



STRATEGIC MANAGEMENT PLAN (2021 – 2023) - CENTRE FOR QUALITY ASSURANCE - SABARAGAMUWA UNIVERSITY OF SRI LANKA



CENTRE FOR QUALITY ASSURANCE
Sabaragamuwa University of Sri Lanka

ACKNOWLEDGEMENT

Preparation of the Strategic Plan for Centre for Quality Assurance of Sabaragamuwa University of Sri Lanka was a team work guided by the Vice Chancellor of the University. It is a great harvest of the university as a result of the commitment and enthusiasm of several members of the SUSL family. The contribution, valuable suggestion, encouragement of the members towards the successful completion of this document is immensely acknowledged. I would like to appreciate the following great pillars behind every success in Quality Assurance activities at the University.

Vice Chancellor, Professor R.M.U.S.K Rathnayaka for his generous support, encouragement and advices in enhancing the Quality aspects of SUSL.

All the Members of the Senate Standing Committee of QA (SSC QA) for their guidance and support.

Members of the committee for developing the Strategic management Plan for CQA, SUSL for their support.

Prof. W.M Ariyaratne, Chairman of the Strategic Management Planning Committee, SUSL, cum Director of the Strategic Management Unit of SUSL is much appreciated for the continuous guidance and for the advices given to map the CQA strategic plan with Strategic Management Plan of the University.

Thank you very much.

Prof. H.A.D. Ruwandeepika
Director, Centre for Quality Assurance,
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LIST OF ABBREVIATIONS

| | |
|-------|--|
| CCS | Centre for Computer Studies |
| CODL | Centre for Open and Distance Learning |
| CQA | Centre for Quality Assurance |
| DCC | Department Curriculum Committee |
| FCC | Faculty Curriculum Committee |
| FGS | Faculty of Graduate Studies |
| FQACs | Faculty Quality Assurance Cells |
| IR | Institutional Review |
| PR | Programme Review |
| QA | Quality Assurance |
| OBE | Outcome Based Education |
| SAR | Senior Assistant Registrar |
| SBS | Subject Benchmark Statement |
| SCL | Student Centered Learning |
| SDC | Staff Development Centre |
| SER | Self-Evaluation Report |
| SLQF | Sri Lanka Qualification Framework |
| SMP | Strategic Management Plan |
| SOP | Standard Operating Procedures |
| SWSS | Student Welfare and Supportive Services |
| SUSL | Sabaragamuwa University of Sri Lanka |
| TOR | Terms of Reference |
| UCEC | University Curriculum Evaluation Committee |
| VC | Vice Chancellor |

TABLE OF CONTENT

| | |
|---|----|
| 1. INTRODUCTION | 5 |
| 2. ORGANOGRAM OF THE CQA SUSL..... | 6 |
| 3. STRATEGIC DIRECTIONS OF THE CENTRE FOR QUALITY ASSURANCE (CQA), SUSL | 7 |
| 4. STRATEGIC MANAGEMENT PLAN – GOALS | 8 |
| 5. STRATEGIC MANAGEMENT PLAN AT A GLANCE | 9 |
| 6. STRATEGIC DIRECTIONS -CQA | 11 |
| ANNEX 1..... | 30 |
| ANNEX 2..... | 31 |

