



INSTITUTE OF HUMAN RESOURCE ADVANCEMENT
University of Colombo

ACTION PLAN FOR 2018
(Based on the Corporate Plan 2018 - 2022)

**Institute of Human Resource Advancement (IHRA) - *University of Colombo*:
Action Plan 2018**

This document details the Institute of Human Resource Advancement - UoC Action Plan for the year 2018 based on the Corporate Plan 2018 - 2022. The Institute has directed with 9 Goals; under each goal, there are several Objectives. Several Strategies have been identified to meet this Objective, and each strategy has one or more specific Activities. The IHRA was able to achieve some objectives, planned in 2017 was planning to continue its actions in 2018 with some changes made according to the new Corporate Plan (**IHRA *visión* 22**). The chart shows the Goals, Objectives, Strategies, and Activities together with the responsible parts for each activity, the estimated budget and the quarter in 2018 during which each activity will be implemented.

GOAL 1: WIDEN PARTICIPATION and EQUITABLE ACCESS to HIGHER EDUCATION**1.1 Objective: To educate people who do not have access to formal education specially, higher education**

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS											
				2018											
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
1.1.1 Partner with organizations who promote right to education	1.1.1.1. Establishing partnership with organization having same interest	No. of partnership	Director												
	1.1.1.2. Conducting workshops to educate employees and employers for new and emerging employee - employer relationship practices	No. of programmes conducted	Programme Coordinators/ Director												

1.2 Objective: To increase the accessibility for education through on-line teaching/learning

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
1.2.1 Promote interactive methods in teaching learning process	1.2.1.1 Introducing Programmes with interactive teaching, learning methods	Percentage of interactive methods in teaching learning process	Programme Coordinators/ Director													
	1.2.1.2 Using LMS for Programme Administration	Percentage of students using LMS for interactive methods for Programme administration	Student Support Unit/ Programme Coordinators/Director													
	1.2.1.3 Expanding use of LMS	Percentage of Lecturers using LMS for interactive learning methods													50%	
	1.2.1.4 Conducting BLE Programme in English and Tamil	Percentage of completion	Director/Programme Coordinator/DR/SAB													50%
1.2.2 Develop blended teaching and learning environment within the institute	1.2.2.1 Developing infrastructure to connect IHRA class room with regional centers through online	Percentage of completion of distance learning at regional center	Student Support Unit/ Programme Coordinator/Director													20%
	1.2.2.2. Using BTL for interactive teaching and learning	Percentage of lectures using BTL for Interactive teaching and learning methods														

GOAL 02: IMPROVE QUALITY and RELEVANCE of ACADEMIC PROGRAMMES

2.1 Objective: To foster student centered learning environment

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
2.1.1 Implement training programme/s workshops to encourage student-centered learning for internal and visiting faculty	2.1.1.1 Conducting training on teaching methods/curriculum development and professional development programmes	No. of training programmes / workshops conducted	QA Cell/Director													
		No. of staff trained per year														
	2.1.1.2 Funding the participation for local and foreign workshops/ seminars/ conferences/training for teaching methods and professional development	Amount of Funds allocated	Director/ SAB/ DR Admin/International Relations Unit													
		No. of staff attended														
	2.1.1.3 Conducting postgraduate training of university teachers	No. of University teachers enrolled in postgraduate training	Director/ SAB/ DR Admin													
		Amount of Fund allocated														
2.1.2 Improve student centered learning environment through constructive alignment of ILO, TLA and AT for the development of graduate attributes	2.1.2.1 Introducing graduate attributes for programmes	No. of programmes with graduate attributes	QA Cell/ Programme Coordinators/Director													
	2.1.2.2 Incorporating of Intended Learning Outcomes (ILOs) in alignment with Teaching/Learning Activities(TLAs) and Assessment Task (ATs)	Percentage of courses of programmes in which ILOs, TLAs and ATs aligned with graduate attributes														

2.2 Objective: To improve the programmes to meet the industrial requirements

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS											
				2018											
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
2.2.1 Develop curriculum to meet the industrial requirement	2.2.1.1 Reviewing curriculums	No. of programmes reviewed	QA Cell/Programme Coordinators												
		No. of effective discussions/meetings conducted with industry													
		No. of effective discussions/meetings conducted with graduates/alumni													
2.2.2 Improve the quality of certificate programs	2.2.2.1 Reviewing of curriculum of all certificate course	No. of programmes	Programme Coordinators/Director/S AB												
	2.2.2.2 Developing text books for certificate programme	No. of text books													

2.3 Objective: To enhance graduate attributes for improve quality and relevance of academic programs

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS													
				2018													
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
2.3.1 Implement extra-curricular activities, workshops and training programmes to improve physco-social skills	2.3.1.1 Organizing extra-curricular activities	No. of activities	Programme Coordinators														
	2.3.1.2 Organizing workshops to develop physco - social skills	No. of workshops organized															
	2.3.1.3 Incorporating of teaching component to develop logical and critical thinking	No. of case studies, simulation etc. used per programme															

