



**INSTITUTE OF HUMAN RESOURCE ADVANCEMENT**  
*University of Colombo*

**Action Plan - 2022**

**Institute of Human Resource Advancement (IHRA) - *University of Colombo*:  
Action Plan 2022**

This document details the Institute of Human Resource Advancement - UoC Action Plan for the year 2022 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 2019 was planning to continue its actions in 2021 with some changes made according to the new Corporate Plan (**IHRA Vision 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 2022 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*

1.1 Objective: To educate people who do not have access to formal education specially, higher education																
STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
				2022												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
1.1.1 Partner with organizations who	1.1.1.1. Establishing partnership with organization having same interest	No. of partnership	Director/ Programme Coordinators													0.05M

promote right to education	1.1.1.2. Conducting workshops to educate employees and employers for new and emerging employee - employer relationship practices	No. of workshops/programmes conducted	Programme Coordinators/ Director													0.5M
1.1.2 Ensure the right to educate	1.1.2.1 Conducting academic programmes to educate the workforce of the country	No. of student intake	Programme Coordinators/ Director													1M

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

1.2 Objective: To increase the accessibility for education through online teaching/learning				PERFORMANCE TARGETS												Estimated Budget	
STRATEGY	ACTION	KPI	RESPONSIBILITY	2022													
				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														0.05M
	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														0.05M
	1.2.1.3 Expansion of use of LMS	Percentage of Lecturers using LMS for interactive learning methods														0.03M	
	1.2.1.4 Introducing regional centers for online teaching/ learning	Percentage of the completion of establishment of regional center														-	
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														-
	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

2.1. Objective: To foster student centered learning environment																	
STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget	
				2022													
				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 programmes	No. of training programmes / workshops conducted	QA Cell/Director														2M
		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														1M
		No. of staff attended															

	2.1.1.3	Conducting postgraduate training of university teachers	No. of University teachers enrolled in postgraduate training Amount of Fund allocated	Director/ SAB/ DR Admin													1M
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

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STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
				2022												
				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 effective discussions/meetings conducted with industry	Programme Coordinators/Director/ QA Cell													0.05M
		No. of effective discussions/meetings/ evaluations conducted with graduates/alumni														0.05M
2.2.2 Improve the quality of certificate programs	2.2.2.1 Reviewing of curriculum of all certificate course	No. of programmes														
	2.2.2.2 Developing text books for certificate programme	No. of text books	Programme Coordinators/Director/SA B													2M

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

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
				2022												
				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													3.7M
	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

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STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
				2022												
				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													-

		Percentage of students' access to research center	Center for research and consultancy/Programme Coordinators													-
	3.1.1.2	Conducting one to one session														-
	3.1.1.3	Conducting student awareness programmes on e-resources/ use of productivity enhancement tool														0.03M
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.

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STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget	
				2022													
				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												0.1M
		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												0.6M	
		3.2.1.3	Ensuring wider dissemination of research output	No. of articles publish in refereed journals												-	
		3.2.1.4	Conducting research conference	No. research conferences conducted												5M	

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
				2022												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
	3.2.1.5 Publishing IHRA Journal	No. of volumes published per year	Center for research and Consultancy/SAB/ Director													1M

**3.3 Objective:** To Practice an excellent library service

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget	
				2022													
				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	3.3.2.1	Developing library automation system	Library automated system		SAL/ Director											

**GOAL 04: INCREASE STRATEGIC PARTNERSHIP in SOCIO-ECONOMIC DEVELOPMENT**

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

4.1. Objectives: To train and encourage to pursue and provide better employment																
STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
				2022												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
4.1.1	Conduct consultancy and training as per	4.1.1.1	Improving university-industry collaboration	No. of consultancy services provided												0.5M

the requirements of private and public sectors		No. of training programmes conducted	Center for research and consultancy														0.02M
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**4.2 Objective:** To initiate research in collaboration with the industry

STRATEGY		ACTION		KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
						2022												
						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													0.05M
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												Estimated Budget
						2022												
						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													0.01M

**GOAL 05: INCREASE INTERNATIONAL COOPERATION and COMPETITIVENESS**

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

5.1 Objective: To comply with national and international quality standards in higher education.																		
STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget		
				2022														
				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														0.02M	
	5.1.1.2 Introducing teacher evaluation	Student satisfaction ratio															-	

