

2019 - 2023

# Corporate Plan

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University of Ruhuna



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# VICE CHANCELLOR'S MESSAGE

ரஹ்மத் விஹ்லிவித்யாரச  
உருதுணை பலகலைக்கழகம்  
UNIVERSITY OF UTAH

An effective corporate plan is a living document. Since 2013, our corporate plan has provided us with motivation and inspiration, opening a number of national and international opportunities for University of Ruhuna. As our 2013-2018 corporate plan is nearing the end of its execution, Corporate Planning Committee of Ruhuna has developed a visionary five-year corporate plan to help and guide Ruhuna till 2023 to reach an inspiring destination. Our new corporate plan will be a courageous, forward thinking guide focusing on academic, research, institutional excellence, student success, and service to our community and region with the objective of transforming our university to a teaching, research and enterprising world class university.

I believe this 2019-2023 corporate plan comes at a crucial period in the life of our University. It sets forth the next chapter (beginning of the 5th decade of the university) in its continuous growth and development. It is designed to build upon past achievements and take Ruhuna to an even higher level of excellence. A particularly important feature of this corporate plan is the way it sets the strategic direction for the development of Ruhuna towards its research excellence.

This corporate plan identifies seven major goals and outlines a series of objectives that will promote innovation, accelerate research, commercialize research and build our existing strengths. The ultimate focus of this corporate plan is to guide Ruhuna to become an international model in higher education.

At this moment, I wish to thank all who helped turn the vision of Ruhuna into a reality, particularly academic, administrative and non-academic staff. Our accomplishments thus far would not have been possible without the confidence of our students, the engagement of the local community, the financial support from the Government and the numerous universities and institutions with whom we have partnered.

We look forward to earning your continuous support as we implement this new corporate plan and strive to build Ruhuna into a world-class higher education institution of distinction.



Professor Gamini Senanayake  
Vice Chancellor  
University of Ruhuna



# VISION, MISSION AND VALUES



## Vision

To be the prime intellectual thrust of the nation

## Mission

To advance knowledge and skills through teaching, research and services to serve the society

## Values

1. Dignity and Respect
2. Nurturing Creativity
3. Academic Merits
4. Social Responsibility

# UNIVERSITY OF RUHUNA

## GOALS 2019 -2023

**1** Expanding access to education, research and services

**3** Enhancing relevance of education and research

**5** Ensuring good governance

**7** Epitomizing the uniqueness



Enriching quality of education

2

Empowering justice and equity

4

Endowing invention and  
innovation

6

# 01 EXPANDING ACCESS TO EDUCATION, RESEARCH AND SERVICES



# Objectives

- 1.1 To increase the enrollment in undergraduate programs by 500 undergraduates which are strategically important in economic development of the country by 2023.
- 1.2 To introduce 30 new degree programs of strategic importance to the development of the country by 2023.
- 1.3 To introduce 20 new distance courses and 10 online courses by year 2023
- 1.4 To implement the common credit transfer system for selected undergraduate degree programs by year 2023.
- 1.5 To increase the enrollment of postgraduate students by 5% annually
- 1.6 To introduce 20 new partnership programs with overseas organizations by year 2023.
- 1.7 To increase the capacity and facilities for research by 25% by year 2023.
- 1.8 To implement “High Tech Resource Sharing Policy” within the university by 2023



# 02

## ENRICHING QUALITY OF EDUCATION





# Objectives

02

- 2.1 To ensure 70% of the academic staff have obtained PhD or PhD equalant qualifications by year 2023.
- 2.2 60% of the administrative process and functions will be automated by 2020 and by 2023 it will be converted into a fully automated system.
- 2.3 To ensure the integration of management information system (MIS) in all faculties, library and administration units by year 2023.
- 2.4 To increase the physical assets by 50% including all lecture theatres and laboratories with modern teaching facilities by year 2023.
- 2.5 To reach national and international accreditation standards for relevant degree programs by year 2023.
- 2.6 To establish five "Centralized Instrumentation Labs" with state of the art equipment by year 2023.
- 2.7 To establish six skills laboratories at Faculty of Allied Health Sciences and other relevant faculties with state of art equipment by 2023.
- 2.8 To increase the digital library facilities by 60% by year 2023.
- 2.9 To provide access to ICT facilities for all academic staff and students by expanding Wi-Fi facilities by year 2023.
- 2.10 To Complete all the Programme reviews of Faculties and prepare the university for Institutional Review which is scheduled in 2020.
- 2.11 To implement U-multi rank system for the university by 2023.

