

STRATEGIC PLAN 2019 - 2023

SOUTH EASTERN UNIVERSITY OF SRI LANKA - OLUVIL





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South Eastern University of Sri Lanka

Oluvil

2019





STRATEGIC PLAN 2019-2023 SOUTH EASTERN UNIVERSITY OF SRI LANKA

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SOUTH EASTERN UNIVERSITY OF SRI LANKA

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Projecting KPIs and Final Round of Consultation on Strategic Plan 2019-2023.

Held on 26 February 2019 at Staff Development Centre, SEUSL, Oluvil.

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OUR VISION

**An internationally renowned center in South Asia
for higher learning and innovations in sciences,
technologies and
humanities**

OUR MISSION

**To provide expanded opportunities for higher
learning of international standards through
generation and dissemination of knowledge and
innovations focused on regional and
national needs, social harmony and
stakeholders' empowerment and
satisfaction**



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Acronyms

AML	Ashraf Memorial Library
AR	Assistant Registrar
CEDPL	Centre for External Degrees and Professional Learning
CGU	Career Guidance Unit
CPDP	Continuous Professional Development Programme
DR	Deputy Registrar
FAC	Faculty of Arts and Culture
FAS	Faculty of Applied Sciences
FEN	Faculty of Engineering
FIA	Faculty of Islamic Studies and Arabic Language
FMC	Faculty of Management and Commerce
FOT	Faculty of Technology
HR	Human Resource
ICT	Information and Communication Technology
IESL	Institution of Engineers Sri Lanka
ISO	International Organization for Standardization
IT	Information Technology
KPI	Key Performance Indicators
LMS	Learning Management System
NRC	National Research Council
NSF	National Science Foundation
OGPA	Overall Grade Point Average
OSPIM	Office of Strategic Planning and Implementation Monitoring
QAC	Quality Assurance Council of University Grant Commission
RG	Research gate
RIC	Research and Innovation Centre
SAR	Senior Assistant Registrar
SBU	Strategic Business Units
SDC	Staff Development Centre
SEUSL	South Eastern University of Sri Lanka
SLUG	Sri Lanka University Games
SLUSA	Sri Lanka University Sports Association
SOP	Standard Operating Procedures
SSSW	Students Support Services and Welfare
UGC	University Grant Commission



The Foreword

South Eastern University of Sri Lanka (SEUSL) is a young national university. Since its establishment in 1995, SEUSL remains committed and passionate for making significant contribution to the economic, social and cultural wellbeing of Sri Lanka. Having located in South Eastern region of the island, South Eastern University of Sri Lanka has evolved as a truly national university having a good mixture of student population representing all major communities in the island. It will continue to inspire youths of multi ethnic communities of Sri Lanka. Our student enrollment continues to grow. During the last five years we could multiply our student population by more than a half of what we had in the year 2014. This clearly shows our commitment to the national agenda of widening access to higher education of Sri Lankan youth. Our recent establishment of Faculty of Technology has widened our capacity to further increase this number in future.

Notwithstanding many obstacles primarily driven by financial frontiers, the university could record commendable achievements and is successfully progressing towards its vision. Inspired by our vision, we continue to endeavor to uplift our entity as an internationally renowned center in South Asia for higher learning and innovations and hence achieving excellence in all our core functions is our next immediate agenda. Through this strategic plan, we deliberate to push our boundaries and embrace opportunities towards our desired end. This strategic plan 2019-2023 will thus guide us to lay a strong foundation and to build excellence in our 'academic quality', 'research, innovations and disseminations' and 'addressing social and industrial expectations'. These strategic areas represent our first three goals in our strategic plan. Achieving those three goals requires such enablers as our infrastructure, human resources, our systems of governance and our partnerships be made appropriate and compatible. Hence, the other three goals set in this document seek to make 'our infrastructure and human resource development', 'national and international collaboration' and 'governance and sustainability' be strategically aligned and compatible and thus being excellent within its spheres.

The overarching theme of this plan is to provide outstanding student experience and enhance our impact on larger society and national economy. Being a truly national university, broadening the attitudes and mindset of our diverse youth towards respect for other cultures and the importance of social harmony and integration shall ever be in the core of our agenda.

I am proudly recalling the level of engagement and enthusiasm shown by staff, students and members of the council in all participatory workshops we had to develop this plan. I wish to call all our students, staff, members of the council and all other stakeholders to come together to realize this plan.

Professor. Dr. M.M.M. Najim
Vice Chancellor,
South Eastern University of Sri Lanka.





Making Our Vision a Reality!

The Strategic Plan 2019-2023 of our university has been prepared based on the inputs gathered from multiple participatory planning sessions conducted by Office of Strategic Planning and Implementation Monitoring (OSPIM).

Our planning sessions were more inclusive, comprehensive and democratic thereby making this Strategic Plan 2019-2023 as a collective will of this university community to make our vision a reality. The Strategic Plan 2019-2023 has been approved and adopted by the Council of the university in its 222nd and 226th meetings held respectively on 15 December 2018 and 04 May 2019.

It is now a collective responsibility of every staff, unit, function, faculty and body of authorities of our university to implement this plan to achieve the end it promises. This requires diligent efforts and careful harmonization and alignment of our day to day business with the strategies this plan has laid down. Throughout this process, we need to ensure optimal level of participation and inclusiveness. To facilitate this process, OSPIM will conduct, in participation with our faculties, divisions and units, multiple participatory and consultative sessions to plan our annual actions to deliver our strategies. We will make sure that the annual action plan so devised will inform our process of preparing the annual budget and procurement plan of the university.

Further, the Monitoring Committee of Strategic Plan and Action Plan of the University will conduct quarterly progress reviews of annual action plan and annual review of the strategic plan and provide timely directions towards desired end.

Our achievements against intended aims shall be measured by our progress against set KPIs and targets. Unless it is stated otherwise the targets will evenly be distributed between years under this plan. We anticipate that our strategic goals, aims and objectives thereof shall necessarily remain unchanged over time. However, the strategies, KPIs and targets may be modified with the approval of the Council to better respond to significant changes if any in our operating environment.

Let's collectively endeavor to make our vision a reality.

HM.Nijam
Director,
Office of Strategic Planning and Implementation Monitoring (OSPIM),
South Eastern University of Sri Lanka.



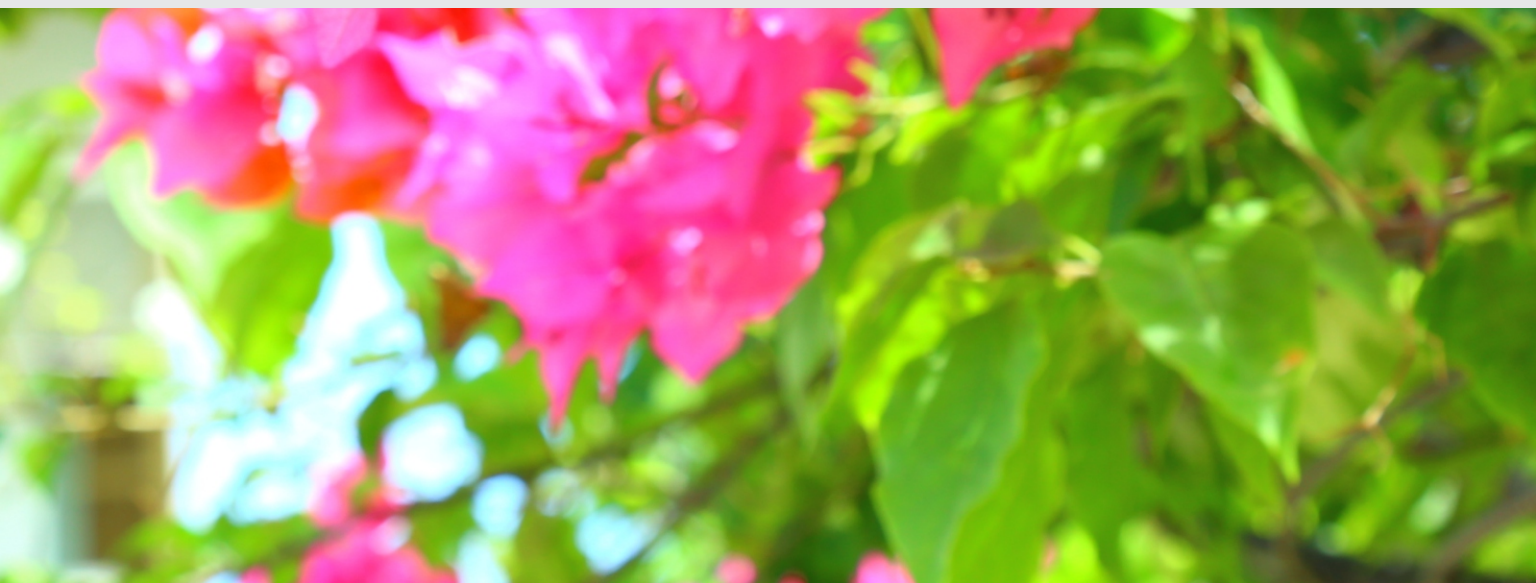


STRATEGIC GOALS

1. Excellence in Academic Quality
2. Excellence in Research, Innovation and Dissemination of Knowledge
3. Excellence in Addressing Social and Industrial Expectations
4. Excellence in Infrastructure and Human Resource Development
5. Excellence in National and International Collaboration
6. Excellence in Governance and Sustainability



Our Aims, Objectives, Strategies & KPIs



Aim

To enhance the integrity and breadth of curriculums of all our academic programmes, and promote the highest quality of learning and teaching environment stimulating independent and lifelong learning and outstanding student performance within and beyond the university



OBJECTIVE 1.1

To ensure that all our curricular adhere to recognized quality frameworks and timely adjust to latest knowledge and discoveries

- 1.1.1. Formulate and implement the university's policy and Standard Operating Procedures (SOP) for regular and standard review, upgrading and revision of curriculum of all study programmes of SEUSL
- 1.1.2. Constitute and operate Curriculum Consultative Forum for every faculty/portfolio which consists of members from industry, national and international experts in the field, alumni and other external stakeholders and engage in regular and periodical consultation
- 1.1.3. Guide and facilitate Curriculum Development Committees of the university and of the faculties to define Curriculum Review and Revision Cycle and workplans thereof for every study programme/portfolio and monitor its timely implementation
- 1.1.4. Ensure that curricula of all study programmes are appropriately benchmarked with standards of recognized quality frameworks and relevant latest curricula of internationally recognized similar programmes
- 1.1.5. Work with employers, professional bodies, alumni and other stakeholders to evaluate the performance, attitudes and skills of our graduates at workplace and inform our programme development and revision process
- 1.1.6. Use our research conferences as a platform to stimulate research and dissemination of new knowledge relating to our curriculums, teaching and learning and inform our curriculum development and revision process
- 1.1.7. Provide tailored training and exposures for academic leaders at each faculty to enable them to contribute to the breadth and continuous improvement of our curricula.