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

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STRATEGY		ACTION		KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
						2022												
						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	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												0.05M		

systems for governance, research and national development.		Number of collaborative seminar/ conference for national development	International Relations Unit															-
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#### GOAL 06: IMPROVE PHYSICAL AND AESTHETICS ENVIRONMENT AND STAKEHOLDER SATISFACTION

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

6.1 Objective: To expand physical facilities to provide better academic environment																
STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
				2022												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
6.1.1 Acquisition of land and construction of new building with lecture theaters	6.1.1.1 Acquiring of Land	No. of perches	Building Committee/Director													

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

6.2	STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
					2022												
					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	AR Admin/ SAB/ Director												-
		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											1M		
		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												Estimated Budget	
				2022													
				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													0.7M	
	6.3.1.2 Introducing scheme of financial support to IHRA welfare society	Percentage of fund utilized														-	
6.3.2 Improve health and safety measures	6.3.2.1 Introducing scheme for providing health care including contribution to the insurance scheme	Percentage of fund utilized														1.2M	
	6.3.2.2 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												Estimated Budget
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	

STRATEGY	ACTION	KPI	RESPONSIBILITY	2022												Estimated Budget
				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													0.5M
	7.1.1.2 Introducing system for online student requests/examination application etc.	Percentage of completion														0.5M
	7.1.1.3 Introducing online submission of thesis and project reports	Percentage of completion														-

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
				2022												
				Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
7.1.1 To Create paperless office	7.1.1.4 Introducing online plagiarism checking system for the postgraduate research submission	Percentage of completion	Student Support Unit/SAR_EX/SAB/Director													-
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												Estimated Budget
				2022												
				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													0.3M
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													-
7.2.3 Conduct graduation ceremonies on time	7.2.3.1 Organizing graduation ceremonies	No. of graduates conferred degree/ diploma/ postgraduate programmes	SAR/ Programme Coordinators/ Director													2M
7.2.4 Conduct examinations on time	7.2.3.2 Conducting examinations on time	No. of examinations conducted	SAR/ Programme Coordinators/ Director													-

**7.3 Objective:** To practice an excellent office administrative system

STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget	
				2022													
				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													0.5M
7.3.2	Establish information system	7.3.2.1 Launching administrative information system	Percentage of completion	Director/SAB/DR Admin													-



for administrative functions such as inventory, fixed assets registry and human resource systems	7.3.2.2	Conducting training programmes for administrative/non- academic staff	No. of staff members participated	Director/DR Admin/SAB												0.5M
	7.3.2.3	Conducting annual board of survey for fixed assets	Completion of final report	DR Admin/ SAB/ Director												0.05M

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

7.4 Objectives: To provide easy access and rich information and services to support teachers, students and researchers of the Institute																
STRATEGY	ACTION	KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
				2022												
				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												Estimated Budget
				2022												
				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													-
	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												Estimated Budget
						2022												
						Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
8.1.1	Establish and maintain continuous promotional programmes	8.1.1.1	Expanding to foreign markets through BTL	No. of overseas educational centers	Programme coordinator Director/DR/SAB												-	
		8.1.1.2	Participating in educational fairs	No. of fairs participated												1M		
		8.1.1.3	Launching a fee-levying Bachelor's Degree	No. of fee-levying bachelor's degree														

**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												Estimated Budget	
				2022													
				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	Contribution for new fee leaving programmes and other activities	8.2.2.1 Increasing No. students/proper management of cost	Percentage of contribution to development fund (baseline 2017 contribution to development fund)														

STRATEGY		ACTION		KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
						2022												
						Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
8.2.3	Implement proper cost structure	8.2.3.1	Conducting costing for each and every programme	Reduction in cost													-	
8.2.4	Reduce the non-value added activities	8.2.4.1	Not engaging in non - value added activities	Reduction in cost	Director/SAB/ Programme Coordinator												-	

**8.3 Objective:** To manage capital and other strategic investment projects to deliver future financial benefit to the Institute

STRATEGY		ACTION		KPI	RESPONSIBILITY	PERFORMANCE TARGETS												Estimated Budget
						2022												
						Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	
8.3.1	Implement capital budgeting	8.3.1.1	Conducting feasibility studies and investment appraisal for each and every project	Return on Investment	SAB/Programme Coordinators/Director													-