, EXCELLENT FACILITIES AND SUSTAINABLE/GREEN CONCEPTS



The main intention of goal number four is to facilitate the state HEIs coming under the purview of UGC to achieve global standards with regard to efficient delivery of services by their staff, availability of supportive culture and facilities and a higher institutional conduct on environmental aspects. To accomplish this endeavour, we will seek to attract the best talented staff and develop them for career success through skills enhancement and wider community engagements. We will strive for institutional cultures that enshrine the importance of gender and diversity. We will seek for better learning and teaching environments with enhanced facilities supported through state-of-the-art technologies. We further take responsive steps to make HEIs and University communities function with better environmental knowledge, awareness and responsibility.

#### OBJECTIVES OF GOAL 4

1. To ensure recruiting and retaining the most talented and diverse workforce possible for the University System at all levels over the next five years.
2. To initiate action in order to identify and nurture potential talent among the existing university staff through training and development.
3. To effectively address the underperforming staff and to proactively enhance employee welfare at all levels of the University System.
4. To facilitate a culture and environment within universities that allow both University students and staff to pursue their work without oppression and discrimination.
5. To establish clear direction and policy for capacity and professional development of non-academic staff at all levels of the University System.



6. To develop and implement a comprehensive plan for the modernization of university facilities including lecture rooms and laboratories with standards meant for such facilities including friendly environment for differently able students.
7. To build a strong quality assurance culture within the university system with necessary measures to achieve and maintain HEI facilities, learning environment and staff services at required standards/levels.
8. To build and operate environmentally healthier and greener HEIs with university communities that practice sustainability solutions.

## KPIs FOR OBJECTIVES OF GOAL 4

Objective	KPI	2019	2020	2021	2022	2023
1	Revision of Schemes of Recruitment in all categories of staff in the university system to meet the requirements of the Department of Management Services.	25%	50%	25%	-	-
1	Percentage of University staff confirmed in service at the first attempt of eligible confirmation	80%	85%	90%	100%	-
2	Percentage pool of Administrative officers with local job related training	-	25%	45%	65%	> 80%
2	Percentage pool of Administrative officers with foreign job related training	5%	10%	15%	20%	> 25%
2	Percentage of PhD scholarships granted through the UGC to Academic Staff	-	< 99%	< 95%	< 85%	<75%
2	Percentage of PhD scholarships granted through the UGC to Administrative Staff	-	> 1%	> 5%	> 15%	>25%
2	Percentage of Administrative officers with postgraduate and/or professional qualifications	40%	50%	60%	70%	>75%
3	Percentage of Staff who obtain a minimum of 3 in the periodic performance rating, on a 5 point scale	-	60%	70%	80%	>90%
3	Number of Universities achieving a score of > 75% in a survey of employee welfare and satisfaction	-	6	9	12	15
3	Number of employee related legal/court cases handled by the Legal Division of the UGC	<70	<60	<50	<35	<25
4	Percentage satisfaction in students' assessment of a conducive and safe learning environment in universities, which is free of ragging.	-	-	-	30%	50%
4	Percentage satisfaction of students and staff about a university environment that is free from Sexual and Gender Based Violence (SGBV).	-	-	-	30%	50%

Objective	KPI	2019	2020	2021	2022	2023
5	Number of non-academic staff trained annually through customized programmes aimed at professional and management skills development	-	25	50	75	75
6	Number of universities with more than 50% modernized and high standard lecture room/ laboratory facilities with access to differently abled students	-	3	5	8	>11
7	Number of universities achieving a score of > 80% on a student satisfaction survey on HEI facilities / learning environment / teaching quality / support services	-	2	4	6	> 8
8	Planting and nurturing of 5,000 new Trees within university/HEI premises	-	20%	20%	30%	30%
8	Number of HEIs using renewable solar energy for at least 25% of their electricity consumption	-	-	3	6	>10
8	Number of HEIs using an effective waste management system within their premises	-	2	5	10	>12
8	Number of universities within the state system achieving >50% reduction in their paper usage	-	3	6	10	15
8	Percentage of Video conference meetings conducted by the UGC for the participants from State Universities/HEIs.	-	10%	25%	40%	>50%
8	Number of UGC initiated Green awareness programmes conducted within the university system to enhance the student/staff knowledge on their environmental responsibility.	2	6	8	8	8
8	Number of actions implemented at the Finance Department of the UGC to promote sustainable/ green concepts	-	1	1	1	1



## GOAL 5

### STRENGTHEN THE GOVERNANCE AND MANAGEMENT OF UGC AND HEIs THROUGH SECURE AND STABLE SYSTEMS AND MUTUALLY PRODUCTIVE STAKEHOLDER RELATIONSHIPS



As the apex body of the state HEI's, the UGC continuously navigates through different programmes, activities and functions in performing its role. However, the success and outcome of all these depend to a larger extent on prevailing systems and procedures as well as the authority and powers bestowed on UGC by the State. Under such circumstances the aspiration of this goal is to review closely the existing systems and practices in order to make necessary changes to strengthen the governance arrangements and management practices for greater effectiveness and efficiency. The idea is to ensure that we practice more secured systems, flexible procedures and stable processes to encourage transparency and sound management decision making, while discouraging bureaucracy. This will help in enhancing the stakeholder confidence on the UGC and HEIs coming under its purview. Building on it, we will seek for enduring, mutually beneficial partnerships with industry, government and other stakeholder organizations.