OBJECTIVE 1.1

To ensure that all our curricular adhere to recognized quality frameworks and timely adjust to latest knowledge and discoveries

Ref	KPIs	Target
1.1.1	Employability rate (within one year after graduation)	Increase the employability rate (within one year after graduation) to at least 80% by 2023
1.1.2	Employer feedback on our undergraduates' performance	Increase employers' satisfaction on our undergraduates' performance to at least 80% by 2023
1.1.3	Percentage of SEUSL's graduates perusing postgraduate studies	Increase the percentage of SEUSL's graduates perusing postgraduate studies (within one year after their graduation) to at least 20% by 2023



FACULTY OF MANAGEMENT AND COMMERCE



OBJECTIVE 1.2

To foster the effective use of Learning Management Systems and other ICT advancements in the processes of teaching, learning and assessments in all our study programmes

- 1.2.1. Create a Corporate Office of Virtual Learning as a project to plan, enable, implement, monitor and report the adoption of Learning Management Systems and other new technologies as part of enhancing teaching, learning and feedback processes in every undergraduate and postgraduate programme of SEUSL
- 1.2.2. Declare the adopt and use of LMS by staff as a measure of award for academic excellence and annual increments
- 1.2.3. Provide all the staff members and students with hands-on training to effectively embrace and sustain LMS culture
- 1.2.4. Sophisticate the existing ICT infrastructure of SEUSL and ensure that all faculties and units are connected to W-LAN and enjoy quality Wi-Fi environment.



OBJECTIVE 1.2

To foster the effective use of Learning Management Systems and other ICT advancements in the processes of teaching, learning and assessments in all our study programmes

Ref	KPIs	Target
1.2.1	Percentage of study programmes adopting LMS	Ensure that all study programmes adopt LMS by 2020
1.2.2	Percentage of staff using LMS	Increase the percentage of academic staff using LMS to at least 85% by 2023
1.2.3	Level of usage of LMS by staff	Increase the percentage of active users of LMS among academic staff to at least 70% by 2023
1.2.4	Students' satisfaction index on teaching and learning resources and environment	Increase students' satisfaction with learning resources (materials, library, LMS and IT resources, study space and equipment) to at least 85% by 2023



OBJECTIVE 1.3

To ensure that all our study programmes undergo a review by QAC and secure at least good grades for all study programmes so reviewed

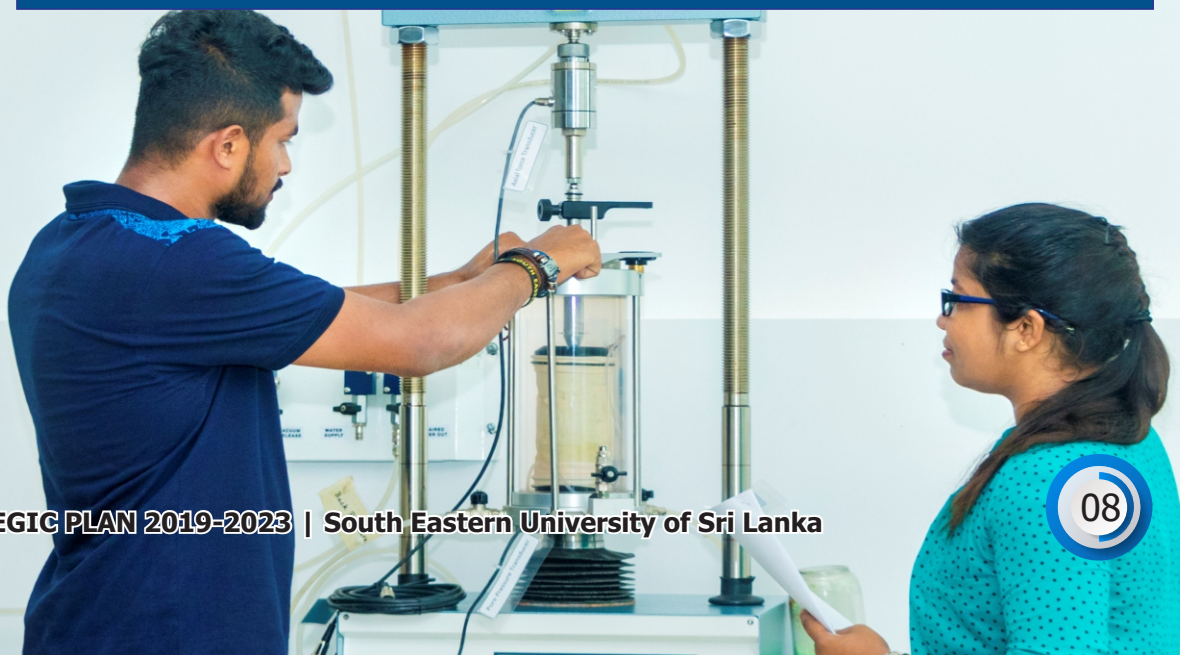
- 1.3.1. Adopt appropriate policies, guidelines and procedures to standardize and regulate every aspect signifying the quality of academic programmes
- 1.3.2. Capacitate Quality Assurance Unit (QAU) of the university and of the faculties to ensure that they systematically guide, monitor, follow-up and reinforce the quality assurance activities at every sub-system under their preview
- 1.3.3. Create a proper system and an environment at each faculty so that documents/evidences relating to quality assurance and programme reviews are schematically archived continuously
- 1.3.4. Improve the coordination and cooperation between our faculties and other functional units improving synergy on quality assurance processes
- 1.3.5. Facilitate inter and intra faculty interactive sessions to share the best practices on quality assurance in every aspect of academic programmes

Cont.

OBJECTIVE 1.3

To ensure that all our study programmes undergo a review by QAC and secure at least good grades for all study programmes so reviewed

- 1.3.6. Use our staff engaged in institutional and programme reviews in other universities to underpin and inform our quality assurance process with best practices from other leading institutions
- 1.3.7. Provide training to quality assurance coordinators and academic and non-academic staff on QAC's quality assurance guidelines and compliance to quality standards
- 1.3.8. Motivate and facilitate the transformation of academic programmes in alignment with standards stipulated in QAC's manual of review of undergraduate study programmes of Sri Lankan universities and higher education institutes
- 1.3.9. Implement a system of internal programme reviews, awards and incentive schemes to promote healthier competition between the faculties towards securing the best outcome in forthcoming programme reviews.
- 1.3.10. Encourage our faculties and functional units to become ISO certified thereby maximally standardizing our operations.



OBJECTIVE 1.3

To ensure that all our study programmes undergo a review by QAC and secure at least good grades for all study programmes so reviewed

Ref	KPIs	Target
1.3.1	Percentage of study programmes that underwent a review by QAC	Ensure that 100% of our study programmes underwent at least one quality review by 2023
1.3.2	Percentage of study programmes rated 'Good' or above out of those programmes reviewed	Ensure that 100% of programmes reviewed obtained at least 'Good' or above grades at the latest quality review conducted by 2023
1.3.3	Number of faculties/academic functions ISO certified	Ensure that at least 50% of our faculties obtained at least an ISO certification by 2023



OBJECTIVE 1.4

To ensure that all engineering and technological programmes are accredited by relevant professional/accrediting agencies

- 1.4.1. Benchmark and standardize the programme design, curriculum and process of delivery in accordance with recognized international professional standards and programmes
- 1.4.2. Form industry /professional consultation cell in each faculty and build a sound relationship with professional and industrial partners
- 1.4.3. Become certified by relevant ISO schemes to enhance and sustain the programme quality.



OBJECTIVE 1.4

To ensure that all engineering and technological programmes are accredited by relevant professional/accrediting agencies

Ref	KPIs	Target
1.4.1	Number of engineering and technological programmes accredited	<p>A.Ensure that all engineering degrees secured IESL's recognition/ accreditation by 2022</p> <p>B.Ensure that all degrees offered by the faculty of technology secured recognition/ accreditation of relevant agencies by 2023</p>
1.4.2	Number of social science programmes significantly exempted for relevant professional courses/licensing	Ensure that at least 25% of social science based degree programmes secured significant exemptions / recognition/ accreditation of at least one recognized professional body by 2023



OBJECTIVE 1.5

To embed flexible, student-centered and outcome-based teaching and learning methods as part of increasing the quality and impact of academic programmes and enhancing students' experience and satisfaction

- 1.5.1. Equip each faculty with necessary infrastructure and environment for fostering student centered learning
- 1.5.2. Revisit the curriculams and course specifications of the study programmes must be revisited to ensure due emphasis over student-centered and outcome-based education
- 1.5.3. Ensure that the quality assurance unit of each faculty monitors the adoption of student centered learning at their faculties
- 1.5.4. Enable and motivate our students to use their vacation to undertake national or international work-based learning or volunteering at profit or non-profit sector and enforce/enable it through curriculum and as a part of teaching, learning and assessment strategies of our degree programmes.



OBJECTIVE 1.5

To embed flexible, student-centered and outcome-based teaching and learning methods as part of increasing the quality and impact of academic programmes and enhancing students' experience and satisfaction

Ref	KPIs	Target
1.5.1	Library usage	<p>A. Increase the per capita borrowing of books by 35% by 2023</p> <p>B. Increase the per capita downloads of research articles from online journals subscribed by the university by 50% by 2023</p>
1.5.2	Dropout ratio	Bring the dropout ratio to be less than 0.5% by 2023
1.5.3	Overall average academic performance by OGPA	Increase an overall grade point average to at least 3.50 by 2023
1.5.4	Overall grandaunts satisfaction index	Increase an overall grandaunts satisfaction to at least 85%





Aim

To ensure that the academic community of SEUSL is actively engaged in generation, dissemination and promotion of new knowledge and technologies that impact on the wellbeing of society, environment and economy of the South Eastern region, our country and the globe



OBJECTIVE 2.1

To increase our institutional and financial commitments towards research, innovation, commercialization and impact

- 2.1.1. Revisit the existing research grant opportunities and procedures implemented by the university to make them more flexible but more accountable towards outcome
- 2.1.2. Increase the percentage of generated income and capital grants appropriated for the purposes of research, innovation and commercialization.