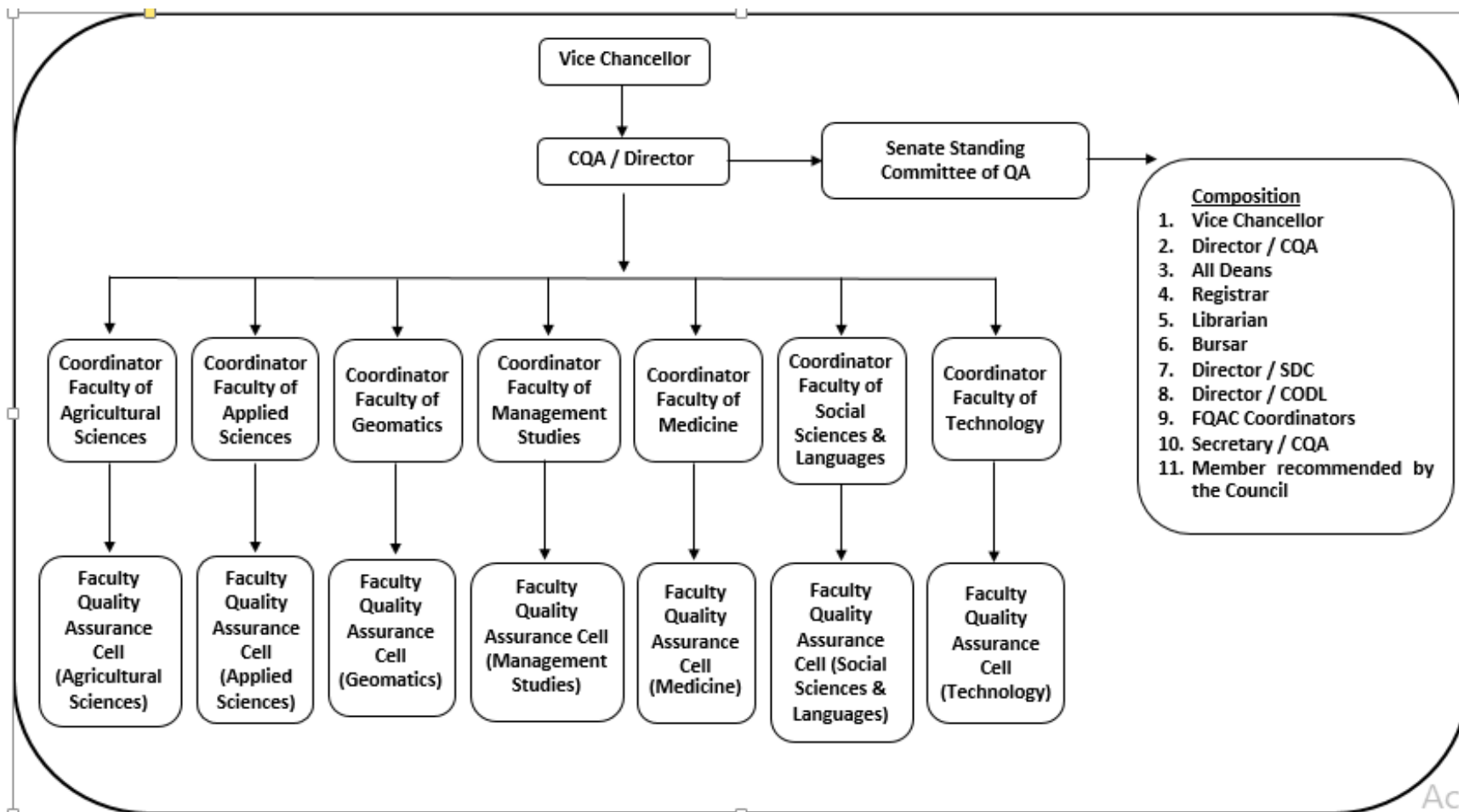
1. INTRODUCTION

A committee has been appointed by the Vice Chancellor to develop this strategic plan (2021-2023) for CQA as per the suggestions made by the Director, CQA at the 24th Senate Standing Committee of Quality Assurance (SSC QA), SUSL. This document has been developed as a roadmap of enhancing the quality of the Sabaragamuwa University of Sri Lanka.

This has been developed targeting five goals with several objectives, strategies and actions. Various actions were suggested to be done during the period of three years i.e. 2021- 2023. This was prepared referring to the University Strategic Management Plan (2019-2023), action plan prepared as a follow-up of Institutional Review and also in line with the Commission circular 09/2019 issued on 7th October 2019.

This Strategic Plan was submitted to SSC-QA, and it was shared with all the members to gather suggestions. This Strategic Plan was approved by the Senate and subsequently the Council. This will be implemented, monitored in regular basis (annually) and identify the successes and further needs to be addressed. Based on the outcome of each year, a comprehensive report will be submitted by the Director, CQA to the SSC-QA and to the Senate to warrant the continuous monitoring.

2. ORGANOGRAM OF THE CQA SUSL



3. STRATEGIC DIRECTIONS OF THE CENTRE FOR QUALITY ASSURANCE (CQA), SUSL

VISION

Centre for Quality Assurance of Sabaragamuwa University of Sri Lanka Looks up to achieve the excellence in undergraduate and post graduate degree programmes to strengthen the ranking at national and Global scale.

MISSION

Create and activate a concrete quality assurance system in all the components of the higher education system in Sabaragamuwa University of Sri Lanka and sustain the process of continuous improvements for all teaching, learning and student support axes and institutional development, based on local and international academic standards, compatible with the mission and vision of the University and consequently, achieve overall satisfaction and harmony with the requirements of stakeholders qualifying the University to be nationally accredited.