#### OBJECTIVES OF GOAL 5

1. To ensure the University Act No. 16 of 1978 as well as the E-Codes of UGC/HEIs and Institutional ordinances support the current requirements and trends in the field of higher education.
2. To introduce systems, policies and technological aids that enhance transparency and facilitate the administrative/regulatory role of the UGC.
3. To enable transparency and academic accountability in the University System which reinforce good management practices and governance.
4. To strengthen the safety and security of the highly confidential data processed by the Department of University Admissions at the UGC



5. To introduce unique financial reporting systems and procedures to enhance good governance.
6. To develop a responsive Finance Information System for the UGC and HEIs by 2023.
7. To forge lifelong, meaningful and mutually beneficial relationships with the alumni communities at the faculty level of individual universities.

## KPIs FOR OBJECTIVES OF GOAL 5

Objective	KPI	2019	2020	2021	2022	2023
1	Review and update the University Act No. 16 of 1978, E-Codes of the UGC/HEIs and Institutional ordinances to suit current and future higher educational needs.	25%	75%	-	-	-
2	Development of an Integrated and secured MIS with live data of all HEIs.	5%	25%	30%	40%	-
2	Implement IT based asset and infrastructure maintenance system for HEIs which can be remotely monitored at the UGC for progress and compliance.	10%	40%	50%	-	-
2	Develop a benchmarking system or eligibility criteria for the members appointed to the University Councils	25%	75%	-	-	-
3	Introduce and document minimum work norms and ethics for academic staff.	25%	25%	25%	25%	-
4	Introduction of an IT policy for the Admission Department of the UGC.	-	100%	-	-	-
5	Number of Standard Reporting Formats (SRFs) introduced and implemented for finance functions of the UGC/HEIs.	-	1	1	1	1
5	Introduction of a Standard Operating Procedure (SOP) for finance functions of the UGC/HEIs.	10%	15%	30%	30%	15%
6	Implementing an improved version of a Computerized UPF and PF system.	10%	40%	50%	-	-
6	Introducing an Ordinance for Pension Fund	40%	60%	-	-	-
7	Percentage of faculties in the state university system with active and mutually supportive Alumni Associations	10%	20%	30%	40%	>50%