OBJECTIVE 2.1

To increase our institutional and financial commitments towards research, innovation, commercialization and impact

Ref	KPIs	Target
2.1.1	Proportion of capital grant used for research purposes	Increase the proportion of capital grant used for research purposes to at least 8% by 2023
2.1.2	Proportion of generated income used for research purposes	Increase the proportion of generated income used for research purposes to at least 25% by 2023



OBJECTIVE 2.2

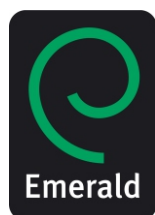
To increase the breadth and the volume of research articles and books published by our staff

- 2.2.1. Formulate, implement, institutionalize and monitor financial incentive and award schemes stimulating publishing of research papers, chapters and books by students and staff in high impact journals and via reputed publishers
- 2.2.2. Regulate undergraduate thesis supervisory and examination procedures to ensure that students' researches/theses are done free from plagiarism and they are uploaded to the university's e-repository
- 2.2.3. Enable and encourage our staff through series of common and tailored training for enhancement of research competency on multi-disciplinary perspectives & methodologies, academic writing, statistical analysis and enhancing the visibility and impact of their research
- 2.2.4. Employ national/international eminent researchers as supervising research consultants for providing technical assistance to increase the breadth and the volume of our researches published in reputed such journal listed under Social Science Citation Index, Arts & Humanities Citation Index, Science Citation Index Expanded, Emerging Sources Citation Index or similar indexing databases
- 2.2.5. Encourage the staff to collaborate with eminent international and national researchers in their researches and publications
- 2.2.6. Establish a 'Press of the University' and bring it under the supervision of the SEUSL's library where staff and outside authors can publish their books and creative works.

OBJECTIVE 2.2

To increase the breadth and the volume of research articles and books published by our staff

Ref	KPIs	Target
2.2.1	Number of books published through recognized publishers per academic staff per annum	Increase the number of books published through recognized publishers per academic staff per annum to 0.25 by 2023
2.2.2	Number of research articles published in refereed journals per academic staff per annum	Increase the number of research articles published in refereed journals per academic staff per annum to at least 1.5 by 2023
2.2.3	Number of research articles published in high impact indexed journals	Increase the number of research articles published in high impact indexed journals per academic staff per annum to at least 0.5 by 2023



OBJECTIVE 2.3

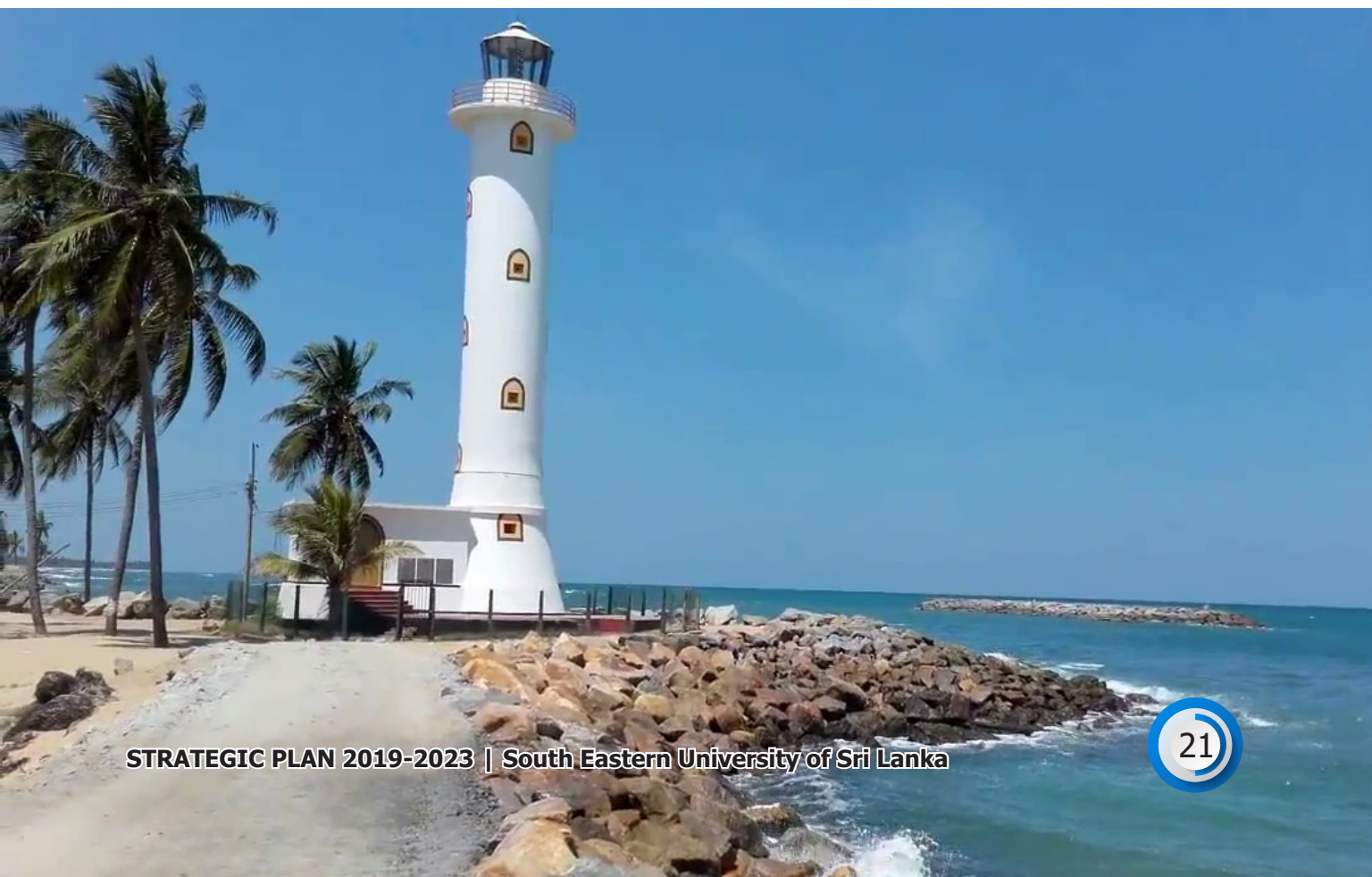
To increase the impact of our researches and publications on the wellbeing of society, environment and economy of the South Eastern region, our country and the globe

- 2.3.1. Encourage our academic staff to upload their researches and publications in popular such research networks and databases as Google Scholar, RG, Academia, ORCID, etc. and link such performance by academic staff with academic allowances, scholarships and incentive schemes
- 2.3.2. Use research citations, h-index, etc. as evaluation criteria in existing and new scholarship and incentive schemes stimulating impactful researches
- 2.3.3. Motivate and mobilize undergraduate and postgraduate researches towards addressing regional and national issues under the facilitation and coordination of Research and Innovation Center of the university
- 2.3.4. Devise/revise and implement recruitment policies so that the university's new recruits bring competitive advantage in terms of research records and citations
- 2.3.5. Conduct research conferences regularly and encourage, by means of scheme of award, for indexing the conference proceedings in reputed such research databases as Thomson Reuters, Web of Sciences, Scopus, ect.
- 2.3.6. Create a corporate conference portal to ensure that the whole processes from manuscript submission to publishing at all conferences of our university and faculties are web-enabled thereby transparent, user-friendly and more effective
- 2.3.7. Support academics to write textbooks on Sri Lankan context.

OBJECTIVE 2.3

To increase the impact of our researches and publications on the wellbeing of society, environment and economy of the South Eastern region, country and the globe

Ref	KPIs	Target
2.3.1	Percentage of academic staff having google scholar account	Ensure that 100% of academic staff have their google scholar account at least by 2020
2.3.2	Total citations (Google Scholar)	At least triple the total citations (google scholar) by 2023
2.3.3	h-index per capita	Increase the h-index per capita by at least 50%



OBJECTIVE 2.4

To promote the culture of innovation and entrepreneurship

- 2.4.1. Establish and equip research centers at each faculty and library in order to foster research and entrepreneurship culture in each faculty
- 2.4.2. Organize experience sharing interactive sessions with successful entrepreneurs and experts from different fields encouraging our students and staff to explore avenues to be more innovative and entrepreneurial
- 2.4.3. Implement highly attractive reward and awarding schemes for staff and students contributing to inventions and commercializations impacting on the wellbeing of our university and the country
- 2.4.4. Organize awareness and training programmes to staff and students on intellectual property rights and related subjects encouraging them to secure patent rights for their innovations
- 2.4.5. Organize exhibitions and trade fairs in order to expose the creative and innovative ideas of young entrepreneurs
- 2.4.6. Conduct inter-faculty competitions among students to stimulate talents, creativities and innovative ideas.



OBJECTIVE 2.4

To promote the culture of innovation and entrepreneurship

Ref	KPIs	Target
2.4.1	Number inventions patented	Obtain at least 05 new patents by 2023



The collage consists of five photographs. The top-left photo shows three students in blue polo shirts standing next to a man in a suit who is presenting a trophy. The top-right photo shows a group of students and a man in a suit holding a large trophy. The middle-left photo shows a student in a blue polo shirt receiving a trophy from a man in a suit. The middle-right photo shows a student in a blue polo shirt holding a trophy. The bottom photo shows a group of students and a man in a suit holding a large trophy.

TECHNO SRI LANKA 2K18 AWARDS

BEST DISPLAY OF ENGINEERING PROJECTS

GOLD	UNIVERSITY OF MORATUWA
SILVER	UNIVERSITY OF PERADENIYA
BRONZE	SOUTH EASTERN UNIVERSITY OF SRI LANKA
BRONZE	UNIVERSITY OF RUHUNA

SPAGHETTI BRIDGE COMPETITION

GOLD	SOUTH EASTERN UNIVERSITY OF SRI LANKA
SILVER	UNIVERSITY OF RUHUNA
BRONZE	SOUTH EASTERN UNIVERSITY OF SRI LANKA

SKY OF ICARUS DRONE COMPETITION

GOLD	UNIVERSITY OF MORATUWA
SILVER	SOUTH EASTERN UNIVERSITY OF SRI LANKA
BRONZE	UNIVERSITY OF RUHUNA

HACKATHON

GOLD	UNIVERSITY OF RUHUNA
SILVER	UNIVERSITY OF MORATUWA
BRONZE	UNIVERSITY OF MORATUWA

XO-BOTS

GOLD	UNIVERSITY OF RUHUNA
SILVER	UNIVERSITY OF RUHUNA
BRONZE	UNIVERSITY OF RUHUNA

CAD EAGER

GOLD	SOUTH EASTERN UNIVERSITY OF SRI LANKA
SILVER	UNIVERSITY OF RUHUNA
BRONZE	UNIVERSITY OF MORATUWA

OBJECTIVE 2.5

To maximize our competitive research funding success

- 2.5.1. Organize seminars and workshops and widely disseminate information about the national and international competitive research grants and opportunities and encourage our staff to compete for such opportunities
- 2.5.2. Promote, train and facilitate our young staff to maximally make use of our university's research grants and such national research grants extended by NSF, NRC and other state institutions
- 2.5.3. Train our staff to develop their competency to write best competitive research proposals
- 2.5.4. Promote and facilitate collaboration of our researchers with internationally and nationally renowned researchers in respective fields/ disciplines.



