



# STRATEGIC PLAN 2014-2018

University of Ruhuna, Matara, Sri Lanka

# Message of the Vice Chancellor



The University of Ruhuna was established as a university college in 1978. The University of Ruhuna is now a fully fledged national university with more than 7,500 undergraduate students, 500 postgraduate students, over 500 faculty members and over 15 degree programs generating knowledge and cutting-edge research while educating diverse student population in the nation. Our boundaries and influence are growing as our university extends its services to greater Hambantota metropolitan area. This strategic plan is developed with a view to improve the access, quality, uniqueness, relevance and impact of our university, anticipating to place among the leading universities in the world.

The Strategic Plan identifies seven major goals and outlines a series of objectives that will promote innovations and inventions, accelerate research and build on our existing strengths. Out these seven goals, first three goals are dedicated for expanding the access, enhancing the quality and improving the relevance of high education respectively. The next two goals are dedicated for ensuring the justice and enhancing the good governance in higher education while last two goals are bestowed to improve the world ranking and the uniqueness of the university respectively. The ultimate aims of this strategic plan are to become a national model for undergraduate and postgraduate education by demonstrating that students from all backgrounds can achieve academic and career success at high rates, to become a leading public research university addressing the most challenging issues of the 21<sup>st</sup> century and to achieve distinction in globalizing the University.

We believe that these goals are worthy, and we are committed to achieve them. Over three decades University of Ruhuna has shown significant growth. Yet we believe we have the potential to achieve more during coming five years.

Professor Gamini Senanayake  
Vice Chancellor  
University of Ruhuna

# Vision & Mission of the University

## Vission

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To be the prime intellectual thrust of the nation.

## Mission

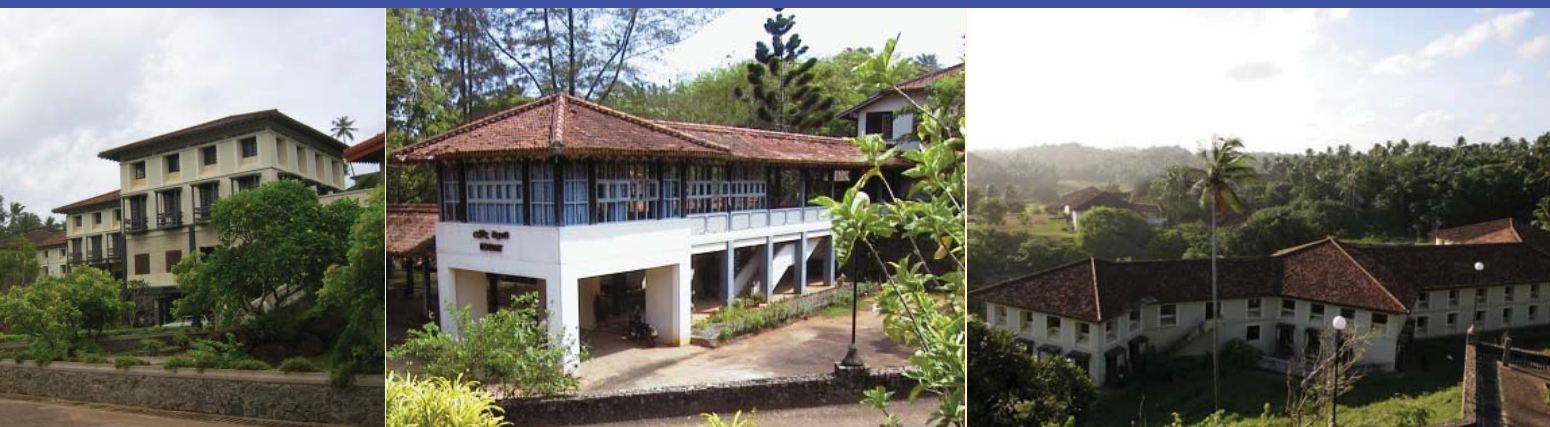
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To advance knowledge and skills through teaching, research and services to serve the society.