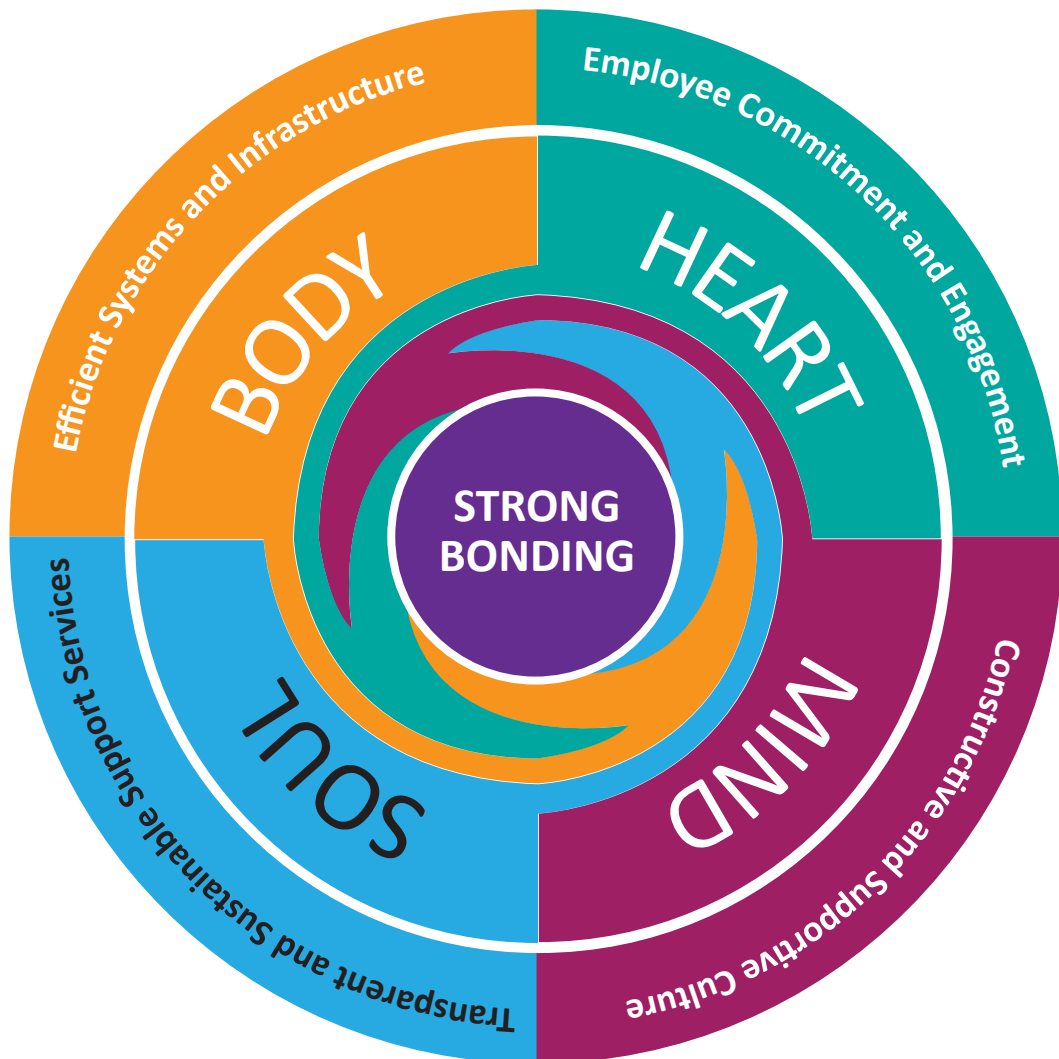
## Strategy Enablers

**G**reat organizations have achieved their status through successfully implementing their strategies which are facilitated by Strategy Enablers. The strategy enablers provide the back bone and the foundation for effective strategy implementation.

In the context of the UGC, its strategy covering goals and objectives will be driven by four key Enablers, namely,

- (1) Efficient systems and infrastructure,
- (2) Employee Commitment and engagement,
- (3) Constructive and supportive culture, and,
- (4) Transparent and sustainable support services.

These enablers will combine/blend together to form a system of strong bonding within the organization which complement the core functions of the UGC.



## KPIs for Strategy Enablers

Objective	KPI	2019	2020	2021	2022	2023
1	Average time to Fill a vacancy at UGC	-	< 6 Months	<5 Months	<4 Months	<3 Months
1	Use of new equipment and technology for day to day activities of the UGC	30%	20%	20%	20%	10%
1	Completion of pleasing and effective physical set up of departments and workstations at the UGC	40%	20%	20%	10%	10%
1	Usage of emails as the primary official mode of internal communications at the UGC	25%	100%	-	-	-
1	All major processes to be IT based	20%	30%	30%	20%	-
1	Improve the appearance of the UGC premises and maintain it through periodical renovations	30%	30%	30%	10%	-
1	All divisions to groom and develop strong second tier leadership by ensuring periodic rotations of administrative staff within the divisions of UGC.	-	30%	30%	40%-	-
1	Percentage of UGC Employees annually exposed to job related training and development.	30%	40%	60%	80%	100%
2	Percentage of Departments with more than > 75% leave obtained with prior approval	-	40%	60%	80%	100%
2	Average Tenure of an Employee at UGC	-	10 Years	12 Years	14 Years	> 15 Years
2	Suggestions per Employee at UGC	-	1	1	>1	>1
2	Percentage of UGC Employees who are more than 75% satisfied with their work environment and Superior	-	-	60%	75%	>90%
2	Percentage of UGC employees who have taken part in a motivational, attitude changing and team building outbound training programme.	-	30%	60%	100%	Continue
3	Percentage of UGC Employees trained in Institutional culture with proper orientation	-	100%	Continue	Continue	Continue
3	Percentage of Officer Level staff of the UGC taken through a structured programme for familiarization with the functions of different departments.	-	100%	Continue	Continue	Continue

Objective	KPI	2019	2020	2021	2022	2023
3	Percentage of Department Heads at the UGC who are more than 70% satisfied with their work environment and Superiors	-	-	60%	75%	>90%
3	Number of specially designed personality and soft skills development training programmes conducted for UGC staff by external training experts	-	4	4	4	4
3	Percentage of the right level of UGC cadre filled through careful analysis and review of the existing staff and the needs of different departments / divisions.	-	82%	84%	87%	>90%
3	Provision of recreational opportunities and facilities for the staff of UGC.	20%	40%	50%	75%	100%
4	Monitoring and ensuring the optimum utilization of resources at the UGC	70%	80%	100%	Ongoing	Ongoing
4	Percentage of Year on Year (YOY) increase in the UGC generated funds through various plans and methodologies used.	1%	1%	1%	1%	1%
4	Review and allocate financial authority limits (FR135) to Department Heads at UGC to ensure effectiveness and efficiency of the day to day functions	100%	Ongoing	Ongoing	Ongoing	Ongoing
4	Manage the UPF and PF in the most effective way, keeping the fund owners informed about the annual performance	-	100%	Ongoing	Ongoing	Ongoing