OBJECTIVE 2.5

To maximize our competitive research funding success

Ref	KPIs	Target
2.5.1	Number of internal and external competitive research grants secured per academic staff per annum	Increase the number of internal and external competitive research grants secured (both individually and jointly) per academic staff per annum to at least 0.25 by 2023



Aim

To ensure that the structure and functions of our strategic business units (SBUs) and the skills, attitudes and mindset of our graduates are best tuned with existing and emerging social and industry expectations thereby exploiting opportunities for mutual gain



OBJECTIVE 3.1

To introduce new academic programmes, departments and faculties to specialize in specific fields of knowledge potentially demanded by market and society

- 3.1.1. Establish new faculties to support our growth and to be more impactful on addressing the potential/emerging needs of the region, our country and the globe [Schedule 01: Proposed new faculties]
- 3.1.2. Bifurcate the existing departments into many optimal numbers of new departments to specialize in more specific areas of knowledge demanded [Schedule 02: Proposed departmentalization scheme]
- 3.1.3. Introduce new undergraduate and postgraduate degree programmes to address the potential/emerging social and industrial needs [Schedule 03: Proposed undergraduate and postgraduate programmes].



OBJECTIVE 3.1

To introduce new academic programmes, departments and faculties to specialize in specific fields of knowledge potentially demanded by market and society

Ref	KPIs	Target
3.1.1	Percentage of progress in Schedule 01	Achieve 100% progress in the commencement of at least two faculties proposed in Schedule 01
3.1.2	Percentage of progress in Schedule 02	Achieve 100% progress in the establishment of at least 95% of departments proposed in Schedule 02
3.1.3	Percentage of progress in Schedule 03	Achieve 100% progress in the commencement of at least 80% of programmes proposed in Schedule 03



OBJECTIVE 3.2

To provide industrial, professional, language and soft skill training for all of our undergraduate students equipping them to successfully compete in the marketplace

- 3.2.1. Embed industrial training in curricula of all our study programmes (including that of social sciences, humanities, management and applied sciences) and make it compulsory for the award
- 3.2.2. Form SEUSL's alumina network and link our undergraduates so that they efficiently find appropriate industrial training placement
- 3.2.3. Partner with relevant private, governmental and non-governmental organizations and other metropolitan universities with the view of providing industrial and soft skill training for our students
- 3.2.4. Strengthen the existing Career Guidance Unit (CGU) so that it effectively operates as a corporate unit to plan, coordinate, monitor and implement industrial training strategies of the university
- 3.2.5. Provide self-help training programmes so that our undergraduates themselves search and secure appropriate industrial training placements
- 3.2.6. Create a web portal where all our undergraduates exposed to industrial training can share their training experience with other potential trainees
- 3.2.7. Establish a proper mentoring, supervision and reporting system throughout the training period to ensure maximum impact of industrial training.

OBJECTIVE 3.2

To provide industrial, professional, language and soft skill training for all of our undergraduate students equipping them to successfully compete in the marketplace

Ref	KPIs	Target
3.2.1	Percentage of study programmes offering industrial training as part of curriculum	Ensure that 100% of study programmes offer industrial training as part of curriculum by 2020
3.2.2	Percentage of graduates successfully completed industrial training	Increase the percentage of graduates successfully completed industrial training to at least 90%
3.2.3	Rate of employment satisfaction among our graduates (within one year after graduation)	Increase the rate of employment satisfaction among our graduates (within one year after graduation) to at least 70% by 2023
3.2.4	Employer feedback on our graduates' performance	Increase employers' satisfaction on our graduates' performance to at least 80% by 2023
3.2.5	Percentage of our undergraduates capable in communicating in more than one state language	Increase the average percentage of our undergraduates capable in communicating in more than one state language to at least 85%
3.2.6	Students' performance in English language tests	Ensure that at least 80% of our students score more than average in selected English language tests by 2023
3.2.7	Percentage of our graduates obtained soft skill development training during their study period	Ensure that at least 90% our graduates obtained at least two soft skill training during their study period



OBJECTIVE 3.3

To increase our students' engagement and performance in sports

- 3.3.1. Streamline our coaching systems to address gender and cultural considerations
- 3.3.2. Strengthen our Physical Education Unit, its function and management with benchmarks of other recognized national and international universities leading in sports
- 3.3.3. Invest on sports skill training for students and on TOT for our coaches with the objective of tapping our maximal potentials in sports performance
- 3.3.4. Introduce varieties in indoor games thereby widening the opportunities for student participation in sports
- 3.3.5. Introduce award scheme for motivating student performance in sports.



OBJECTIVE 3.3

To increase our students' engagement and performance in sports

Ref	KPIs	Target
3.3.1	Number of sports competitions participated by our university	Increase the number of sports competitions participated by our university by 20% by 2023
3.3.2	Percentage of Sri Lanka university games (SLUG) events that our university participated	Ensure that our university has players for and participate in all sports at a SLUG event by 2023
3.3.3	Number of Sri Lanka university sports association's (SLUSA) awards obtained	Increase the number SLUSA awards obtained by our university to at least 10% of the total awards competed for at a SLUG event by 2023
3.3.4	Number of other national/ international awards obtained by our players/university	Increase the number other national/international awards obtained by our players/university by 20% by 2023



OBJECTIVE 3.4

To promote multicultural respect, understanding and tolerance enabling our students and staff community to effectively contribute to peace and successfully perform their duties in pluralistic organizational and social setting

- 3.4.1. Promote and facilitate teaching, administrative and non-academic staff and students of the university to acquire proficiency in all state languages
- 3.4.2. Promote and facilitate the organization of charity campaigns, multi-cultural events, sports, tour, community research and other social and welfare engagements with the participation and involvement of students, staff and community heads of different cultures and religions
- 3.4.3. Promote and facilitate cross cultural learning through curriculum, teaching and learning process
- 3.4.4. Conduct regular training for students to enhance their negotiation and problem-solving skills
- 3.4.5. Guide the teachers and administrators to manage study groups and campus residences to foster coexistence among students.



OBJECTIVE 3.4

To promote multicultural respect, understanding and tolerance enabling our students and staff community to effectively contribute to peace and successfully perform their duties in pluralistic organizational and social setting

Ref	KPIs	Target
3.4.1	Percentage of academic staff having proficiency in Sinhala and Tamil languages	Increase the percentage of academic staff having proficiency in Sinhala and Tamil languages to at least 50% by 2023
3.4.2	Percentage of administrative and non academic staff having proficiency in Sinhala and Tamil languages.	Increase the percentage of administrative and non- academic staff having proficiency in Sinhala and Tamil languages to at least 40% by 2023
3.4.3	Number of multi-cultural events conducted	Ensure that at least two multicultural events are conducted annually





Aim

To support, enrich, develop, sustainably utilize and care our human resources and infrastructure to realize their full potential to deliver our strategies and make the SEUSL a center of excellence in teaching, learning, research, sports and recreational activities



OBJECTIVE 4.1

To increase the strength and the breadth of qualifications of our staff and make them continuously grow in their profession

- 4.1.1. Use the International Affairs Division and Staff Development Center (SDC) to work together and liaise with international universities and agencies with the objective of connecting our staff with overseas scholarship opportunities for PhD, postdoctoral and other training programmes
- 4.1.2. Stimulate and support our young academic leaders to earn the highest renowned academic and professional qualifications of the sector
- 4.1.3. Provide our staff with adequate financial assistance and support for PhD and other professional development initiatives including multi-disciplinary programmes
- 4.1.4. Provide training and awareness on promotional schemes for supporting career advancement planning, progress assessments and exploiting opportunities
- 4.1.5. Encourage senior staff to honestly share their experiences and best practices in career advancement
- 4.1.6. Use our SDC to maintain effective coordination with our staff reading PhD and their institutions to assist, encourage and support our staff to complete their PhD programme as scheduled.

OBJECTIVE 4.1

To increase the strength and the breadth of qualifications of our staff and make them continuously grow in their profession

Ref	KPIs	Target
4.1.1	Percentage of professors over total academic staff	Increase professors to academic staff ratio to at least 10% by 2023
4.1.2	Percentage of academic staff with PhD qualification	Increase the percentage of academic staff with PhD qualification to at least 50% by 2023
4.1.3	Percentage of academic staff having qualified in at least one other different discipline	Ensure that at least 20% of academic staff do have qualifications in at least one other different discipline by 2023
4.1.4	Percentage of PhD holders with postdoctoral qualification	Increase the percentage of PhD holders with postdoctoral qualification to at least 20% by 2023
4.1.5	Percentage of administrative staff with master/PhD qualification	Increase the percentage of administrative staff with master/PhD qualification to at least 50% by 2023
4.1.6	Percentage of non-academic staff with degree qualification	Increase the percentage of non-academic staff with degree qualification to at least 15% by 2023

OBJECTIVE 4.2

To enrich, develop and utilize the knowledge, capabilities and skills of our staff so that they best deliver our strategies

- 4.2.1. Prepare an HR training and development plan of the university by conducting a comprehensive training need assessment for all categories of staff and ensure that it gets implemented through annual action plans of the university
- 4.2.2. Engage our SDC to provide extensive generic and tailor-made training programmes for our staff for inspiring and equipping them to deploy a range of skills to shape, influence and lead in the areas of student-centered learning, outcome-based education, student counselling, staff engagement, etc.
- 4.2.3. Promote and facilitate our staff to acquire international exposures, job exchanges, and industrial experiences using their various leave entitlements
- 4.2.4. Integrate key strategic plan targets with staff performance through formulating guidelines and policy to optimally distribute the strategic plan targets among the staff
- 4.2.5. Monitor periodically at the department/faculty level the achievements of the targets allotted to individuals/work teams and review the progress thereof in legitimate/ statutory meetings of the faculties and the university
- 4.2.6. Foster the staff contributions to strategic plan achievement via incentive schemes, annual increments and awards.

OBJECTIVE 4.2

To enrich, develop and utilize the knowledge, capabilities and skills of our staff so that they best deliver our strategies

Ref	KPIs	Target
4.2.1	Percentage of annual staff development expenses over total annual income	Increase the percentage of annual staff development expenses to at least 1% of total annual income.
4.2.2	Number of continuous professional development programmes (CPDP) successfully completed per academic staff (including academic support staff) per annum	Ensure that every academic staff undergo at least two CPDP per annum.
4.2.3	Number of continuous professional development programmes (CPDP) successfully completed per administrative and non-academic staff per annum	Ensure that every administrative and non-academic staff undergo at least one CPDP per annum

OBJECTIVE 4.3

To achieve an optimal staffing which meets our existing and evolving needs and strategies

- 4.3.1. Review and assess our existing and future cadre needs and prepare sustainable human resource plan to best support our existing needs and growth strategies
- 4.3.2. Introduce a policy framework to count academic staff engagements in research, counselling and administrative duties in determining and balancing the staff workload
- 4.3.3. Fill the existing cadre vacancies with immediate effect with the best people thereby accessing the best relevant talents to deliver our strategies
- 4.3.4. Ensure that workload among the staff is fairly balanced.