# Goals

1. Expanding access to education, research and services.
2. Enhancing quality of education, research and services.
3. Enhancing relevance of education and research.
4. Ensuring justice and equity with respect to gender, ethnicity, religion and differently-abled persons.
5. Enhancing good governance through effective and efficient management of the resources.
6. Upgrading the university to the top 2000 in the TIMES Higher Education and QS ranking list
7. Enhancing the uniqueness of the university



# Goal 1

## Expanding access to education, research and services

### Objectives

- 1.1 To increase the intake of internal undergraduate students from 1860 to 2340 by year 2018.
  - Agriculture undergraduates from 250 to 300
  - Engineering undergraduates from 225 to 255
  - FMST undergraduates from 60 to 150
  - Management & Finance undergraduates from 320 to 350
  - Medicine and allied health science undergraduates from 140 to 160 and from 125 to 135 respectively
  - Science undergraduates from 390 to 490
  - Technology undergraduates from 00 to 100
  - H&SS undergraduates from 350 to 400
- 1.2 To commence 05 new degree programs by 2016
- 1.3 To introduce 22 new distance courses and 01 online course by year 2018.
- 1.4 To implement the common credit transfer system by year 2015.
- 1.5 To increase the enrollment of postgraduate students by 5 % annually.
- 1.6 To introduce 30 new partnership programmes with external organizations by year 2018.
- 1.7 To increase the number of beneficiaries / recipients of services and outreach activities from 87,820 to 200,000 per year by year 2018.
- 1.8 To increase the capacity and facilities for research by 50% by year 2018.
  - No. of publications in indexed journals from 105 to 250 per year
  - No. of postgraduate research students enrolled from 38 to 100 per year.
  - No. of research grants from 50 to 75 per year
- 1.9 To implement “Open Access Scientific Instrumentation Policy” within the university by 2015
- 1.10 To commence a new Faculty to offer degrees in Technology stream by 2016



## Goal 2 Enhancing quality of education, research and services

### Objectives

- 2.1 To ensure 65% of the academic staff to have obtained Ph.D. or equivalent qualifications by year 2018
- 2.2 To ensure 80 % of the administrative staff to have obtained postgraduate/professional qualifications by year 2018
- 2.3 To ensure implementation of management information system (MIS) in all faculties, library and administration units by year 2014
- 2.4 To equip all lecture theatres with modern teaching facilities by year 2018
- 2.5 To reach the subject benchmarks established by UGC/other relevant accrediting bodies for all degree programmes by year 2018
- 2.6 To obtain international accreditation (Washington Accord) for B.Sc. Engineering degree program by 2018
- 2.7 To establish 5 “Centralized Instrumentation Labs” with state of art equipment by year 2018
- 2.8 To upgrade the existing skills laboratory at Faculty of Medicine with state of art equipment by 2016
- 2.9 To increase the library collection by 30% by year 2018
- 2.10 To double the library usage by year 2018
- 2.11 To provide access to ICT facilities for all students and staff by year 2015
- 2.12 To ensure 50% of students achieving UTEL level 5 of English proficiency examination and passing UTICT examination by year 2018
- 2.13 To enhance facilities for extracurricular and co-curricular activities by 50% by year 2018



## Goal 3 Enhancing relevance of education and research

### Objectives

- 3.1 To revise curriculum of all undergraduate degree programmes to improve the relevance and increase the overall employability to 85% within 6 months of graduation by year 2018.
  - Agriculture graduates from 65% to 90%
  - Engineering graduates from 90% to 95%
  - FMST graduates from 80% to 90%
  - H&SS graduates from 29% to 70%
  - Management and Finance graduates from 70% to 90%
  - Allied health science graduates to 90%
  - Science graduates from 80% to 90%
- 3.2 To revise curriculum of all distant and continuing degree programmes to improve the relevance and increase the employability to 60% by year 2018.
- 3.3 To revise curriculum of all non degree study programmes to fit into SLQF by year 2015.
- 3.4 To introduce industry training/implant training of undergraduates in all degree programs by year 2016.
- 3.5 To ensure 50% of research undertaken by university is to address the national/ regional needs by year 2018.
- 3.6 To introduce Outcome Based Education (OBE) methods to all degree programmes by 2018
- 3.7 To define graduate attributes for every degree programme by year 2015.



## Goal 4

# Ensuring justice and equity with respect to gender, ethnicity, religion and differently-abled persons

### Objectives

- 4.1 To ensure the provision of basic infrastructure facilities to cater to differently-abled persons in 30% of existing buildings by year 2018.
- 4.2 To ensure the provision of access and basic facilities for differently-abled persons in all new buildings.
- 4.3 To improve learning facilities for a total of 15 differently-abled students by year 2018.
- 4.4 To provide financial/social support for all students who have dire economic/ social needs by year 2017.
- 4.5 To ensure conducive environment for all ethno-religious communities to study and live in harmony by year 2014.
- 4.6 To ensure equal opportunities in all activities irrespective of gender, ethnicity and religion by year 2014.
- 4.7 To introduce a course module in social harmony to all degree programs by 2014.
- 4.8 To establish Tamil Language Teaching Unit (TLTU) to offer Tamil Language Certificate Courses by 2014.