## The Importance and Role of KPIs in the Strategic Plan

**D**eveloping Key Performance Indicators (KPIs) is an important part of the overall strategic management process as they connect the vision, mission and strategy of the UGC. The KPIs link the medium and long-term goals of the UGC to the specific strategic objectives through strategy enablers which underpin the strategic initiatives. Understanding the UGC value drivers, conducting PESTEL analysis and identifying UGC's core competencies/strengths as well as critical weaknesses/vulnerabilities were all important steps in the KPI development process at the UGC.

These KPIs are the key dimensions that will be used to measure progress and success of the UGC with reference to its specified goals and objectives, while the KPIs related to strategy enablers will reflect the base strength and bonding of the UGC that facilitates the strategy implementation.

These well designed KPIs represent clear and easily measurable competitive factors which,

- (1) Improve strategy execution by aligning UGC activities and actions with strategic goals and objectives.
- (2) Provide a dashboard that enables the Commission and the UGC management to track the progress of the UGC towards accomplishing its strategic intentions.

In developing the KPIs some important considerations were,

- (1) To ensure they were easily understandable and were based on valid data.
- (2) To cascade them through key Departments/ Divisions of the UGC.
- (3) To make sure they lead to positive action.
- (4) To strengthen the UGC culture with continuous learning and performance improvement.

## Conclusion

**T**his document provides the next 5 year strategic plan of the UGC. It represents a strategic road map which characterizes the deliberate efforts of the UGC management to provide knowledge leadership towards a better Sri Lanka. We believe that our motive and aspirations as spread out will give enough inspiration to state HEIs as well as to all our other stakeholders to pledge their support to reinforce our cause. The success of our journey will be governed by the dedication and commitment we demonstrate as one team in the strategy execution process, for which we hold ourselves responsible and accountable.

This strategic plan will be periodically reviewed and adjusted or changed as required, in order to establish and maintain its relevance under dynamic conditions. We are confident and convinced that the internal discussions, critical self reviews and detailed analysis we carried out in the strategy formulation process will help us to stay strong and influence over our future. As a team we will concentrate and focus on our strategic priorities and continuously challenge and energize ourselves to prove that we have the true capabilities at the UGC to guide and lead the Higher Education System in Sri Lanka to provide knowledge leadership for a better world.



## Acknowledgement

- Prof. Mohan de Silva – Chairman / UGC, Prof. P.S.M. Gunaratne- Vice Chairman / UGC and all other Members of the University Grants Commission for the Cooperation and support extended.
- Dr. Priyantha Premakumara- Secretary / UGC for Encouragement, Guidance and Coordination provided.
- Dr. Prasad Jayasuriya – Director/Planning for initiatives, enthusiasm and commitment, in every aspect of strategy development work to ensure timely completion of the Strategic Plan 2019 - 2023.
- All Heads of Departments / Divisions / Units of the UGC, namely, Mr. D.L Dishan Jayantha- Additional Secretary, Ms. Vishaka Wanasinghe - Additional Secretary (Legal & Documentation), Mr. R.A.U. Ranaweera - Accountant, Mr. M.M.I.R. Bogamuwa - Internal Auditor, Prof. Uma Coomaraswamy - Director/CGEE, Prof. Nilanthi De Silva - Director/QAC, Mrs. Damayanthi Panagoda - Statistician, Mr. Rasika Karunarathna - Deputy Secretary, Mrs. Janadari Wijesinghe - Deputy Secretary, Mrs. Subashini Karunaratne - Senior Assistant Secretary, Dr. Nishantha Panditharatne - Senior Assistant Secretary, Mrs. Prathibha Abeysinghe - Senior Assistant Secretary, Mr. Samantha Wickramaarachchi - Senior Assistant Secretary, Mrs. Chamini Gunawardena - Senior Assistant Secretary, Mr. G.D.D. Perera - Works Engineer, Ms. Nishantha Kamburadeniya - Assistant Secretary, Ms. Chathurika Gunawardena - Assistant Secretary, Ms. Vijini Perera - Assistant Secretary and Ms. Vindya Manamperi - Programme cum Systems Analyst for their inputs and valuable contributions.
- Litholines (Pvt) Ltd. for excellent services provided in conceptualization, designing and printing the Strategic Plan 2019 - 2023.









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