OBJECTIVE 4.3**To achieve an optimal staffing which meets our existing and evolving needs and strategies**

Ref	KPIs	Target
4.3.1	Students per teacher ratio	Improve rate of our compliance over UGC's prescribed standards for student per teacher ratio to at least 75% by 2023
4.3.2	Students per administrative and nonacademic staff ratio	<p>A. Improve rate of our compliance over prescribed standards for student per academic staff ratio to at least 75% by 2023</p> <p>B. Improve rate of our compliance over prescribed standards for student per administrative staff ratio to at least 50% by 2023</p>
4.3.3	Cadre usage	Ensure that at least 98% of the exiting cadre provisions as at the commencement of the year 2019 are filled with right talents by 2020

OBJECTIVE 4.4

To provide safe, accessible, enabling, stimulating and ecofriendly infrastructure and working environment to make our teaching, learning, administrative, residential and recreational activities an outstanding experience

- 4.4.1. Ensure that all our students academic and administrative staff in need of residential facilities are provided with quality residence within or in close proximity of the campus
- 4.4.2. Increase the efficacy of our network infrastructure to ensure that our students, staff and visitors can connect to the world from anywhere within the university's premises
- 4.4.3. Ensure that all buildings of SEUSL undergo occasional and regular maintenance and refurbishment on a timetable basis giving our students, staff and visitors safe and pleasant experience throughout their stay with us
- 4.4.4. Implement 5S environment within the premises of all buildings of SEUSL
- 4.4.5. Invest on landscaping and beautification of the campus premises into green, pleasant and stimulating atmosphere
- 4.4.6. Ensure quick access across all facilities through enhanced internal road network
- 4.4.7. Ensure that all our academic, administrative, recreational and residential facilities are accessible by differently abled students and staff
- 4.4.8. Collaborate with recognized suppliers of food and beverage and enhance the management, service quality and outlook of cafeteria facilities within the university premises
- 4.4.9. Ensure highest standard of health among students and staff by enhancing their awareness to potential health risks and improving the quality and access to health facilities.

OBJECTIVE 4.4

To provide safe, accessible, enabling, stimulating and ecofriendly infrastructure and working environment to make our teaching, learning, administrative, residential and recreational activities an outstanding experience

Ref	KPIs	Target
4.4.1	Number of faculties/units in 5s environment	Ensure that at least three faculties and our library become into full scale 5s culture
4.4.2	Accommodation capacity	<p>A. Double the students accommodation capacity (number of rooms and beds) by 2023</p> <p>B. Increase the staff accommodation capacity by at least 50% by 2023</p>
4.4.3	Capacity of internet and network resources	<p>A. Triple the server capacity and internet bandwidth by 2023</p> <p>B. Ensure that 100% of academic and administrative premises of our university are within W-LAN coverage</p>



OBJECTIVE 4.5

To ensure optimal use of our infrastructure and space while effectively preventing all types of risks by natural disaster

- 4.5.1. Invest to mitigate and prevent the risk of flood and erosion in our university's land through appropriate fencing and effective drainage systems
- 4.5.2. Use our bare lands in economic activities including coconut plants and nurseries giving the university net financial gain.

Ref	KPIs	Target
4.5.1	Loss of land by coastal erosion	Completely arrest the coastal erosion of our university's land by 2021
4.5.2	Generated income per Sqm of bare land	Increase generated income per Sqm of bare land by 10% by 2023

OBJECTIVE 4.6

To ensure that the infrastructure implications of our strategies are precisely identified and translated into our masterplan and short and long term financial strategies and implementations

- 4.6.1. Update the master plan for the development of the university for the next 25 years in consideration of evolving strategies
- 4.6.2. Ensure that all projects within the master plan have detailed and sound proposals and financial pledge.

Ref	KPIs	Target
4.6.1	Percentage of master plan projects with financial pledge	<p>A. Updating of master plan of the university by 2021</p> <p>B. Ensure that at least 50% of financial requirements over the master plan are pledged/attained by 2023</p>



Aim

To develop and sustain productive collaborations and partnerships augmenting SEUSL's capacity, competitiveness, impact, and our standing locally and internationally



OBJECTIVE 5.1

To increase our international research collaborations

- 5.1.1. Introduce a separate and flexible window of our university's research grant with the view of promoting internationally collaborated researches / publications of our staff
- 5.1.2. Partner with international universities to jointly finance collaborated research projects by staff of partnering institutions
- 5.1.3. Implement incentive and award schemes with the objective of increasing volume and impact of our research collaborations
- 5.1.4. Organize research conferences collaborated with international universities in general and South Asian universities in particular
- 5.1.5. Partner with international universities and bodies to publish internationally collaborated new journals or selected volumes of existing journals
- 5.1.6. Use the Research and Innovation Center of SEUSL and university's website to promote, facilitate and monitor international research collaborations of the university
- 5.1.7. Use research centers of the faculties and the library to exploit popular research networks and social media to explore the opportunities for research collaborations
- 5.1.8. Use the Research and Innovation Center of SEUSL and research centers of the faculties and library to explore research projects of regional and national significance and link our local and international researchers through public call for expression of interest.

OBJECTIVE 5.1

To increase our international research collaborations

Ref	KPIs	Target
5.1.1	Number of internationally collaborated research conferences conducted	Conduct at least four internationally collaborated research conferences by 2023
5.1.2	Number of internationally collaborated research journal issues published	Publish at least four internationally collaborated journal issues by 2023
5.1.3	Percentage of our academic staff publishing with international co-authors	Ensure that at least 50% of our academic staff do have at least one internationally collaborated research article by 2023
5.1.4	Number of internationally collaborated research articles published by our staff	Increase the internationally collaborated research articles published by our staff by at least 25% by 2023



OBJECTIVE 5.2

To increase student and staff exchange between universities within and beyond the country

- 5.2.1. Develop university's policy framework to promote and regulate student and staff exchange within and beyond the boundaries of the university and the country
- 5.2.2. Introduce internationally collaborated undergraduate and postgraduate programmes
- 5.2.3. Encourage the faculties to explore, with the assistance of International Affairs Division, opportunities for student and staff exchange partnership at universities of South Asian Countries
- 5.2.4. Use the International Affairs Division of SEUSL and the university's website to promote, facilitate and monitor student and staff exchange programmes of the faculties and the University
- 5.2.5. Use our staff, overseas alumni network and well-wishers of SEUSL to explore opportunities for student and staff exchanges
- 5.2.6. Use the Academic Programme Centre (APC) of SEUSL to implement academic programmes in collaboration with local universities.

OBJECTIVE 5.2

To increase student and staff exchange between universities within and beyond the country

Ref	KPIs	Target
5.2.1	Number of MoUs signed with international partners for staff and student exchange and know-how transfer	Increase the number of MoUs we signed with international partners for staff and student exchange and know-how transfer by another 50% by 2023
5.2.2	Number of internationally collaborated diploma or undergraduate programmes	Ensure that our university offers at least two academic programmes (diploma or undergraduate programmes) in collaboration with international partner/s by 2023
5.2.3	Number of internationally collaborated postgraduate programmes	Ensure that at least 50% of the faculties offer at least a postgraduate programme in collaboration with international partner/s by 2023
5.2.4	Percentage of students directly benefitted from student exchange agreements per annum	Increase the percentage of students directly benefitted from student exchange agreements to at least 2.5% per annum
5.2.5	Percentage of staff directly benefitted from staff exchange agreements per annum	Increase the percentage of staff directly benefitted from staff exchange agreements to at least 10% per annum



OBJECTIVE 5.3

To increase enrollment of international students

- 5.3.1. Develop our policy for international student intake, fee structure, exemption and financing with the view of bringing an international education dimension to our university
- 5.3.2. Provide partial course fee waivers for international students applying from SAARC countries and least developed economies
- 5.3.3. Promote our academic programmes internationally through social media and academic networks
- 5.3.4. Introduce scholarship programmes in collaboration with other state partners
- 5.3.5. Participate in education fairs organized in countries from where SEUSL can potentially attract students and exhibit our education products.



OBJECTIVE 5.3

To increase enrollment of international students

Ref	KPIs	Target
5.3.1	International student enrolment per academic staff per academic year ratio	Increase the international student enrolment per academic staff per academic year ratio as 0.125:1 by 2023



OBJECTIVE 5.4

To increase our collaborations and partnership with private and not-for-profit sector and other public institutions.

- 5.4.1. Create our institutional and regulatory arrangement for looking for potential opportunities for external consultancies and for promoting, facilitating and coordinating our staff engagement in consultancy with public, private and not- for-profit firms
- 5.4.2. Partner with state, not-for-profit and private sector institutions in our their efforts to develop the region of the university
- 5.4.3. Exchange our infrastructure facilities for realizing mutual gain.

Ref	KPIs	Target
5.4.1	Number of fee levied consultancies per academic staff per year	Increase the number of fee levied consultancies per academic staff per year to at least 0.025 by 2023



Aim

To realize the principles of good governance and sustainability in our processes to meet our needs and strategies by fostering sound policies, effective resource allocations, optimal use of ICT in management, and professional and ethical practices informed by our commitment to maximize value for money, stakeholder satisfaction and environmental sustainability



OBJECTIVE 6.1

To ensure that our short and long-term resource allocations, operational planning and implementations are aligned with university's strategies

- 6.1.1. Prepare a financial forecast running for the life of strategic plan to underpin decisions regarding resource generation, allocation and risk management
- 6.1.2. Organize planning sessions to ensure that our faculties, other functional units and the university as a whole prepare their annual budget in alignment with action plans which shall in turn be aligned with university's strategic plan and priorities
- 6.1.3. Ensure that the university's annual procurement plan/procurement implementation plan should diligently be aligned to the university's annual action plans
- 6.1.4. Ensure that the office of bursar, requesting departments and OSPIM shall work together in preparing the annual budget and procurement plan in alignment with annual respective action plan
- 6.1.5. Conduct the action planning, budgeting and review as participatory sessions with maximal inclusion and participation of all relevant officers and stakeholders
- 6.1.6. Enable the OSPIM through adequate staffing, space, equipments and training to perform effective planning, guiding, coordinating, monitoring, reporting, reinforcing the implementations of the university's strategies
- 6.1.7. Increase the commitments of the faculty boards, the senate and the council by necessitating the inclusion of strategic plan as a permanent item of the agenda for their statutory meetings and ensure that they engage in regular scrutiny, progress reviews, resolutions and follow-up towards successful implementation of action plans and strategic plan of the university.

OBJECTIVE 6.1

To ensure that our short and long-term resource allocations, operational planning and implementations are aligned with university's strategies

Ref	KPIs	Target
6.1.1	Percentage of expenses on items in annual action plan over total expenditure incurred	<p>A. The percentage of expenses on recurrent items in annual action plan over total recurrent expenditure incurred must be at least 30%</p> <p>B. The percentage of expenses on capital items in annual action plan over total capital expenditure incurred must be at least 90%</p>
6.1.2	Average percentage of annual progress (financial and non-financial) of action plans	Ensure at least 90% actions arising through annual action plans are 100% implemented at the end of each respective year



OBJECTIVE 6.2

To automate and web-enable the core administrative/management functions of university

- 6.2.1. Implement organizational wide Enterprise Resource Planning (ERP) with the objectives of automating and web-enabling the core functions relating to student registration, student residence management, action planning, procurement management, budgeting and financial control, inventory management and complains management
- 6.2.2. Provide students and staff adequate training to optimally use and sustain ERP systems for best implementation of the university's strategies.