# Goal 5

## Enhancing good governance through effective and efficient management of the resources

### Objectives

- 5.1 To maintain effective and efficient management and good governance in administration and finance.
- 5.2 To introduce performance based incentive scheme for nonacademic staff by 2014
- 5.3 To decrease percentage level of vacant academic and nonacademic cadre positions to less than 5% by 2018.
- 5.4 To increase the use of ICT up to 80% to improve the effectiveness and the efficiency of administration by 2018.
- 5.5 To maintain the smooth functioning of grievances handling process for university community.
- 5.6 To maintain the effective and efficient management of funds received by the University.
- 5.7 To maintain the smooth functioning of counseling and welfare services for university community.
- 5.8 To increase the office space of main administration by 2000 m<sup>2</sup> by 2016.
- 5.9 To increase accommodation facilities for university staff by providing 30 bachelors quarters and 20 married quarters by 2015
- 5.10 To increase students' hostel facilities for another 1600 students by 2016
- 5.11 To maintain transparency and accountability in recruitments, decision-making and resource allocation.
- 5.12 To obtain true and fair audit opinion by 2014



## Goal 6

# Upgrading the university to the top 2000 in the TIMES Higher Education and QS ranking list

### Objectives

- 6.1 To establish new 14 link programs with foreign universities, research institutes and corporate bodies by 2018
- 6.2 To enroll 60 foreign undergraduate students per year by 2018.
- 6.3 To enroll 15 foreign postgraduate students per year to the Faculty of Graduate Studies by 2018.
- 6.4 To assign 16 foreign academics/scholars per year to the university by 2018
- 6.5 To increase the financial allocation for awarding travel grants for presenting papers at international research conferences, paying page fees for publishing in high impact indexed journals from 8 m LKR to 12 m LKR by 2018.
- 6.6 To establish a fund worth of 2 m LKR per year to facilitate commercialization of research findings (including cost of patents) by 2014.
- 6.7 To help 35 industries with innovations, inventions and consultancy through public - private partnerships on R&D and commercialization of research findings by 2018.
- 6.8 To publish six online journals by 2018.



# Goal 7

## Enhancing the uniqueness of the university

### Objectives

- 7.1 To introduce new degree programs and new courses for existing degree programmes related to freshwater and marine sciences, to make the University of Ruhuna unique by year 2018
- New degree programmes
    - B.Sc. in Marine Engineering by the Faculty of Engineering and Faculty of Fisheries and Marine Sciences & Technology;
    - B.Sc. in Naval Architecture by the Faculty of Engineering, Faculty of Fisheries and Marine Sciences & Technology and Colombo Dockyard;
    - B.Sc. in Marine Services and Management by the Faculty of Management and Finance, Faculty of Fisheries and Marine Sciences & Technology and Sri Lanka Navy;
    - B.Sc. in Maritime Affairs and Policy by the Faculty of Fisheries and Marine Sciences & Technology and Faculty of Management and Finance;
    - B.Sc. in Marine Technology by the Faculty of Fisheries and Marine Sciences & Technology.
  - New courses for existing degree programmes
    - Faculty of Management and Finance – Tourism and Hospitality Management, Maritime Insurance, International Trade and Finance, and Logistics Management;
    - Faculty of Science - Marine Chemistry, Marine Algae Cultivation and Taxonomy, Physical Properties of Ocean Waters and Remote Sensing, Marine Biology and Marine Ecology;
    - Faculty of Agriculture – Sea Farming;
    - Faculty of Engineering – Maritime Civil Engineering, Marine Navigation, Naval Architecture
- 7.2 To establish the Coastal Resources Awareness Center (CoRAC) by year 2014.
- 7.3 To establish new links with 5 international maritime universities and research institutes by year 2016.
- 7.4 To develop a university township around the university including national level aquarium and a state of art auditorium with 1500 seating capacity by year 2017.
- 7.5 To establish a national level library resource collection by 2014.