# 03

## ENHANCING RELEVANCE OF EDUCATION AND RESEARCH



# Objectives

03

- 3.1 To revise curricula of all the undergraduate degree programmes in order to increase the overall employability to 95% within one year of graduation by year 2023.
- 3.2 To revise curricula of all distance and continuing degree programmes to increase the employability to 90% by year 2023.
- 3.3 To convert all degree programmes to 4 year honors degree programmes by 2023.
- 3.4 To increase the provision of industrial training/implant training/internships for the undergraduates of the Humanities and Social Sciences degree programme to 80% by the year 2023 and maintain the provision of industrial training/implant training/internships for all other undergraduates of the degree programmes at 100%.
- 3.5 To ensure 80% of research undertaken by university to address the national/regional needs by year 2023.
- 3.6 To complete the introduction of the principles of Outcome Based Education (OBE) methods to all curricula by 2023
- 3.7 To improve the mechanism for commercialization of research by 2023.
- 3.8 To ensure the successful commercialization of 10 research projects and enter into 20 external agreements by 2023.



# 04

## EMPOWERING JUSTICE AND EQUITY





# Objectives

04

- 4.1 To ensure the provision of basic infrastructure facilities to cater to differently abled persons in essential buildings by year 2023.
- 4.2 To improve learning facilities for a total of 25 differently-abled students by year 2023.
- 4.3 To provide financial/social support for all students who have dire economic/social needs by year 2023.
- 4.4 To maintain conducive environment for all ethno-religious communities to study and live in harmony.
- 4.5 To ensure equal opportunities in all activities irrespective of gender, ethnicity and religion.
- 4.6 To introduce 10 course modules relevant to social harmony for all undergraduate degree programs by 2023.
- 4.7 To ensure at least 30% of female representation in office bearers of all student unions and study circles by year 2023.
- 4.8 To ensure the implementation of Sex and Gender base Violence prevention.
- 4.9 To enhance facilities to improve the learning of official languages by 2023.



# Objectives

- 5.1 To regularize and adhere to the existing governing rules and regulation.
- 5.2 To maintain accountability and transparency.
- 5.3 To optimize the organizational performance.
- 5.4 To serve stakeholders within a reasonable time frame.
- 5.5 To promote open and comprehensive stakeholder engagement through maintaining an effective and efficient customer friendly environment.





# Objectives

06

- 6.1 To develop and maintain a database of inventions and patents of University of Ruhuna by 2023.
- 6.2 To obtain five national and one international patents per year by 2023.
- 6.3 To commercialize two patents per year by 2023.
- 6.4 To achieve five participations in national and international exhibitions in inventions and innovations per year.
- 6.5 To promote 10 awareness programs of developing inventions and obtaining patents by 2023.
- 6.6 To modify the degree curricula to include IP policy and patenting process in relevant programs by 2023
- 6.7 To establish a 'product startup and commercialization unit' by 2023.
- 6.8 To establish a talent co-creation laboratory/incubator for experiment new ideas by 2019.



# Objectives

07

- 7.1 To introduce five new degree programs and 10 new course units for existing degree programs related to freshwater and marine sciences, to make the University of Ruhuna unique
- 7.2 To enhance the Coastal Resources Awareness Center (CoRAC) by year 2023.
- 7.3 To develop five new links with international maritime universities and research institutes by year 2023.
- 7.4 To develop a university township around the university including national level aquarium by year 2023.
- 7.5 To introduce 10 course units and five certificate courses to transfer knowledge and technology to local fishery community, fishery industry and harbor industry by 2023.
- 7.6 To introduce five course units and two certificate/diploma courses relevant to tourism and hospitality management.
- 7.7 To establish a diving unit under the Faculty of Fisheries and Marine Sciences & Technology.
- 7.8 To establish a student community service and volunteering center by 2023.