OBJECTIVE 6.2

To automate and web-enable the core administrative/management functions of university

Ref	KPIs	Target
6.2.1	Degree of automation and integration through appropriate ERP system of functions relating to student registration, student residence management, examinations management, action planning, procurement management, budgeting and financial control, inventory management and complains management	Ensure that all identified functions are automated and integrated through appropriate ERP system by 2021
6.2.2	Internal customer satisfaction on the efficiency and effectiveness of the core management processes of the university	Increase staff and students' satisfaction with efficiency and effectiveness of the core management processes (student registration, student residence management, examinations management, action planning, procurement management, budgeting and financial control, inventory management and complains management) to at least 80%

OBJECTIVE 6.3

To ensure transparency, equity, equality, rule of law and predictability in all spheres of our policy and regulatory environment

- 6.3.1. Create a central policy repository of the university and make it online where all policies (decisions), guidelines of the university and the amendments thereto are consolidated, systematically archived and made easily accessible
- 6.3.2. Ensure that all permanent and ad hoc committees, operational units and programmes appointed or constituted or operated by legitimate bodies of the university have duly adopted and published clear Terms of References / By-laws and operating guidelines thereof
- 6.3.3. Codify and publish the milestone achievements of SEUSL in the passage of its history (University Calendar)
- 6.3.4. Codify, regularly update and publish the 'SEUSL's Policy and Regulation Handbook' consisting of all existing policies and regulations of the university that provides the basis for its functions and decisions, which may include updated By-laws governing the subjects of examinations, the conferment of all degrees and other academic qualifications, students' discipline and residence management, internal financial and administrative procedures /guidelines, gender equality and abuse against women, charters for students and staff, etc.
- 6.3.5. Revisit the university's policies and regulatory environment with the aim of addressing gaps in relation to equality, inclusion, gender discrepancies, etc.
- 6.3.6. Standardize and optimally align every unit and function in the fabric of our institution with the standards stipulated in the QAC's manual for institutional review.

OBJECTIVE 6.3

To ensure transparency, equity, equality, rule of law and predictability in all spheres of our policy and regulatory environment

Ref	KPIs	Target
6.3.1	Grading in the institutional review	Achieve at least a 'Good' grade at an institutional review conducted by QAC by 2023
6.3.2	Internal customer satisfaction on our policy and the quality of enforcement	Increase staff and student satisfaction on our policy and the quality of enforcement to at least 80%
6.3.3	Number of core functional units that became ISO certified	Achieve and maintain ISO certification for at least three managerial functions/units by 2023



OBJECTIVE 6.4**To enhance financial sustainability of the university through creation of diversified sources of income and fostering sound financial management**

- 6.4.1. Form a fund-raising committee of the university to search, campaign and bid for potential competitive aids and philanthropic sources with the objective of raising funds for implementing the strategic plan and master plan of SEUSL
- 6.4.2. Convince the state authorities for increased funding for having overwhelmingly accommodated the government's policy to provide increased access to higher education
- 6.4.3. Encourage the faculties, CEDPL and other functional units to introduce a wide range of financially viable academic programmes and extension activities which generate surpluses for re-investment
- 6.4.4. Revitalize the teaching, learning, management and marketing strategies at CEDPL with the aim of attracting more students to the existing and potential external/part-time programmes
- 6.4.5. Reform the business model of CEDPL so that it may offer financially feasible multi-disciplinary academic/professional programmes collaborated by different faculties/universities
- 6.4.6. Improve the quality of financial reports of the university and make it publicly available
- 6.4.7. Publish internally the quarterly financial/budget progress of faculties, units and of the university as a whole thereby enforcing transparency, quality financial scrutiny and accountability
- 6.4.8. Increase the reinvestment of generated income on capital, research and human development activities underpinning organizational sustainability

Cont.

OBJECTIVE 6.4

To enhance financial sustainability of the university through creation of diversified sources of income and fostering sound financial management

- 6.4.9. Abolish all non-value adding administrative/procumbent practices at the university in order to enhance our financial absorption capacity and efficiency
- 6.4.10. Use the history of spending, asset utilizations and accountability of faculties and units to inform future resource allocations thereto
- 6.4.11. Devise and implement a mechanism to perform assets utility survey to monitor and improve efficient asset utilization
- 6.4.12. Save recurrent expenses and make use of it for students and staff empowerment and welfare activities.



OBJECTIVE 6.4

To enhance financial sustainability of the university through creation of diversified sources of income and fostering sound financial management

Ref	KPIs	Target
6.4.1	Percentage of generated (non-grant) annual income over total income	Increase the percentage of generated (non-grant) annual income over total income to at least 10% by 2023
6.4.2	Use of Kuwait funding opportunities	Increase the use of Kuwait funding opportunities for financing at least 50% of the remaining projects under the master plan by 2023
6.4.3	Competitive grant raised per annum to annual capital grant ratio	Increase the competitive grant raised per annum to annual capital grant ratio to at least 0.3: 1 by 2023
6.4.4	Absorption capacity: percentage utilization (disbursement) of capital grant	Increase the percentage utilization (that is, disbursement) of annual capital grant to at least 95%
6.4.5	Reduction in cost per student	Reduce the cost per student by 4% by 2023

OBJECTIVE 6.5

To enhance our commitment to staff care and consultations thereby promoting organizational citizenship behavior

- 6.5.1. Implement an insurance scheme to cover all employees of the university fostering the sense of caring
- 6.5.2. Adopt participatory and consultative approaches in planning and implementation of our strategies, regulations, annual actions and budget of the university so that all members of the university truly develop the sense of ownership and commitment
- 6.5.3. Honour all categories of staff who render their duties and supports beyond the minimum requirements.



OBJECTIVE 6.5

To enhance our commitment to staff care and consultations thereby promoting organizational citizenship behavior

Ref	KPIs	Target
6.5.1	Staff satisfaction	Increase staff satisfaction on overall staff care to at least 80%
6.5.2	Rate of staff participation in faculty boards and the senate meetings	Increase the average rate of staff participation in meetings of the faculty boards and the senate to at least 90% by 2023



OBJECTIVE 6.6**To enhance our staff and institutional commitments towards sustainable development agenda**

- 6.6.1. Develop our institutional policy framework to inform our teaching, learning, procurement and management strategies by sustainable development agenda
- 6.6.2. Integrate the sustainability development strategies into our teaching, learning, and assessment strategies preferably through curricula
- 6.6.3. Promote sustainable consumption of electricity and water resources through improved planning, supervision and effective accountability measures
- 6.6.4. Strengthen the internal audit division to underpin our commitment to sustainability through regular and professional audit on sustainability
- 6.6.5. Conduct regular awareness and training programmes to students, staff, SMEs and public to promote their engagement towards sustainable development goals
- 6.6.6. Invest on renewable/clean energy sources and recycling infrastructures.



OBJECTIVE 6.6

To enhance our staff and institutional commitments towards sustainable development agenda

Ref	KPIs	Target
6.6.1	Student enrolment to higher education	Increase the enrolment by another 25% by 2023
6.6.2	Energy efficiency: per capita consumption of electricity	Reduce the per capita consumption of electricity (electricity consumption per student) by at least 5% by 2023
6.6.3	Per capita consumption of water	Reduce the per capita consumption of water (water consumption per student) by at least 5% by 2023
6.6.4	Share of clean energy: percentage of electricity generated from renewable energy sources over total electricity consumed	Increase electricity generated from renewable energy sources to at least 10% by 2023

Schedule: 01: Reference to Objective 3.1.1 of the Strategic Plan 2019-2023
Proposed New Faculties

Sr.No	Proposed New Faculties	Year	Initiating Responsibilities
01	Faculty of Education	2019	Officers of the university
02	Faculty of Graduate Studies	2019	Officers of the university
03	Faculty of Medical Sciences	2021	Officers of the university

Schedule: 02: Reference to Objective 3.1.2 of the Strategic Plan 2019-2023
Proposed Departmentalization Scheme

Sr.No	Proposed New Department/Unit	Year	Implementing Faculty
01	IT Department (to upgrade existing IT Unit as a department)	2020	Faculty of Arts and Culture
02	Department of Town & Country Planning	2021	Faculty of Arts and Culture
03	Development of new department -GIS	2023	Faculty of Arts and Culture
04	Department of Chemical Sciences	2019	Faculty of Applied sciences
05	Department of Computer Sciences	2019	Faculty of Applied sciences
06	Splitting the Department of Biological Science into Department of Botany and Department of Zoology	2020	Faculty of Applied sciences
07	Department of Marketing Management	2019	Faculty of Management and Commerce
08	Department of Commerce	2019	Faculty of Management and Commerce
09	Department of Human Resource Management	2019	Faculty of Management and Commerce
10	Department of Public Management	2022	Faculty of Management and Commerce
11	Islamic Thought and Civilization Unit under the Department of Islamic Studies	2019	Faculty of Islamic Studies and Arabic Language

Sr.No	Proposed New Department/Unit	Year	Implementing Faculty
12	Islamic Banking and Finance Unit under the Department of Islamic Studies	2019	Faculty of Islamic Studies and Arabic Language
13	Islamic Law Unit under the Department of Islamic Studies	2019	Faculty of Islamic Studies and Arabic Language
14	Arabic Language and Literature Unit under the Department of Islamic Studies	2020	Faculty of Islamic Studies and Arabic Language
15	Linguistics and Translation Unit under the Department of Islamic Studies	2020	Faculty of Islamic Studies and Arabic Language
16	Interdisciplinary Department (Currently Interdisciplinary Unit)	2021	Faculty of Islamic Studies and Arabic Language
17	Department of Islamic Banking and Finance	2022	Faculty of Islamic Studies and Arabic Language
18	Department of Education and Arabic Linguistics	2022	Faculty of Islamic Studies and Arabic Language
19	Centre for Islamic Tamil Literature and Fine Arts	2019	Faculty of Islamic Studies and Arabic Language
20	Center for Turkish Language and Fine Arts	2020	Faculty of Islamic Studies and Arabic Language
21	Industrial Training and Career Guidance Division; (That is, converting 'Industrial Training Unit' into Industrial Training and Career Guidance Division)	2019	Faculty of Engineering

Schedule: 03: Reference to Objective 3.1.3 of the Strategic Plan 2019-2023
Proposed undergraduate and postgraduate programmes