VALUES

Excellence in teaching, learning and assessment

Transparency and integrity

Accountability

Consistency

Equity

Academic freedom

Professionalism

4. STRATEGIC MANAGEMENT PLAN – GOALS

GOAL 1:

TO ACHIEVE EXCELLENCE IN QUALITY OF TEACHING, LEARNING AND ASSESSMENT

GOAL 2:

TO CONTRIBUTE FOR THE IMPROVEMENT OF HUMAN CAPITAL

GOAL 3:

TO INCULCATE QUALITY ENHANCEMENT PRACTICES

GOAL 4:

TO DEVELOP AND MAINTAIN FAVORABLE PUBLIC PERCEPTION OF THE UNIVERSITY

GOAL 5:

TO FACILITATE THE STRENGTHENING OF GOVERNANCE AND ADMINISTRATIVE SYSTEM

5. STRATEGIC MANAGEMENT PLAN, CQA - AT A GLANCE

| Goals | | Objectives | Strategies |
|----------------|--|--|--|
| GOAL 1: | TO ACHIEVE EXCELLENCE IN QUALITY OF TEACHING, LEARNING AND ASSESSMENT | Objectives 1.1 To facilitate the continuous improvement of the quality and relevance of academic programs | Strategy 1.1.1. Facilitate continuous quality improvement of the study programs |
| | | | Strategy 1.1.2 Set up a mechanism to systematically review existing academic programs and develop new programs |
| | | | Strategy 1.1.3 Facilitate the reviewing of existing academic programs and develop new programs in line with SLQF guideline |
| | | | Strategy 1.1.4. Formulate policies and procedures for assuring the effective teaching, learning and assessment mechanisms |
| | | Objectives 1.2 Establishing a proper monitoring system for teaching, learning and assessment mechanism | Strategy 1.2.1 facilitating the FQA cells to establish a proper monitoring mechanism |
| | | Objectives 1.3. To develop conducive environment for teaching and learning | Strategy 1.3.1 Involvement in strengthening the student support services & welfare |

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| | | | |
| GOAL 2: | TO CONTRIBUTE FOR THE IMPROVEMENT OF HUMAN CAPITAL | Objective 2.1 Strengthen Human Resources | Strategy 2.1.1 : Effective Human Resources Planning and Development |
| | | | Strategy 2.1.2: Facilitate professional development of staff members |
| GOAL 3: | TO INCULCATE QUALITY ENHANCEMENT PRACTICES | Objective 3.1 internalizing the best practices | Strategy 3.1.1 Development of best practices and implementing best practices throughout the University |
| GOAL4: | TO DEVELOP AND MAINTAIN FAVORABLE PUBLIC PERCEPTION OF THE UNIVERSITY | Objective 4.1 Develop and maintain favorable public perception of the university, through improves quality of education based on consistent practice of quality assurance procedures | Strategy 4.1.1. Institutionalize a culture of quality assurance in accordance with national guidelines and international practices and ensure that the university procedures are aligned with UGC guideline and national requirements |
| GOAL 5: | TO FACILITATE THE STRENGTHENING OF GOVERNANCE AND ADMINISTRATIVE SYSTEM | Objective 5.1. Liaise with the governing practices | Strategy 5.1.1. Supporting the governance processes |
| | | Objective 5.2 To strengthen the policy formulation process in the university | Strategy 5.2.1 Streamline the policy and plan formulation process |

6. STRATEGIC DIRECTIONS -CQA

GOAL 1: TO ACHIEVE EXCELLENCE IN QUALITY OF TEACHING, LEARNING AND ASSESSMENT IN UNDERGRADUATE AND POSTGRADUATE PROGRAMMES

Objectives 1.1. To facilitate the continuous improvement of the quality and relevance of academic programs

Strategy 1.1.1. Facilitate continuous quality improvement of the study programs

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|--|---|-------------------|------|------|----------------|---|
| | | | 2021 | 2022 | 2023 | | |
| 1 | Increase the number of the Quality Assurance Programs (including workshops for improving the teaching, learning and assessments) | No of capacity building activities / workshops conducted by CQA and FQACs | Continues process | | | CQA, FQACs | Goal 1, Objective1.1, Strategy 1.1.1, Action I of SMP of SUSL |
| 2 | Provision of trainings on QA processes (Internal and external) | No of trainings | Continues process | | | CQA | |

Strategy 1.1.2. Set up a mechanism to systematically review existing academic programs and develop new programs

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|---|---|------------|------|------|----------------|--|
| | | | 2021 | 2022 | 2023 | | |
| 1 | Develop Policies and procedures for Curriculum design and revision | Policy Document | √ | | | CQA | Goal 1, Objective1.1, Strategy 1.1.2, Action I of SMP of SUSL |
| 2 | Facilitate the establishment of curriculum committees at the University and Faculty level | Establishment of curriculum committees at the University level | √ | | | VC | Goal 1, Objective1.1, Strategy 1.1.2, Action II of SMP of SUSL |
| 3 | Facilitate the establishment of curriculum committees at Faculty level | Facilitating the establishment by setting the uniform composition for Faculty curriculum committees | √ | | | CQA | |
| 4 | Establishment of curriculum committees at Faculty level | Establishment of Faculty level curriculum committees | 7 | | | Deans | |