# KEY PERFORMANCE INDICATORS





## GOAL 1 - EXPANDING ACCESS TO EDUCATION, RESEARCH AND SERVICES

KPIs	Year				
	2019	2020	2021	2022	2023
1.1 To increase the enrollment in undergraduate programs by 500 undergraduates which are strategically important in economic development of the country by 2023.					
Undergraduate Enrollment	100	100	100	100	100
1.2 To introduce 30 new degree programs of strategic importance to the development of the country by 2023.					
New undergraduate programs	06	06	06	06	06
New postgraduate programs	06	06	06	06	06
1.3 To introduce 20 new distance mode courses out of which 10 are online mode courses by year 2023					
Number of new distance learning courses introduced	02	02	02	02	02
Number of new online courses introduced	02	02	02	02	02
1.4 To implement the common credit transfer system for selected undergraduate degree programs by year 2023.					
Number of degree programmes with common credit transfer system	00	00	01	01	01
1.5 To increase the enrollment of postgraduate students by 50 students annually					
Number of new postgraduate students enrolled	50	50	50	50	50
1.6 To introduce 20 new partnership programs with overseas organizations by year 2023.					
Number of new partnership programs with overseas organizations	04	04	04	04	04
1.7 To increase the capacity and facilities for research by 25% by year 2023.					
Percentage increase in funds allocated by the University for research purposes	05	05	05	05	05
Number of articles published by university academics in indexed journals	50	50	50	50	50
Number of competitive research grants received by the University for academics	50	50	50	50	50
Number of research awards received by academics	05	05	05	05	05
Number of new citations	300	300	500	500	500
1.8 To implement "High Tech Resource Sharing Policy" within the university by 2023					
Number of High tech instruments registered under sharing registry	05	10	15	20	25

## GOAL 2- ENRICHING QUALITY OF EDUCATION

KPIs	Year				
	2019	2020	2021	2022	2023
2.1 To ensure that 70% of the academic staff has obtained PhD or PhD equivalent qualifications by year 2023					
Percentage of Academics with PhD or PhD Equivalent (2018 = 51%)	54%	58%	61%	64%	70%
2.2 To ensure that 60% of the administrative process and functions will be automated by 2020 and by 2023 it will be converted into a fully automated system.					
Percentage of Processes Automated (2018 = 30%)	35%	40%	45%	60%	100%
2.3 To ensure the integration of management information system (MIS) in all faculties, library and administrative units by 2023.					
Number of Faculties with Fully Integrated MIS	-	-	05	-	10
Level of Integration of Library to the MIS (2018 = 51%)	15%	20%	25%	30%	35%
Number of Administrative Units with Fully Integrated MIS	-	-	02	04	06
2.4 To Increase the physical assets by 50% including all lecture theatres and laboratories with modern teaching facilities by the 2023.					
Percentage of Lecture Theaters with Modern Teaching Facilities	-	-	25%	-	50%
Percentage of Laboratories with Modern Teaching Facilities	-	-	25%	-	50%
2.5 To reach national and international accreditation standards of relevant degree programs by 2023.					
Number of Degree Programmes Internationally Accredited	-	-	03	02	02
2.6 To establish Five "Centralized Instrumentation Labs" with state-of-the-art equipment by 2023.					
Number of "Instrumentation Labs" Established.	-	-	03	02	02
2.7 To establish six Skills Laboratories at Faculty of Allied Health Sciences and other relevant Faculties with state-of-the-art equipment by 2023					
Number of "Skills Laboratories" Established	02	02	02	02	02
2.8 To increase digital library facilities by 60% by 2023.					
Percentage of Digital Collections Available at the Library	-	-	10%	20%	30%
2.9 To provide access to ICT facilities for all academic staff and students by expanding Wi-Fi facilities by 2023.					
Percentage of Areas Covered by Wi-Fi within the University Premises	20%	30%	50%	80%	100%
Percentage of Hostels covered by Wi-Fi	20%	40%	60%	80%	100%

Percentage of Academic Staff who were provided with Personal Computers	70%	80%	90%	100%	-
2.10 To complete all the Programme Reviews of Faculties and prepare the University for the Institutional Review which is scheduled in 2020.					
Number of Faculties which has completed the Programme Review	04	06	08	10	-
Percentage Readiness to the Institutional Review	60%	100%	-	-	-
2.11 To implement U- Multi Rank System for the University by 2023.					
Ranking of University of Ruhuna				✓	