Sr. No	List of proposed programmes	Year	Proposing Faculty/Unit
01	Certificate/Diploma in English	2019	Faculty of Arts and Culture
02	Professional Diploma in Counseling	2019	Faculty of Arts and Culture
03	Doctor of Philosophy (Ph.D) in Tamil	2019	Faculty of Arts and Culture
04	Bachelor of Arts (BA) in Tourism and Hospitality Management	2019	Faculty of Arts and Culture
05	Bachelor of Education (B.Ed)	2019	Proposed Faculty of Education/ Faculty of Arts and Culture
06	Bachelor of Arts (Specialization) in History	2019	Faculty of Arts and Culture
07	Certificate in Tamil Language	2019	Faculty of Arts and Culture
08	Certificate in Sinhala Language	2019	Faculty of Arts and Culture
09	Certificate/Diploma in Human Rights	2019	Faculty of Arts and Culture
10	Certificate/Diploma in International Affairs	2019	Faculty of Arts and Culture
11	Certificate/Diploma in Post-Conflict Studies	2019	Faculty of Arts and Culture
12	Postgraduate Diploma (PgD) in Education	2022	Proposed Faculty of Education/ Faculty of Arts and Culture
13	Master of Arts (MA) /Master of Philosophy (MPhil) in Philosophy	2020	Faculty of Arts and Culture
14	Diploma in Social Research Methodologies	2020	Faculty of Arts and Culture
15	Diploma in Applied Sociology	2020	Faculty of Arts and Culture
16	Postgraduate Diploma (PgD)/ Master of Arts (MA) in Teaching English as a Second Language (TESL)	2020	Faculty of Arts and Culture
17	Master of Arts (MA) /Master of Philosophy (MPhil)/ Doctor of Philosophy (Ph.D) in Political Science	2020	Faculty of Arts and Culture
18	Certificate/Diploma in ICT	2020	Faculty of Arts and Culture
19	Master of Arts (MA) /Master of Philosophy (MPhil)/ Doctor of Philosophy (Ph.D) in Economics	2020	Faculty of Arts and Culture
20	Master of Arts (MA) /Master of Philosophy (MPhil) in Geography	2020	Faculty of Arts and Culture
21	Bachelor of Arts (Special) in Geo-Informatics	2020	Faculty of Arts and Culture

Sr. No	List of proposed programmes	Year	Proposing Faculty/Unit
22	Bachelor of Science (BSc) (Special) in Zoology	2020	Faculty of Applied sciences
23	Bachelor of Science (BSc) (Special) in Botany	2020	Faculty of Applied sciences
24	Postgraduate Diploma (PgD) /Master of Science (MSc) /Master of Philosophy (MPhil)	2023	Faculty of Applied sciences
25	Bachelor of Science (BSc) in Analytical/Pharmaceutical Chemistry	2021	Faculty of Applied sciences
26	Bachelor of Science (BSc.) (External Degree); (External offering of existing degrees at Faculty of Applied Sciences)	2023	Faculty of Applied sciences
27	Bachelor of Science (BSc) (Hons) Multi-Disciplinary	2023	Faculty of Applied sciences
28	Certificate/Diploma in Computer Technology	2023	Faculty of Applied sciences
29	Certificate/Diploma in Computer Laboratory Technology	2023	Faculty of Applied sciences
29	Bachelor of Science (BSc) (Hons) in Entrepreneurship	2020	Faculty of Management and Commerce
30	Business Management Information Technology (BMIT) (Hons)	2020	Faculty of Management and Commerce
31	Bachelor of Science (BSc) (Hons) in Marketing	2020	Faculty of Management and Commerce
32	Bachelor of Science (BSc) (Hons) in Business Psychology	2021	Faculty of Management and Commerce
33	Bachelor of Science (BSc) (Hons) in Management & Law	2022	Faculty of Management and Commerce
34	Bachelor of Science (BSc) in MIT (External Degree); (External offering of existing MIT degree at Faculty of Management and Commerce)	2020	Faculty of Management and Commerce
35	Bachelor of Science (BSc) (Hons) in Accounting	2020	Faculty of Management and Commerce
36	Bachelor of Science (BSc) (Hons) in Banking and Finance	2020	Faculty of Management and Commerce
37	Postgraduate Diploma (PgD)/Master of Arts (MA) /Master of Philosophy (MPhil)/ Doctor of Philosophy (Ph.D) in Islamic Studies	2019	Department of Islamic studies, Faculty of Islamic Studies and Arabic Languages

Sr. No	List of proposed programmes	Year	Proposing Faculty/Unit
38	Postgraduate Diploma (PgD)/Master of Arts (MA) /Master of Philosophy (MPhil)/ Doctor of Philosophy (Ph.D) in Arabic Languages	2019	Department of Arabic languages, Faculty of Islamic Studies and Arabic Languages
39	Bachelor of Arts (BA) in Islamic Studies (External Degree); (External offering of existing BA degree at Faculty of Islamic Studies and Arabic Languages)	2019	Faculty of Islamic Studies and Arabic Language
40	Certificate/Diploma in Arabic Language	2019	Department of Arabic Language, Faculty of Islamic Studies and Arabic Language
41	Bachelor of Arts (BA) (External Degree) in Islamic Banking and Finance	2019	Faculty of Islamic Studies and Arabic Language
42	Bachelor of Science (BSc) (Hons) in Computer Engineering	2021	Faculty of Engineering

Strategic Plan 2019-2023:

Summary of Key Performance Indicators (KPIs) and Targets

Objectives	Ref	KPIs	Target
To ensure that all our curricular adhere to recognized quality frameworks and timely adjust to latest knowledge and discoveries	1.1.1	Employability rate (within one year after graduation)	Increase the employability rate (within one year after graduation) to at least 80% by 2023
	1.1.2	Employer feedback on our undergraduates' performance	Increase employers' satisfaction on our undergraduates' performance to at least 80% by 2023
	1.1.3	Percentage of SEUSL's graduates perusing postgraduate studies	Increase the percentage of SEUSL's graduates perusing postgraduate studies (within one year after their graduation) to at least 20% by 2023
To foster the effective use of Learning Management Systems and other ICT advancements in the processes of teaching, learning and assessments in all our study programmes	1.2.1	Percentage of study programmes adopting LMS	Ensure that all study programmes adopt LMS by 2020
	1.2.2	Percentage of staff using LMS	Increase the percentage of academic staff using LMS to at least 85% by 2023
	1.2.3	Level of usage of LMS by staff	Increase the percentage of active users of LMS among academic staff to at least 70% by 2023
	1.2.4	Students satisfaction index on teaching and learning resources and environment	Increase student satisfaction with learning resources (materials, library, LMS and IT resources, study space and equipment) to at least 85% by 2023
To ensure that all our study programmes undergo a review by QAC/UGC and secure at least good grade for all study programmes so reviewed	1.3.1	Percentage of study programme that underwent a review by QAC/UGC	Ensure that 100% percentage of our study programme underwent at least one quality review by 2023
	1.3.2	Percentage of study programmes rated good or above out of those programmes reviewed by QAC/UGC	Ensure that 100% of programmes reviewed obtained at least 'Good' or above grades at the latest quality review conducted by 2023
	1.3.3	Number of faculties/academic functions ISO certified	Ensure that at least 50% of our faculties obtained at least an ISO certification by 2023
To ensure that all engineering and technological programmes are accredited by relevant professional/accrediting agencies	1.4.1	Number of engineering and technological programmes accredited	A. Ensure that all engineering degrees secured IESL's recognition/ accreditation by 2022 B. Ensure that all degrees offered by faculty of technology secured recognition/ accreditation of relevant agencies by 2023
	1.4.2	Number of social science programmes significantly exempted for relevant professional courses/licensing	Ensure that at least 25% of social science based degree programmes secured significant exemptions /recognition/ accreditation of at least one recognized professional body by 2023

Objectives	Ref	KPIs	Target
To embed flexible, student-centered and outcome-based teaching and learning methods as a part of increasing the quality and impact of academic programmes and enhancing students experience and satisfaction	1.5.1	Library usage	A. Increase the per capita borrowing of books by 35% by 2023 B. Increase the per capita downloads of research articles from online journals subscribed by the university by 50% by 2023
	1.5.2	Dropout ratio	Bring the dropout ratio to be less than 0.5% by 2023
	1.5.3	Overall average academic performance by OGPA	Increase an overall grade point average to at least 3.50 by 2023
	1.5.4	Overall grandaunts satisfaction index	Increase an overall grandaunts satisfaction to at least 85%
To increase our institutional and financial commitments towards research, innovation, commercialization and impact	2.1.1	Proportion of capital grant used for research purposes	Increase the proportion of capital grant used for research purposes to at least 8% by 2023
	2.1.2	Proportion of generated income used for research purposes	Increase the proportion of generated income used for research purposes to at least 20% by 2023
To increase the breadth and the volume of research articles and books published by our staff	2.2.1	Number of books published through recognized publisher per academic staff per annum	Increase the number of books published through recognized publisher per academic staff per annum to 0.25 by 2023
	2.2.2	Number of research articles published in refereed journals per academic staff per annum	Increase the number of research articles published in refereed journals per academic staff per annum to at least 1.5 by 2023
	2.2.3	Number of research articles published in high impact indexed journals	Increase the number of research articles published in high impact indexed journals per academic staff per annum to at least 0.5 by 2023
To increase the impact of our researches and publications on the wellbeing of society, environment and economy of the South Eastern region, country and the globe	2.3.1	Percentage of academic staff having google scholar account.	Ensure that 100% of academic staff have their google scholar account at least by 2020
	2.3.2	Total citations (google scholar)	At least triple the total citations (google scholar) by 2023
	2.3.3	h-index per capita	Increase the h-index per capita by at least 50%
To promote the culture of innovation and entrepreneurship	2.4.1	Number Inventions Patented	Obtain at least 05 new patents by 2023
To maximize our competitive research funding success	2.5.1	Number of internal and external competitive research grants secured per academic staff per annum	Increase the number of internal and external competitive research grants secured (both individually and jointly) per academic staff per annum to at least 0.25 by 2023