Strategy 1.1.3. Facilitate the reviewing of existing academic programs and develop new programs in line with SLQF guideline

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|--|---|------------|------|------|----------------|--|
| | | | 2021 | 2022 | 2023 | | |
| 1 | Facilitate the periodic review of existing programs in line with SLQF guideline and SBS ,OBE and SCL | Number of programs revised | continuous | | | Deans | Goal 1, Objective1.1, Strategy 1.1.3, Action I of SMP of SUSL |
| 2 | Facilitate the designing and Development of Academic program adopting SLQF , SBS ,OBE and SCL | Number of programs designed and developed | continuous | | | Deans | Goal 1, Objective1.1, Strategy 1.1.3, Action II of SMP of SUSL |

Strategy 1.1.4. Formulate policies and procedures for assuring the effective teaching, learning and assessment mechanisms

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|--|--|------------|------|------|------------------------|--|
| | | | 2021 | 2022 | 2023 | | |
| 01 | formulate ICT policy facilitating the student centered learning | Development of the policy | √ | | | CQA | Goal 5, Objective 5.2, Strategy 5.2.1, Action I of SMP of SUSL |
| 02 | Implementation of the ICT policy throughout the university | Implementation of the policy | continuous | | | Deans | |
| 03 | Mechanism to enhance the quality of programmes (teaching, learning and assessments) | Feedback analysis on teaching and learning (student feedback, peer review). Reporting outcome of feedback analysis to relevant parties Improvement of Programme delivery based on the reports. | continuous | | | Deans / CQA | |
| 04 | Development of policy or procedure guideline for University Curriculum Evaluation committee (UCEC) | Policy or procedural guide for evaluating curricula | | √ | | UCEC / CQA | Goal 5, Objective 5.2, Strategy 5.2.1, Action I of SMP of SUSL |
| 05 | Development of Manual / examination policy for examination procedures for effective assessment | Approved manual for examination procedures | | √ | | SAR/ Examination , CQA | Goal 5, Objective 5.2, Strategy 5.2.1, Action III of SMP of SUSL |

| | | | | | | | |
|----|--|--|---|------------|--|------------------------------|--|
| 06 | Development of examination policy for alternative assessments | Approved policy on alternative assessment | √ | | | SAR/ Examination , CQA | Goal 5, Objective 5.2, Strategy 5.2.1, Action I of SMP of SUSL |
| 07 | Development / amendments of by-laws, rules and regulations on examination matter | Examination By Laws, rules and regulation | | | | SAR/ Examination , CQA | |
| 08 | Performance appraisal mechanism | Development of policy for performance appraisal | √ | | | CQA | Goal 3, Objective 3.2, Strategy 3.2.1 |
| | | Performance appraisals at faculty level and university level | | continuous | | Deans | |

Objectives 1.2. Establishing a proper monitoring system for teaching, learning and assessment mechanism

Strategy 1.2.1 Establishment and implementation of monitoring mechanisms

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|---|---|------------|------|------|----------------|-------------------------------------|
| | | | 2021 | 2022 | 2023 | | |
| 01 | Establishment of mechanism to monitor student satisfaction, student feedback on teaching learning, peer evaluation | Faculty level establishment of student satisfaction survey | continuous | | | FQACs | Goal 1, Objective 1.1, of SMP, SUSL |
| | | Faculty level establishment of student feedback mechanism | continuous | | | FQACs | |
| | | Faculty level establishment of peer evaluation mechanism | continuous | | | FQACs | |
| 02 | Ensure the implementation of appropriate monitoring mechanisms for student satisfaction, student feedback on teaching learning, peer evaluation | Faculty level implementation and monitoring of student satisfaction | continuous | | | | |
| | | Faculty level implementation and monitoring of student feedback | continuous | | | | |
| | | Faculty level implementation and of peer evaluation | continuous | | | | |
| 03 | Ensure the practice of academic accountability | Issuing an internal circular on academic accountability | √ | | | VC /CQA | |
| | | Reports of academic accountability | continuous | | | Deans / CQA | |

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|----|---|--|------------|---|--|-------------------------|--|
| 04 | Ensuring the compliances of Programme with SLQF and SBS | Reports on compliance | continuous | | | UCEC / CQA/ Deans | Goal 1, Objective 1.1, Strategy 1.1.3 of SMP, SUSL |
| 05 | Monitoring the use of library facility and E learning facility for better teaching and learning mechanism | Usage reports / records | continuous | | | Director CCS /librarian | |
| 06 | Monitoring of retention of students, progression | Reports on tracer studies | continuous | | | Deans / FQACs | |
| 07 | Monitoring the completion of student assessments /examinations | Assessment reports/ release of assessments / examination results | continuous | | | Deans/ FQACs | |
| 08 | Establishment and effective functioning of Faculty QA cells | Establishment of QA cells (FGS, CODL and Library) | √ | √ | | CQA | |
| | | Facilitating/ convening the FQA activities and meetings | continuous | | | CQA | |
| 09 | Preparation of operational guidelines for CQA and for FQACs | Tor for CQA and TOR for FQACs | √ | | | CQA and FQACs | |
| 10 | Ensuring the web sites of CQA and FQACs are updated | Updated web sites | continuous | | | CQA and FQACs | |