GOAL 03: STRENGTHEN RESEARCH, INNOVATION and ENTREPRENEURSHIP

3.1 Objective: To promote research culture among academics and students

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
3.1.1 Improve the quality of student research	3.1.1.1 Providing guidance and support for research	No. of supportive sessions conducted	Center for research and consultancy/Programme Coordinators													
		Percentage of students' access to research center														
	3.1.1.2 Conducting one to one session	No. of contact sessions for Thesis per student														
	3.1.1.3 Conducting student awareness programmes on e-resources/ use of productivity enhancement tool	No. of programmes conducted														
3.1.2 Launch Masters (with Research) Programme	3.1.2.1 Conducting masters with research	No. of Programmes introduced	Director/ Programme Coordinators													

3.2 Objective: To develop infrastructure to support research and development.

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
3.2.1 Develop policy framework for research	3.2.1.1 Incorporating research/ project reports as an essential part of the Bachelors and Masters programmes curriculum	No. of Programmes Project Reports/Thesis	Center for research and Consultancy/SAB/ Director													
	3.2.1.2 Encouraging research by providing resources and incentives for staff to publish/attend conference/joint research with foreign faculty	Amount of research grants allocated per year														

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
	3.2.1.3 Ensuring wider dissemination of research output	No. of articles publish in refereed journals	Center for research and Consultancy/SAB/ Director													
	3.2.1.4 Publishing IHRA Journal	No. of volumes published per year														

3.3 Objective: To Practice an excellent library service

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
3.3.1 Improve e-resource facilities including e-repository	3.3.1.1 Developing E- resource System	E-Resource system	SAL/Director													
3.3.2 Automation of library	3.3.1.2 Developing library automation system	Library automated system	SAL/ Director													

GOAL 04: INCREASE STRATEGIC PARTNERSHIP in SOCIO-ECONMIC DEVELOPMENT

4.1 Objective: To transfer the knowledge to public and private sector requirements

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
4.1.1 Conduct consultancy and training as per the requirements of private and public sectors	4.1.1.1 Improving university-industry collaboration	No. of consultancy services provided	Center for research and consultancy													
		No. of training programmes conducted														

4.2 Objective: To initiate research in collaboration with the industry

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
4.2.1 Engage in applied research	4.2.1.1 Encouraging research on national and international issues	No. of Researches Conducted	Center for Research and Consultancy													
4.2.2 Offer customized certificate programmes for client organizations	4.2.2.1 Encouraging customized certificate programme	No. of Programmes Conducted														

4.3 Objective: To share and utilize the academic knowledge and experiences for the benefit of communities

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
4.3.1 Establish and maintain networks and programmes to improve the industry environment	4.3.1.1. Involving in community awareness programmes	No. of CSR projects conducted by students/academics	Director/ Programme Coordinators/ DR Admin/SAB													
	4.3.1.2 Developing networks with policy making bodies	No. of discussions held with policy makers	Director/Programme Coordinators													

GOAL 05: INCREASE INTERNATIONAL COOPERATION and COMPETIVENESS

5.1 *Objective: To comply with national and international quality standards in higher education.*

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS													
				2018													
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
5.1.1 Implement the quality assurance accreditation framework	5.1.1.1 Introducing peer review system	No. of lecturers reviewed	QA Cell/Director/Programme Coordinators														
	5.1.1.2 Introducing teacher evaluation	Student satisfaction ratio															
	5.1.1.3 Achieving AMBA accreditation (Association of Master of Business administration)	Percentage of Completion															30%

5.2 *Objective: To achieve growth and excellence by building mutually satisfying partnerships.*

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
5.2.1 Develop a set of principles for mutually satisfying partnerships/ collaborations and ensure they are reflected in IHRA systems for governance, research and national development.	5.2.1.1 Establishing of International Relations Unit	Performance of International relation Unit	Director/DR													
	5.2.1.2 Developing relationship with academics in internationally acclaimed university	Number of formal MOU/ MOA, by type of partner	International Relations Unit													
		Number of collaborative seminar/ conference for national development														

GOAL 06: IMPROVE PHYSICAL AND AESTHETICS ENVIRONMENT AND STAKEHOLDER SATISFACTION

6.1 *Objective: To expand physical facilities to provide better academic environment*

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
6.1.1 Expansion of the existing building facilities	6.1.1.1 Completing the restructuring of existing building	No. of students that could be accommodated	Building Committee/Director													
6.1.2 Acquisition of land and construction of new building with lecture theaters	6.1.2.1 Acquiring of Land	No. of perches														