Objectives	Ref	KPIs	Target
To introduce new academic programmes, departments and faculties to specialize in specific fields of knowledge potentially demanded by market and society	3.1.1	Percentage of progress in Schedule 01	Achieve 100% progress in the commencement of at least two faculties proposed in Schedule 01
	3.1.2	Percentage of progress in Schedule 02	Achieve 100% progress in the establishment of at least 95% of departments proposed in Schedule 02
	3.1.3	Percentage of progress in Schedule 03	Achieve 100% progress in the commencement of at least 80% of programmes proposed in Schedule 03
To provide industrial, professional, language and soft skill trainings for all of our undergraduate students equipping them to successfully compete in the marketplace	3.2.1	Percentage of study programmes offering industrial training as a part of curriculum	Ensure that 100% of study programmes offer industrial training as a part of curriculum by 2020
	3.2.2	Percentage of graduates successfully completed industrial training	Increase the percentage of graduates successfully completed industrial training to at least 90%
	3.2.3	Rate of employment satisfaction among our graduates (within one year after graduation)	Increase the rate of employment satisfaction among our graduates (within one year after graduation) to at least 70% by 2023
	3.2.4	Employer feedback on our graduates' performance	Increase employers' satisfaction on our graduates' performance to at least 80% by 2023
	3.2.5	Percentage of our under graduates capable in communicating in more than one state language	Increase the average percentage of our undergraduates capable in communicating in more than one state language to at least 85%
	3.2.6	Students' performance in English language tests	Ensure that at least 80% of our students score more than average in selected English language tests by 2023
	3.2.7	Percentage our graduates obtained soft skill development training during their study period	Ensure that at least 90% our graduates obtained at least two soft skill training during their study period
To increase our students' engagement and performance in sports	3.3.1	Number of sports competitions participated by our university	Increase the number of sports competitions participated by our university by 20% by 2023
	3.3.2	Percentage of Sri Lanka university games (SLUG) events that our university participated	Ensure that our university has players for and participate in all sports at a SLUG event by 2023
	3.3.3	Number of Sri Lanka university sports association's (SLUSA) awards obtained	Increase the number SLUSA awards obtained by our university to at least 10% of the total awards competed for at a SLUG event by 2023
	3.3.4	Number of other national/international awards obtained by our players/university	Increase the number Other National/International Awards obtained by Our Players/University by 20% by 2023

Objectives	Ref	KPIs	Target
To promote multicultural respect, understanding and tolerance enabling our students and staff community to effectively contribute to peace and successfully perform their duties in pluralistic organizational and social setting	3.4.1	Percentage of academic staff having Proficiency in Sinhala and Tamil Languages	Increase the percentage of academic staff having proficiency in Sinhala and Tamil languages to at least 50% by 2023
	3.4.2	Percentage of administrative and non academic staff having proficiency in Sinhala and Tamil languages	Increase the percentage of administrative and non- academic staff having proficiency in Sinhala and Tamil languages to at least 40% by 2023
	3.4.3	Number of multi-cultural events conducted	Ensure that at least two multicultural events are conducted annually
To increase the strength and the breadth of qualifications of our staff and make them continuously grow in their profession	4.1.1	Percentage of professors over Total academic staff	Increase professors to academic staff ratio to at least 10% by 2023
	4.1.2	Percentage of academic staff with PhD qualification	Increase the percentage of academic staff with PhD qualification to at least 50% by 2023
	4.1.3	Percentage of academic staff having qualified in at least one other different discipline	Ensure that at least 20% of academic staff do have qualifications in at least one other different discipline by 2023
	4.1.4	Percentage of PhD holders with postdoctoral qualification	Increase the percentage of PhD holders with postdoctoral qualification to at least 20% by 2023
	4.1.5	Percentage of administrative staff with Master/PhD qualification	Increase the percentage of administrative staff with master/PhD qualification to at least 50% by 2023
	4.1.6	Percentage of nonacademic staff with degree qualification	Increase the percentage of non-academic staff with degree qualification to at least 15% by 2023
To enrich, develop and utilize the knowledge, capabilities and skills of our staff so that they best deliver our strategies	4.2.1	Percentage of annual staff development expenses over total annual income	Increase the percentage of annual staff development expenses to at least 1% of total annual income
	4.2.2	Number of continuous professional development programmes (CPDP) successfully completed per academic (including academic support staff) per annum	Ensure that every academic staff undergo at least two CPDP per annum
	4.2.3	Number of continuous professional development programmes (CPDP) successfully completed per administrative and non-academic staff per annum	Ensure that every administrative and non-academic staff undergo at least one CPDP per annum

Objectives	Ref	KPIs	Target
to achieve an optimal staffing which meets our existing and evolving needs and strategies	4.3.1	Students per teacher ratio	Improve rate of our compliance over UGC's prescribed standards for student per teacher ratio to at least 75% by 2023
	4.3.2	Students per administrative and management support staff ratio	A. Improve rate of our compliance over prescribed standards for student per Academic staff ratio to at least 75% by 2023 B. Improve rate of our compliance over prescribed standards for student per administrative staff ratio to at least 50% by 2023
	4.3.3	Cadre usage	Ensure that at least 98% of the exiting cadre provisions as at the commencement of the year 2019 are filled with right talents by 2020
To provide safe, accessible, enabling, stimulating and ecofriendly infrastructure and working environment to make our teaching, learning, administrative, residential and recreational activities an outstanding experience	4.4.1	Number of Faculties/Units in 5s environment	Ensure that at least three faculties and our library become into full scale 5s culture.
	4.4.2	Accommodation capacity	A. Double the students accommodation capacity (number of rooms and beds) by 2023 B. Increase the staff accommodation capacity by at least 50% by 2023
	4.4.3	Capacity of internet and network resources	A. Triple the server capacity and internet bandwidth by 2023 B. Ensure that 100% of academic and administrative premises of our university are within W-LAN coverage
To ensure optimal use of our infrastructure and space while effectively preventing all types risks by natural disaster	4.5.1	Loss of land by coastal erosion	Completely arrest the coastal erosion of our university's land by 2021
	4.5.2	Generated income per Sqm of bare land	Increase generated income per Sqm of bare land by 10% by 2023
To ensure that the infrastructure implications of our strategies are precisely identified and translated into our masterplan and short and long term financial strategies and implementations	4.6.1	Percentage of master plan projects with financial pledge	A. Updating of master plan of the university by 2021 B. Ensure that at least 50% of financial requirements over the master plan are pledged/attained by 2023

Objectives	Ref	KPIs	Target
To increase our international research collaborations	5.1.1	Number of internationally collaborated research conferences conducted	Conduct at least four internationally collaborated research conferences by 2023
	5.1.2	Number of internationally collaborated research journal issues published	Publish at least four internationally collaborated journal issues by 2023
	5.1.3	Percentage of our academic staff publishing with international co-authors	Ensure that at least 50% of our academic staff do have at least one internationally collaborated research article by 2023
	5.1.4	Number of internationally collaborated research articles published by our staff	Increase the internationally collaborated research articles published by our staff by at least 25% by 2023
To increase students and staff exchange between universities within and beyond the country	5.2.1	Number of MoUs signed with international partners for staff students exchange and know-how transfer	Increase the number of MoUs we signed with international partners for staff-students exchange and know-how transfer by another 50% by 2023
	5.2.2	Number of internationally collaborated diploma or undergraduate programmes	Ensure that our university offers at least two academic programmes (diploma or undergraduate programmes) in collaboration with international partner/s by 2023
	5.2.3	Number of internationally collaborated postgraduate programmes	Ensure that at least 50% of the faculties offer at least a postgraduate programme in collaboration with international partner/s by 2023
	5.2.4	Percentage of students directly benefitted from students exchange agreements per annum.	Increase the percentage of our students directly benefitted from students exchange agreements to at least 10% per annum
	5.2.5	Percentage of staff directly benefitted from students exchange agreements per annum	Increase the percentage of our staff directly benefitted from staff exchange agreements to at least 20% per annum
To increase enrollment of international students	5.3.1	International student enrolment per academic staff per academic year ratio	Increase the international student enrolment per academic staff per academic year ratio as 0.125:1 by 2023
To increase our collaborations and partnership with private and not-for profit and state sector institutions	5.4.1	Number of fee levied consultancies per academic staff per year	Increase the number of fee levied consultancies per academic staff per year to at least 0.025 by 2023
To ensure that our short and long-term resource allocations, operational planning and implementations are aligned with University's strategies	6.1.1	Percentage of expenses on items in annual action plan over total expenditure incurred	A. The percentage of expenses on recurrent items in annual action plan over total recurrent expenditure incurred must be at least 30% B. The percentage of expenses on capital items in annual action plan over total capital expenditure incurred must be at least 90%
	6.1.2	Average percentage of annual progress (financial and financial) of action plans	Ensure at least 90% actions arising through annual action plans are 100% implemented at the end of each respective year

Objectives	Ref	KPIs	Target
To automate and web-enabling the core administrative/management functions of university	6.2.1	Degree of automation and integration through appropriate ERP system of functions relating to student's registration, students' residence management, examinations management, action planning, procurement management, budgeting and financial control, inventory management and complains management	Ensure that all identified functions are automated and integrated through appropriate ERP system by 2021
	6.2.2	Internal customer satisfaction on the efficiency and effectiveness of the core management processes of the university	Increase staff and students' satisfaction with efficiency and effectiveness of the core mangment processes student's registration, (students' residence management, examinations management, action planning, procurement management, budgeting and financial control, inventory management and complains management) to at least 80%
To ensure transparency, equity, equality, rule of law and predictability in all spheres of our policy and regulatory environment	6.3.1	Grading in the institutional review	Achieve at least a 'Good' grade at an intutitional review conducted by QAC by 2023
	6.3.2	Internal customer satisfaction on our policy and the quality of enforcement	Increase staff and student satisfaction on our policy and the quality of enforcement to at least 80%
	6.3.3	Number of core functional units that became ISO certified	Achieve and maintain ISO certification for at least three managerial functions/units by 2023
To enhance financial sustainability of the University through creation of diversified sources of income and fostering sound financial management	6.4.1	Percentage of generated (non-grant) annual income over total income	Increase the percentage of generated (non-grant) annual income over total income to at least 10% by 2023
	6.4.2	Use of Kuwait funding opportunities	Increase the use of Kuwait funding opportunities for financing at least 50% of the remaining projects under the mater plan by 2023
	6.4.3	Competitive grant raised per annum to Annual capital grant ratio	Increase the competitive grant raised per annum to annual capital grant ratio to at least 0.3: 1 by 2023
	6.4.4	Absorption capacity: percentage utilization (disbursement) of capital grant	Increase the percentage utilization (that is, disbursement) of annual capital grant to at least 95%
	6.4.5	Reduction in Cost Per Student	Reduce the cost per student by 4% by 2023
To enhance our commitment to care and consultations with staff thereby promoting organizational citizenship behavior	6.5.1	Staff satisfaction	Increase staff satisfaction overall staff care to at least 80%
	6.5.2	Rate of staff participation in faculty boards and the senate meetings	Increase the average rate of staff participation in meetings of the faculty boards and the senate to at least 90% by 2023

Objectives	Ref	KPIs	Target
To enhance our staff and institutional commitments towards sustainable development agenda	6.6.1	Students enrolment to higher education	Increase the enrolment by another 25% by 2023
	6.6.2	Energy efficiency: per capita consumption of electricity	Reduce the per capita consumption of electricity (electricity consumption per student) by at least 5% by 2023
	6.6.3	Per capita consumption of consumption of water	Reduce the per capita consumption of water (water consumption per student) by at least 5% by 2023
	6.6.4	Share of clean energy: percentage of electricity generated from renewable energy sources over total electricity consumed	Increase electricity generated from renewable energy sources to at least 10% by 2023

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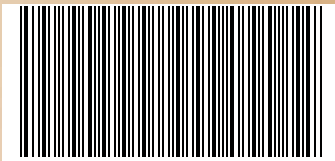
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