Objectives 1.3. To develop conducive environment for teaching and learning

Strategy 1.3.1. Involvement in strengthening the student support services & welfare

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|---|--|------------|--------|------|---|---|
| | | | 2021 | 2022 | 2023 | | |
| 01 | Contribution in developing policies covering areas of student support services and welfare | Policy on student welfare | | √ | | Director SWSS /CQA | Goal 1, Objective1.1, Strategy 1.2.2, Action I of SMP of SUSL |
| 02 | Facilitating the Implementation of an effective mechanism to handle student complaints and grievances | | | | | | Goal 1, Objective1.2, Strategy 1.2.2, Action I of SMP of SUSL |
| | 2.1 Development of university level policy document and SOPS | Policy on Student grievances Redressal | √ | | | CQA | |
| | | SOP for Student grievances Redressal | √ | | | CQA | |
| | 2.2 Awareness programme on grievances Redressal policy and SOP | Awareness programme conducted | | contin | uous | CQA | |
| | 2.3 Implementation of grievances Redressal | Redressal of grievances | | contin | uous | Relevant Faculties (Deans/ Heads/ Director- | |

| | | | | | | | |
|---|--|--|--------|--------|------|-----------------------|--|
| | | | | | | SWSS Councilors, etc) | |
| 03 | Conduct student satisfaction survey periodically (annual) | | | | | | Goal 1, Objective1.1, Strategy 1.2.2, Action IX of SMP of SUSL |
| | 3.1 Development of student satisfaction survey and the mechanism to conduct thought out the University as an annual activity | Development of the student satisfaction survey | | √ | | CQA | |
| | | Development of SOP/ mechanism to be followed | | √ | | CQA | |
| | 3.2 Implementation of student satisfaction survey (annual event) | Annual Student Satisfaction Surveys | | contin | uous | Deans / FQACs | |
| 3.3 Disseminating the findings to relevant authorities for necessary attention (annually) | Reports based on the Student Satisfaction Surveys | | contin | uous | CQA | | |

GOAL 2: TO CONTRIBUTE FOR THE IMPROVEMENT OF HUMAN CAPITAL

Objective 2.1. Strengthen Human Resources

Strategy 2.1.1.: Effective Human Resources Planning and Development

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|---|---|------------|------|------|---------------------|--|
| | | | 2021 | 2022 | 2023 | | |
| 01 | Develop a comprehensive human resource management policy | Policy framework on Human Resource Management, SUSL | | √ | | CQA/SDC | Goal 3, Objective 3.2, Strategy 3.2.1, Action I of the SMP, SUSL |
| 02 | Develop a Competency Metrics | Competency Metrics | | √ | | Deans/CQA/Registrar | Goal 3, Objective 3.2, Strategy 3.2.1, Action II of the SMP, SUSL |
| 03 | Mediate in developing the Human Resource Plan | Human Resource plan | | √ | | CQA/Registrar | Goal 3, Objective 3.2, Strategy 3.2.1, Action III of the SMP, SUSL |
| 04 | Conduct Employee satisfaction survey periodically (annual) | | | | | | Goal 3, Objective 3.2, Strategy 3.2.1, |
| | 4.1 Development of Employee satisfaction survey and the mechanism to conduct thought out the University as an annual activity | Development of the student satisfaction survey | | √ | | CQA | |
| | | Development of SOP/ mechanism to be followed | | √ | | CQA | |

| | | | | | | |
|--|---|---|--|----------------|----------------------|--|
| | 4.2 Implementation of Employee satisfaction survey (annual event) | Annual student satisfaction surveys | | contin uous | Deans / Registrar | |
| | 4.3 Disseminating the findings to relevant authorities for necessary attention (annually) | Reports based on the student satisfaction surveys | | contin uous | CQA | |