# Key Performance Indicators

## Goal 1 Expanding access to education, research and services

Key Performance Indicators	Base Year (2013)	2014	2015	2016	2017	2018
<b>1.1 To increase the intake of internal undergraduate students from 1860 to 2340 by year 2018</b>						
Student enrollment per year	1860	1956	2052	2148	2244	2340
<b>1.2 To commence 05 new degree programs by 2016</b>						
No. of degree courses introduced	-	1	3	5		
<b>1.3 To introduce 22 new distance courses and 01 online course by year 2018</b>						
No. of distance/online courses introduced	-	5	10	17	21	23
<b>1.4 To implement the common credit transfer system by year 2015</b>						
No. of transferable credits	-	-	20	60	80	90
<b>1.5 To increase the enrollment of postgraduate students by 5 % annually</b>						
No. of students enrolled per year	420	441	463	489	514	540
<b>1.6 To introduce 30 new partnership programmes with external organizations by year 2018</b>						
No. of partnerships established	-	5	15	20	25	30
<b>1.7 To increase the number of beneficiaries / recipients of services and outreach activities from 87,820 to 200,000 per year by year 2018</b>						
No. of beneficiaries/ recipients	87,820	110,256	132,696	155,128	177,564	200,000
<b>1.8 To increase the capacity and facilities for research by 50% by year 2018</b>						
No of publications in indexed journals per year	105	134	163	192	121	150
No of postgraduate research students enrolled per year	38	50	62	74	86	100
No of research grants per year	50	55	60	65	70	75
<b>1.9 To implement “Open Access Scientific Instrumentation Policy” within the university by 2015</b>						
No of high end instruments operated under this policy	0	5	10	15	20	25
<b>1.10 To commence a new Faculty to offer degrees in Technology stream by 2016</b>						
Commencement of the new Faculty	-	-	-	1		



# Key Performance Indicators

## Goal 2 Enhancing quality of education, research and services

Key Performance Indicators	Base Year (2013)	2014	2015	2016	2017	2018
2.1 To ensure 65% of the academic staff to have obtained Ph.D. or equivalent qualifications by year 2018.						
No. of academics with Ph.D. or equivalent	195 (40%)	215	245	290	340	390 (65%)
2.2 To ensure 80 % of the administrative staff to have obtained postgraduate/professional qualifications by year 2018						
No. of administrative officers with postgraduate/professional qualifications	14 (43%)	17	20	24	28	32 (80%)
2.3 To ensure implementation of management information system (MIS) in all faculties, library and administration units by year 2014.						
No. faculties/units implementing MIS	6	All				
2.4 To equip all lecture theatres with modern teaching facilities by year 2018.						
% of lecture theaters with modern teaching facilities	40%	60%	70%	80%	90%	100%
2.5 To reach the subject benchmarks established by UGC/other relevant accrediting bodies for all degree programmes by year 2018.						
No. of degree programmes with subject benchmark achieved	5	6	7	8	9	all
2.6 To obtain international accreditation (Washington Accord) for B.Sc. Engineering degree program by 2018.						
Steps taken to obtain Washington Accord accreditation	Preliminary steps	Preparation for Accord	Internal evaluation	Apply	Evaluation	Accreditation
2.7 To establish 5 “Centralized Instrumentation Labs” with state of art equipment by year 2018						
No. of “Centralized Instrumentation Labs	0	1	2	3	4	5
2.8 To upgrade the existing skills laboratory at Faculty of Medicine with state of art equipment by 2016						
No. of equipments received	16	17	19	21	23	25
2.9 To increase the library collection by 30% by year 2018						
No. of books in the library	163,877	172,890	181,922	190,944	201,245	213,040
2.10 To double the library usage by year 2018						
Average No. of library users per day	1090	1308	1526	1744	1962	2180
2.11 To provide access to ICT facilities for all students and staff by year 2015						
ICT facilities available (no. of computers available for students	694	750	800	900	1000	1200
2.12 To ensure 50% of students achieving UTEL level 5 of English proficiency examination and passing UTICT examination by year 2018						
No. students passing UTEL level 5	785	1200	1600	2400	3000	4000
No. of students passing UTICT	1041	1250	1600	2400	3000	4000
2.13 To enhance facilities for extracurricular and co-curricular activities by 50% by year 2018						
No. of activities	103	120	150	170	190	210