### GOAL 3- ENHANCING RELEVANCE OF EDUCATION AND RESEARCH

KPI	Year				
	2019	2020	2021	2022	2023
<b>3.1 To Revise curricula of all the undergraduate degree programmes in order to increase the overall employability upto 95% within one year of graduation by 2023.</b>					
Percentage of the Employability of Graduates of Faculty of Agriculture (2018 =55%)	60%	65%	70%	75%	80%
Percentage of the Employability of Graduates of Faculty of Allied Health Sciences (2018 = 96%)	98%	99%	100%	100%	100%
Percentage of the Employability of Graduates of Faculty of Engineering (2018 =88%)	90%	95%	100%	100%	100%
Percentage of the Employability of Graduates of Faculty of Fisheries and Marine Sciences & Technology (2018=58%)	60%	65%	70%	75%	80%
Percentage of the Employability of Graduates of Faculty of Humanities and Social Sciences (2018 =12%)	15%	25%	35%	45%	55%
Percentage of the Employability of Graduates of Faculty of Management and Finance (2018 =63%)	65%	70%	75%	80%	85%
Percentage of the Employability of Graduates of Faculty of Science (2018 =58%)	60%	65%	70%	75%	80%
Percentage of the Employability of Graduates of Faculty of Technology	-	-	-	80%	95%
<b>3.2 To Rive curricula of all distance and continuing degree programmes to increase the employability upto 90% by 2023.</b>					
Percentage of the Employability of Graduates of all Distant and Continuing Degree Programs	50%	60%	70%	80%	90%
<b>3.3 To convert all degree programmes to 4-year honours degree programmes by 2023.</b>					
Number of Programs Converted	-	-	88%	-	100%
<b>3.4 To increase the provision of industrial training/implant training/internships for the undergraduates of the Humanities and Social Sciences degree programme to 80% by the year 2023 and maintain the provision of industrial training/implant training/internships for all other undergraduates of the degree programmes at 100%.</b>					
Percentage of Provision of Industrial Training/ internships to the graduates of Faculty of Humanities and Social Sciences	10%	20%	30%	60%	80%
<b>3.5 To ensure 80% of research undertaken by university to address the national/regional needs by 2023</b>					
Percentage of the research studies undertaken to address national/regional needs of the country	40%	50%	60%	70%	80%
<b>3.6 To complete the introduction of the principles of Outcome-Based-Education (OBE) methods to all curricula by 2023</b>					
Number of degree curricula OBE methods introduced	60%	70%	80%	90%	100%
<b>3.7 To improve the mechanism for commercialization of research by 2023.</b>					
Implementation of Technology Transfer Policy	20%	40%	60%	80%	100%
Implementation of Spin Off Policy	-	10%	30%	40%	50%
Intellectual Property Policy	10%	30%	50%	80%	100%

3.8 To ensure the successful commercialization of 10 research projects and enter into 20 external agreements by 2023.

Number of commercialization of products	02	02	02	02	02
Number of agreements with external parties to commercialize products	04	04	04	04	04

## GOAL 4- EMPOWERING JUSTICE AND EQUITY

KPI	Year				
	2019	2020	2021	2022	2023
4.1. To Ensure the provision of basic infrastructure facilities to cater to differently abled persons in essential buildings by 2023.					
Percentage of provision of the existing buildings with the basic facilities for differently-abled people	25%	30%	35%	40%	50%
4.2. To Improve learning facilities for a total of 25 differently-abled students by 2023.					
Number of differently abled students registered for the degree programs	05	05	05	05	05
4.3. To provide financial/social support for all the students who have dire economic/social needs by 2023.					
Percentage of students receiving financial support out of Bursary/Mahapola Scholarships	40%	50%	60%	70%	80%
Number of other scholarships introduced	30	40	50	60	70
4.4. To maintain the conducive environment for all ethno-religious communities to study and live in harmony.					
Number of multi-cultural events/programs implemented	04	04	06	06	06
Percentage of students from different ethno-religious communities	05%	08%	10%	15%	20%
4.5. To ensure equal opportunities in all activities irrespective of gender, ethnicity, and religion.					
Number of incidents reported relevant to this concern	00	00	00	00	00
Number of events/programs implemented in this concern	02	03	04	05	06
4.6. To introduce 10 course modules relevant to social harmony for all undergraduate degree programs by 2023.					
Number of social harmony oriented courses/units	02	02	02	02	02
4.7. To ensure at least 30% of female representation among office bearers of all student unions and study circles by 2023.					
Number of female representation among office bearers of all student unions and study circles	04	04	04	04	04
4.8. To ensure the implementation of sex and gender-based violence prevention.					
Number of cases regarding Sex and Gender-based violence	00	00	00	00	00
4.9. To enhance facilities to improve the learning of official languages by 2023.					
Number of Tamil language courses to Sinhala students	01	01	01	01	01
Number of Sinhala language courses to Tamil students	01	01	01	01	01