Strategy 2.1.2. Facilitate professional development of staff members

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|--|--------------------------------------|------------|----------------|------|----------------|--|
| | | | 2021 | 2022 | 2023 | | |
| 01 | Facilitating the Implementation of an effective mechanism to handle staff grievances | | | | | | Objective 3.2, Strategy 3.2.2, Action VI (1)of the SMP, SUSL |
| | 1.1 Development of university level policy document and SOPS | Policy on Staff grievances Redressal | √ | | | CQA | |
| | | SOP for Staff grievances Redressal | √ | | | CQA | |
| | 1.2 Awareness programme on grievances Redressal policy and SOP | Awareness programme conducted | | contin uous | | CQA | |
| | 1.3 Implementation of grievances Redressal | Redressal of grievances | | contin uous | | CQA | |
| 02 | Staff climate survey for the university | | | | | CQA | |

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|----|--|--|--|----------------|--|-----|--|
| | | | | | | | Objective 3.2, Strategy 3.2.2, Action VI (2) of the USMP |
| | Designing a climate survey for the university | Staff climate survey processes and formats | | √ | | CQA | |
| | Conducting the climate survey for the university | Survey on Staff climate | | contin uous | | CQA | |
| | Disseminating the findings to relevant authorities for necessary attention | Reports based on the climate survey for the university | | contin uous | | CQA | |
| 03 | Exit Interviews | | | | | | Objective 3.2, Strategy 3.2.2, Action VI (3) of the USMP |
| | Preparing mechanism for Exit Interviews | processes and formats for exit interviews | | √ | | CQA | |
| | Implementing Exit Interviews | Conducting exit interviews | | contin uous | | CQA | |
| | Disseminating the findings to relevant authorities for necessary attention | Reports based on exit interviews | | contin uous | | CQA | |
| 04 | Develop a Counseling Mechanism | developed Counseling Mechanism | | √ | | CQA | Objective 3.2, Strategy 3.2.2, Action VI (4) of the USMP |

GOAL 3: TO INCULCATE QUALITY ENHANCEMENT PRACTICES

Objective 3.1. Internalizing the best practices

Strategy 3.1.1. Development of best practices and implementing the best practices throughout the University

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|---|---|------------|------|------|----------------|--|
| | | | 2021 | 2022 | 2023 | | |
| 01 | Identifying the type of best practices to be developed | Identified Best Practices | continuous | | | CQA | Goal 5, Objective 5.2, Strategy 5.2.1 of SMP, SUSL |
| 02 | Development of best practices and develop mechanisms to implement them | Developed Best Practices | continuous | | | CQA | |
| 03 | Awareness on best practices and implementation of them (Grievances handling SOPS, Occupational health manual, study guide preparation, performance appraisal etc.) through workshops, seminars, development of manuals and other appropriate capacity building activities | Awareness programmes (seminars, workshops, meetings, Manuals, leaflets, booklets, audios, videos for awareness process) | continuous | | | CQA | |

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|----|--|---|------------|-------------|--|
| 04 | Reporting activities of CQA and FQACs to the Senate and to the Council | Quarterly reports of the activities done by CQA and FQACs | continuous | CQA / FQACs | |
| 05 | Reporting of QA activities at the UGC standing committee | Quarterly reports of the activities done by CQA and FQACs | continuous | CQA | |
| 06 | Annual reporting of QA activities to QAC, UGC | Annual report of QA activities of the University | continuous | CQA | |
| 07 | Communicate all the notices of QA activities to the university community and to other universities | Sending all the communication to the university community | continuous | CQA | |
| 07 | Facilitate and support SER preparation for programme review and Institutional review | Workshop for SER writing /awareness programme / motivational programme | continuous | CQA | |
| | | Training programme for SER writing | continuous | CQA | |
| 08 | Motivate and support academic staff to showcase best practices in QA | Seminar, workshop, quality day (event) | continuous | CQA /FQACs | |
| 09 | Assist manual preparation on QA aspects of Faculties | Manuals to enhance the quality aspects on academic programmes | continuous | CQA / UCEC | |
| 10 | Accessibility and availability of external, internal reviews including student surveys to all staff and stakeholders | Update the web on all kinds of reports that can be disclose to staff and stakeholders | continuous | CQA | |

GOAL4: TO DEVELOP AND MAINTAIN FAVORABLE PUBLIC PERCEPTION OF THE UNIVERSITY

Objective 4.1. Develop and maintain favorable public perception of the university, through improves quality of education based on consistent practice of quality assurance procedures

Strategy 4.1.1. Institutionalize a culture of quality assurance in accordance with national guidelines and international practices and ensure that the university procedures are aligned with UGC guideline and national requirements

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|--|--|------------|------|------|----------------|------------------------------------|
| | | | 2021 | 2022 | 2023 | | |
| 01 | Support the university and programme offering entities within the university in preparation for external quality assurance assessments and accreditation requirement | Facilitate in external quality assurance assessments and accreditation process | continuous | | | CQA | Goal 2, Objective 2.5 of SMP, SUSL |
| 02 | Internal and external review processes of institute level and academic programmes level | Preparation for Institutional review | | | | CQA | |
| | | Facilitating Programme review | | | | CQA / FQACs | |
| 03 | Ensure the University procedures are aligned with UGC guidelines and national requirements | Programme approval according to the UGC guidelines | continuous | | | CQA | |