# Key Performance Indicators

## Goal 3 Enhancing relevance of education and research

Key Performance Indicators	Base Year (2013)	2014	2015	2016	2017	2018
<b>3.1 To revise curriculum of all internal undergraduate degree programmes to improve the relevance and increase the overall employability to 85% within 6 months of graduation by year 2018</b>						
% employability of Agriculture graduates	65	70	75	80	85	90
% employability of Engineering graduates	90	91	92	93	94	95
% employability of FMST graduates	80	82	84	86	88	90
% employability of H&SS graduates	29	37	45	53	61	70
% employability of M&F graduates	70	74	78	82	86	90
% employability of Allied Health Sci. graduates	unknown	60	65	70	80	90
% employability of Science graduates	80	82	84	86	88	90
<b>3.2 To revise curriculum of all distant and continuing degree programmes to improve the relevance and increase the employability to 60% by year 2018</b>						
% employability of external graduates	unknown	35	40	45	50	60
<b>3.3 To revise curriculum of all non degree study programmes to fit into the SLQF by year 2015</b>						
No. revised non degree study programmes	7	11	all	all	all	all
<b>3.4 To introduce industry training / implant training of undergraduates in all degree programs by year 2016</b>						
No. of degree programmes with industry/ implant training	7	8	9	all	all	all
<b>3.5 To ensure 50% of research undertaken by university is to address the national/ regional needs by year 2018</b>						
% of research addressing national/regional needs	25	30	35	40	45	50
<b>3.6 To introduce Outcome Based Education (OBE) methods to all degree programmes by 2018</b>						
No. of degree programmes using OBE methods	1	1	2	4	6	8
<b>3.7 To define graduate attributes for every degree programme by year 2015</b>						
No. of degree programmes with defined graduate attributes	0	1	3	5	7	8



# Key Performance Indicators

## Goal 4 Ensuring justice and equity with respect to gender, ethnicity, religion and differently-abled persons

Key Performance Indicators	Base Year (2013)	2014	2015	2016	2017	2018
<b>4.1 To ensure the provision of basic infrastructure facilities to cater to differently-abled persons in 30% of existing buildings by year 2018</b>						
% of existing buildings with basic facilities for differently-abled persons	0	5	10	15	20	30
<b>4.2 To ensure the provision of access and basic facilities for differently-abled persons in all new buildings</b>						
No. of new buildings with basic facilities for differently-abled persons	0	all	all	all	all	all
<b>4.3 To improve learning facilities for a total of 15 differently-abled students by year 2018</b>						
No. of differently-abled students entered	4	6	8	10	12	15
<b>4.4 To provide financial/social support for all students who have dire economic/ social needs by year 2017</b>						
% of needy students receiving financial support	30	40	60	80	90	100
<b>4.5 To ensure conducive environment for all ethno-religious communities to study and live in harmony by year 2014</b>						
Satisfaction rate of different ethno-religious groups	60%	100%				
No. of multi-cultural events per year	4	6	8	10	12	12
<b>4.6 To ensure equal opportunities in all activities irrespective of gender, ethnicity and religion by year 2014</b>						
No. of complaints received	5	0	0	0	0	0
No. of common documents prepared in all three languages	8	15	all	all	all	all
<b>4.7 To introduce a course module in social harmony to all degree programs by 2014</b>						
No of degree programmes with social harmony course module	0	8	8	8	8	8
<b>4.8 To establish Tamil Language Teaching Unit (TLTU) to offer Tamil Language Certificate Courses by 2014</b>						
No of students following Tamil language certificate course	900	2000	3000	4000	5000	all