## GOAL 5- ENSURING GOOD GOVERNANCE

	Year				
KPIs	2019	2020	2021	2022	2023
5.1 To regularize and adhere to the existing governing rules and regulation.					
Duly completed circular /by-law	80%	90%	100%	100%	100%
Percentage of stipulated meeting- audit and management and finance meetings	100%	100%	100%	100%	100%
Number of induction programmes conducted	04	04	04	04	04
5.2 To maintain accountability and transparency					
Percentage of timely submitted annual reports, annual accounts and procurement plan	80%	90%	100%	100%	100%
Percentage of timely updated fixed asset registry	80%	90%	100%	100%	100%
Percentage of Faculty progress report submission	90%	100%	100%	100%	100%
Percentage of on time submission of information to external parties	85%	90%	100%	100%	100%
5.3 To optimize the organizational performance					
Percentage of administrative staff achieving above level 8 performance	75%	80%	85%	90%	95%
Percentage of non-administrative staff achieving above level 5 performance	65%	70%	75%	80%	85%
Number of trainings and workshops conducted for administrative and non-administrative staff	08	08	10	10	12
5.4 To serve the stakeholders within a reasonable time frame					
Percentage of timely adapted client charter	90%	95%	100%	100%	100%
Percentage of implementation of grievance policy	80%	90%	100%	100%	100%
Number of grievance committee meetings conducted	12	12	12	12	12
Percentage of grievances solved	85%	90%	90%	100%	100%
5.5 To promote open and comprehensive stakeholder engagement through maintaining an effective and efficient customer friendly environment					
Percentage of negative feedback of students	30%	20%	10%	5%	0%
Percentage of negative feedback of staff	30%	20%	10%	5%	0%
Percentage of negative feedback of community	30%	20%	10%	5%	0%
Percentage of negative feedback of external service providers	30%	20%	10%	5%	0%

## GOAL 6 - ENDOWING INVENTION AND INNOVATION

	Year				
KPIs	2019	2020	2021	2022	2023
6.1 To develop and maintain a database of inventions and patents of University of Ruhuna by 2023					
Establishing a data base for inventions	50	75	100	100	100
Establishing a data base for Patents	50	75	100	100	100
6.2 To obtain five national and one international patent/s per year by 2023.					
Number of National Patents Obtained (2018= 01)	01	01	01	02	02
Number of International Patents Obtained	-	-	01	01	01
6.3 To commercialize two patents per year by 2023.					
Number of Patents Commercialized	-	02	02	02	02
6.4 To achieve five participations in national and international exhibitions of inventions and innovations per year.					
Number of participations in national exhibitions (2018 = 04)	05	06	08	10	10
Number of participations in international exhibitions (2018 = 04)	04	04	06	08	10
6.5 To promote 10 awareness programs of developing inventions and obtaining Patents by 2023.					
Number of Awareness Programmes Conducted (2018 = 02)	02	03	04	05	10
6.6 To modify the degree curricula to include IP policy and patenting process in relevant programs by 2023					
Number of Courses Modified	05	05	05	05	05
6.7 To establish product startup and commercialization unit by 2023.					
Number of agreements with external parties to commercialize products (2018 = 03)	03	03	03	03	03
Number of commercialization of products (2018 = 03)	03	03	03	03	03
6.8 To establish a talent co-creation laboratory/incubator for experiment of new ideas by 2019.					
Establishment of the talent co-creation laboratory/incubator	-	-	-	01	-

## GOAL 7- EPITOMIZING THE UNIQUENESS

KPIs	Year				
	2019	2020	2021	2022	2023
7.1. To introduce five new degree programmes and 10 new courses for the existing degree programmes related to fresh-water and marine sciences to make the University unique.					
Number of new degree programmes introduced	01	01	01	01	01
Number of new course units introduced	02	02	02	02	02
7.2 To enhance the Coastal Awareness Resource Center (CoRAC) by 2023.					
Number of Awareness Programmes Conducted	02	02	02	02	02
Number of scholars used the facility for academic purposes	50	100	150	200	250
7. 3 To develop five new links with international maritime Universities and Research institutes by 2023.					
Number of links developed with international maritime Universities (2018=01)	01	01	01	01	01
Number of links developed with research institutes (2018=01)	01	01	01	01	01
7.4 To develop a university township around the university including national level aquarium by y2023.					
Number of new constructions in the University Township	01	01	01	01	01
Setting up a national level aquarium with public-private partnership	-	-	-	01	-
7.5 To introduce 10 course units and five certificate courses to transfer knowledge and technology to local fishery community, fishery industry and harbor industry by 2023.					
Number of course units introduced	02	02	02	02	02
Number of certificate courses introduced	01	01	01	01	01
7.6 To introduce five course units and two certificate/diploma courses relevant to tourism and hospitality management.					
Number of course units introduced	01	01	01	01	01
Number of Certificate courses introduced	01	01	-	-	-
Number of Diploma Courses introduced	01	01	01	01	01
7.7 To establish a diving unit under the Faculty of Fisheries and Marine Sciences & Technology.					
The Diving Unit established	-	-	01	-	-
7.8 To establish a student community service and volunteering center by 2023.					
Number of Centers established	-	-	01	01	01