6.2 Objective: To develop a pleasant atmosphere with conservation of nature in mind

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS													
				2018													
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
6.1.1 Create Eco-friendly environment	6.2.1.1 Promoting green and sustainable initiatives	No. of green initiatives	Director/SAB/ AR Admin													70%	
	6.2.1.2 Investing on energy saving initiatives	Percentage of reduction in energy cost															
6.2.2 Improve health and safety measures	6.2.2.1 Improving sanitary facilities	Sanitary facilities/Student ratio															
	6.2.2.2 Providing Facilities for differently abled persons	Percentage of completion															70%
	6.2.2.3 Conducting employee training programmes on health & safety measures	No. of programmes															

6.3 Objective: To enhance employee satisfaction

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS													
				2018													
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
6.3.1 Enhance employee financial and non-financial benefits	6.3.1.1 Introducing scheme on “Fund for training and development”	Percentage of fund utilized	DR/SAB/Director														
	6.3.1.2 Introducing scheme of financial support to IHRA welfare society	Percentage of fund utilized															
	6.3.1.3 Introducing scheme for providing health care including contribution to the insurance scheme	Percentage of fund utilized															
	6.3.1.4 Introducing scheme for giving financial assistance for employees to attend sports or other activities representing the institute and the university internationally.	Percentage of fund utilized															

GOAL 07: IMPROVE ADMINISTRATIVE SYSTEM AND PROCESSES

7.1 Objective: To implement lean and clean practices within the Institute

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
7.1.1 To Create paperless office	7.1.1.1 Introducing online application systems for the programmes	Percentage of completion	Student Support Unit/SAR_EX/SAB/Director													
	7.1.1.2 Introducing system for online student requests/examination application etc.	Percentage of completion														

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
	7.1.1.3 Introducing online submission of thesis and project reports	Percentage of completion	Student Support Unit/SAR_EX/SAB/Director													
	7.1.1.4 Introducing online plagiarism checking system for the postgraduate research submission	Percentage of completion														
7.1.2 Implement polythene free environment within the institute	7.1.2.1 Reducing the use of polythene within the institute	Percentage of use of polythene	AR Admin/Director													

7.2 Objective: To practice an excellent student oriented administrative process

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
7.2.1 Introduce online student enrolment system with payment gateway	7.2.1.1 Launching e-student registration system and payment gateway	Percentage of completion	SAB/Student Support Unit/Director													
7.2.2 Introduce e-student response system to prospective students and other interested parties.	7.2.2.1 Launching e-response system	Percentage of completion	Student Support Unit/Director													

7.3 Objective: To practice an excellent office administrative system

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												
				2018												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
7.3.1 Introduce computerized examination information system	7.3.1.1 Launching examination information system	Percentage of completion	Director/SAR Exam													
7.3.2 Establish information system for administrative functions such as inventory, fixed assets registry and human resource systems	7.3.2.1 Launching administrative information system	Percentage of completion	Director/SAB/DR Admin													
	7.3.2.2 Conducting training programmes for administrative/non- academic staff	No. of staff members participated	Director/DR Admin/SAB													

7.4 Objective: To provide easy access and rich information and services to support teachers' student and researchers of the Institute

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS													
				2018													
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
7.4.1	Establish an excellent digital collection mainly journals	7.4.1.1 Developing digital collection of journals	No. of journals	Director/SAL/SAB													
7.4.2	Provide reader friendly environment with in library	7.4.2.1 Launching reader friendly environment	Reader satisfaction ratio	Director/SAL													

7.5 Objective: To enhance employee commitment

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS													
				2018													
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
7.5.1	Provide clearly define job roles	7.5.1.1 Introducing job descriptions for every job in the institute	Number of Jobs with job description	Director/DR/SAB													50%
		7.5.1.2 Introducing structural design for every branch/department/unit/center	Number of Units with Structural Design	Director/DR													

GOAL 08: IMPROVE FINANCIAL MANAGEMENT and SUSTAINABILITY

8.1 Objective: To enhance income from the programmes and contribution to deliver financial benefit to the Institute

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS													
				2018													
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
8.1.1	Establish and maintain continuous promotional programmes	8.1.1.2 Participating in educational fairs	No. of fairs participated	Programme coordinator Director/DR/SAB													

8.2 Objective: To enhance efficiency in all key processes and to minimize the cost of delivery of the programmes

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS													
				2018													
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
8.2.1	Increase revenue from exiting fee leaving programme (as per 2017)	8.2.1.1 Increasing No. students/proper management of cost	Percentage of increase (baseline 2017 contribution)	Programme coordinator Director/SAB													
8.2.2	Implement proper cost structure	8.2.2.1 Conducting costing for each and every programme	Reduction in cost														
8.2.3	Reduce the non-value added activities	8.2.3.1 Not engaging in non - value added activities	Reduction in cost	Director /SAB/Programme Coordinator													