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|--|---|------------|--|-----|
| | Follow the national reference points (such as SLQF) in preparing programmes (defining programme objectives, programme outcomes, graduate profile, course curricula) | continuous | CQA/ FCC/ DCC/ UCEC/ FQACs | |
| | Setting the University Graduate profile | | v | CQA |

GOAL 5: TO FACILITATE THE STRENGTHENING OF GOVERNANCE AND ADMINISTRATIVE SYSTEM

Objective 5.1. Liaise with the governing practices

Strategy 5.1.1. Supporting the governance processes

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|---|--|------------|------|------|------------------------------|--|
| | | | 2021 | 2022 | 2023 | | |
| 01 | Liaise with the quality assurance council of the UGC and other external quality assurance agencies as well as relevant international agencies | Following the QAC guidelines in activities such as programme review, institutional review, programme approval, maintaining the accountability etc. | continuous | | | Deans/ registrar/ CQA/ FQACs | Goal 5, Objective 5.2, Strategy 5.2.1 of SMP, SUSL |
| 02 | Prepare annual activity plan and obtaining approval from relevant authorities | Preparing the annual activity plan | continuous | | | CQA/ FQACs | |
| | | Approval from Finance Committee, Senate and the Council | continuous | | | CQA | |
| 03 | Prepare the annual budget and obtaining approval from relevant authorities | Preparing the annual activity plan | continuous | | | CQA/ FQACs | |
| | | Approval from Finance Committee, Senate and the Council | continuous | | | CQA | |

| | | | | | | |
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| 04 | Preparing the action plans based on the recommendations given at IR and PR | Action plans follow-up on IR and PR | continuous | Deans/ CQA/ FQACs | | |
| 05 | Addressing the recommendation made at the external reviews (Institutional reviews and Programme reviews) and implementing the actions for the recommendations | Implementation of Actions through appointing committees and monitoring the activities | continuous | Deans/ CQA/ FQACs | | |
| 06 | Encourage the adoption and practice of relevant Codes of Practices/Conduct/ Norms | Awareness on codes of practices/ Conduct/ norms | continuous | CQA | | |
| 07 | Preparation of Strategic plan for 2024-2026 | Appointing the Strategic Management Plan Committee for CQA | | | √ | This will be commence in mid of 2023 |
| | | Drafting the Strategic Management Plan | | | √ | This will be completed before the end of 2023 and get the approval from Strategic Management Unit (SMU), SUSL, Senate and the council. Also the concurrence from QAC, SUSL |

Objective 5.2. To strengthen the policy formulation process in the university

Strategy 5.2.1. Streamline the policy and plan formulation process

| Action Number | Activity | KPI | Time frame | | | Responsibility | Mapping with SMP, SUSL |
|---------------|---|---|------------|------|------|--|--|
| | | | 2021 | 2022 | 2023 | | |
| 01 | Monitor the compliance with the by-laws, commission circulars, internal circulars and guidelines formulated by UGC and the governing bodies of the university | Reports on policies, By – Laws, internal circulars in practiced | continuous | | | Dean/ Registrar / CQA/FQA Cs | Goal 5, Objective 5.2, Strategy 5.2.1 of SMP, SUSL |
| 02 | Develop and review policies, By-Laws and standard operation procedures for governance and management of the CQA to deliver services efficiently | Developed policies, Bylaws, SOPs | continuous | | | Dean/ Registrar / CQA/FQA Cs | |
| 03 | Revisit faculty and university policies and bylaws and revise them to suit changing requirements | Amended policies, Bylaws, SOPs | continuous | | | Dean/ Registrar / CQA/FQA Cs | |

ANNEX 1

COMMITTEE FOR PREPARING STRATEGIC MANAGEMENT PLAN FOR CENTRE FOR QUALITY ASSURANCE, SUSL

| No | Name | |
|----|------------------------------------|---|
| 1 | Prof. H.A. Darshanee Ruwandeeepika | Director, Centre for Quality Assurance, SUSL |
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| 3 | Dr. M.A.C.S.S. Fernando | Dean, Faculty of Social Sciences and Languages |
| 4 | Prof. E.P.N. Udayakumara | Coordinator, Faculty Quality Assurance Cell, Faculty of Applied Sciences, SUSL |
| 5 | Dr. Sampath Wahala | Coordinator, Faculty Quality Assurance Cell, Faculty of Management Studies, SUSL |
| 6 | Prof. K.R. Koswattage | Coordinator, Faculty Quality Assurance Cell, Faculty of Technology, SUSL |
| 7 | Dr. Saman Koswatte | Member University Strategic Management Planning Committee/ Senior Lecture, Faculty of Geomatics, SUSL |
| 8 | Dr. D.D. Wickramanayake | Coordinator, Faculty Quality Assurance Cell, Faculty of Agricultural Sciences, SUSL |
| 9 | Dr. P.D.V.M. Perera | Faculty nomination from Faculty of Medicine/ Probationary Lecture, Faculty of Medicine, SUSL |
| 10 | Ms. Gayani Dias | Assistant Registrar of the Vice Chancellor's Office and Secretary / CQA |