# Key Performance Indicators

## Goal 5 Enhancing good governance through effective and efficient management of the resources

Key Performance Indicators	Base Year 2014	2015	2016	2017	2018
<b>(2013)</b>					
<b>5.1. To maintain effective and efficient management and good governance in administration and finance</b>					
Queries in Auditor General's annual report	26	20	10	5	0
No. of complaints against administration	2	0	0	0	0
ISO certification/ Productivity awards	-	-	Yes	Yes	Yes
<b>5.2. To introduce performance based incentive scheme for nonacademic staff by 2014</b>					
No. of nonacademic staff receiving performance based incentives	0	20	30	40	50
<b>5.3. To decrease percentage level of vacant academic and nonacademic cadre positions to less than 5% by 2018</b>					
No. vacant academic cadre positions	140	120	98	78	54
No. vacant nonacademic cadre positions	89	70	60	50	40
<b>5.4. To increase the use of ICT up to 80% to improve the effectiveness and the efficiency of administration by 2018</b>					
% usage of ICT in administration	10%	30%	40%	45%	50%
<b>5.5. To maintain the smooth functioning of grievances handling process for university community</b>					
Satisfaction rate of employees about handling grievances	40%	50%	60%	70%	80%
<b>5.6. To maintain the effective and efficient management of funds received by the University</b>					
% use of funds received annually		100%	100%	100%	100%
<b>5.7. To maintain the smooth functioning of counseling and welfare services for university community</b>					
% of students receiving accommodation	40%	50%	60%	65%	70%
No. of students and employees visiting counseling center	42	100	150	200	250
<b>5.8. To increase the office space of main administration by 2000 m<sup>2</sup> by 2016</b>					
New administration building	Planning	Approval	Construction	Commissioning	
<b>5.9. To increase accommodation facilities for university staff by providing 30 bachelors quarters and 20 married quarters by 2015</b>					
No. of new bachelors quarters	0	30			
No. of new married quarters	0	8	12		
<b>5.10 To increase students' hostel facilities for another 1600 students by 2016</b>					
No. of students receiving new hostel facilities	0	800	800	1600	
<b>5.11 To maintain transparency and accountability in recruitments, decision-making and resource allocation</b>					
No. of statutory/ regulatory meetings held per year					
Council/ Senate/ Faculty Board	11	11	11	11	11
Finance Committee	6	6	6	6	6
Audit & Management committee	4	4	4	4	4
Leave & Awards Committee/Tender Board	11	11	11	11	11
Board of Management (Distance & Continuing Education Unit)	6	6	6	6	6
<b>5.12 To obtain true and fair audit opinion by 2014</b>					
Auditor General's opinion (True and fair)	-	Yes	Yes	Yes	Yes



# Key Performance Indicators

## Goal 6 Upgrading the university to the top 2000 in the TIMES Higher Education and QS ranking list

Key Performance Indicators	Base Year (2013)	2014	2015	2016	2017	2018
6.1 To establish new 14 link programs with foreign universities, research institutes and corporate bodies by 2018						
No. of link programmes established	28	30	32	34	39	43
6.2 To enroll 60 foreign undergraduate students per year by 2018						
No. of foreign undergraduate students enrolled per year	3	5	15	30	45	60
6.3 To enroll 15 foreign postgraduate students per year to the Faculty of Graduate Studies by 2018						
No. foreign postgraduate students enrolled per year	0	10	12	13	14	15
6.4 To assign 16 foreign academics/scholars per year to the university by 2018						
No. of foreign academics/scholars assigned to University of Ruhuna per year	22	25	28	32	35	38
6.5 To increase the financial allocation for awarding travel grants for presenting papers at international research conferences, paying page fees for publishing in high impact indexed journals from 8 m LKR to 12 m LKR by 2018						
Amount of the financial allocation for awarding travel grants for presenting papers at international research conferences, paying page fees for publishing in high impact indexed journals (LKR millions)	8	8	9	10	11	12
6.6 To establish a fund worth of 2 m LKR per year to facilitate commercialization of research findings (including cost of patents) by 2014						
Fund for commercialization of research (LKR millions)	0	2	2	2	2	2
6.7 To help 35 Industries with innovations, inventions and consultancy through the establishment of public - private partnerships on research & development and commercialization of research findings by 2018						
No. of public –private partnerships established with industries	13	18	23	27	30	35
6.8 To publish six online journals by 2018						
No. of online journals published	4	4	5	5	5	6



# Key Performance Indicators

## Goal 7 Enhancing the uniqueness of the university

Key Performance Indicators	Base Year (2013)	2014	2015	2016	2017	2018
<b>7.1 To introduce new degree programs and new courses for existing degree programmes to make the university the center of excellence in aquatic resources by year 2018</b>						
No. of new degree programmes	-	-	1	3	4	6
No. of new courses introduced to existing degree programmes	-	1	5	8	11	13
<b>7.2 To establish the Coastal Resources Awareness Center (CoRAC) by year 2014</b>						
Coastal Resources Center		Established				
<b>7.3 To establish new links with 5 international maritime universities and research institutes by year 2016</b>						
No. of new links established	-	1	3	5	5	5
<b>7.4 To develop a university township around the university including national level aquarium and a state of art auditorium with 1500 seating capacity by year 2017</b>						
Aquarium	Planning	Construction	Construction	Construction	Commissioning	
University township	Planning	Construction	Construction	Commissioning		
Auditorium	Planning	Construction	Commissioning			
<b>7.5 To establish a national level library resource collection by 2014</b>						
National level library resource collection	In progress	Completion				