ANNEX 2.

SUMMARY OF GOALS, OBJECTIVES AND STRATEGIES OF STRATEGIC MANAGEMENT PLAN (2019-2023) - SABARAGAMUWA UNIVERSITY OF SRI LANKA (SUSL)

| OBJECTIVES | STRATEGY |
|---|---|
| GOAL 1: TO ACHIEVE EXCELLENCE IN QUALITY OF TEACHING AND LEARNING | |
| Objective 1.1 To continuously improve the quality and relevance of academic programs | Strategy 1.1.1 Set up a mechanism to systematically review existing academic programs and develop new programs Strategy 1.1.2 Review existing academic programs and develop new programs-in line with SLQF guideline |
| Objective 1.2 To develop conducive environment for teaching and learning | Strategy 1.2.1 Adopt different pedagogies to Strengthen teaching and learning Strategy 1.2.2 strengthen student support services Strategy 1.2.3 Strengthen career development and mentoring programs |
| Objective 1.3 To increase the access to higher education | Strategy 1.3.1 Strength and Develop new academic programmes |

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| Objective 1.4 To widen the University – Industry Linkage | Strategy 1.4.1 Widen the scope of industrial exposure |
| GOAL 2: ENHANCE THE IMAGE OF THE UNIVERSITY BY ENRICHING RESEARCH CULTURE | |
| Objective 2.1: To develop a conducive environment for research | Strategy 2.1.1: Widen the access to funding opportunities for research Strategy 2.1.2: Improve the infrastructure facilities for research |
| Objective 2.2: To encourage collaborative research | Strategy 2.2.1: Facilitate collaborative research Strategy 2.2.2 Strengthen the University Industry Business Linkage |
| Objective 2.3: To widen the research outcome disseminating channels | Strategy 2.3.1: Organizing research symposia Strategy 2.3.2: Publication of research journals |
| Objective 2.4: To recognize and award the high quality research of university community | Strategy 2.4.1: Awarding and Rewarding systems for encouraging researchers |
| Objective 2.5: To enhance the university image | Strategy 2.5.1: Conducting image building campaign of the university |
| GOAL 3: TO IMPROVE PHYSICAL, INFRA, SUPER STRUCTURES AND HUMAN CAPITAL | |
| Objective 3.1 To develop Physical, Infra and super structures facilities | Strategy 3.1.1 Accelerate approved construction projects Strategy 3.1.2 Accelerate the initiation of physical, Infra and super structures projects Strategy 3.1.3 Renovate the existing building Strategy 3.1.4 Introduce a Physical Development Plan for the University Strategy 3.1.5 Enhance the physical facilities to improve the quality of teaching and learning environment |

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| Objective 3.2 Strengthen Human Resources | Strategy 3.2.1: Effective Human Resources Planning Strategy 3.2.2: Facilitate professional development of staff members |
| GOAL 4: TO ENHANCE THE SOCIAL RESPONSIBILITY AND HARMONY FOR SUSTAINABLE DEVELOPMENT | |
| Objective 4.1: To enhance the empowerment of local community through capacity building to share mutual economic Benefits | Strategies 4.1.1: Adapting sustainable entrepreneurial approaches Strategies 4.1.2: To persuade the public and private organizations to invest in the adjacent areas |
| Objective 4.2: To promote harmony among university community and wider community. | Strategy 4.2.1. Develop service delivery mechanism for the wider community Strategy 4.2.2. Improving Social wellbeing of the community |
| GOAL 5: TO STRENGTHEN THE GOVERNANCE AND ADMINISTRATIVE SYSTEMS FOR EFFECTIVE SERVICE DELIVERY | |
| Objective 5.1 To Institutionalize the strategic management plan within the university community for successful implementation and wider acceptance | Strategy 5.1.1: To develop a mechanism to implement the strategic management plan and the annual action plan |
| Objective 5.2 To strengthen the policy formulation process in the university | Strategy 5.2.1 Streamline the policy and plan formulation process Strategy 5.2.2: Implement a management information system covering operational and administrative functions of the university. |

