Council Memo: C/16/a – V.

Centre for Quality Assurance

University of Vavuniya, Sri Lanka

Strategic Management Plan 2023 - 2025

The Strategic Management Plan 2023 – 2025 of the CQA was recommended at the 11th meeting of the Senate Standing committee on quality assurance held on 09th January 2023 and recommended at the 17th meeting of the Senate of the University of Vavuniya held on 16.01.2022.
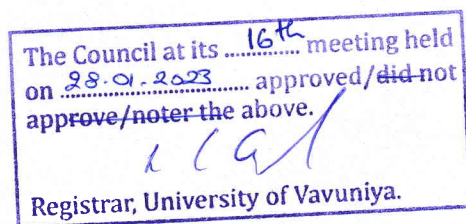
The approval of the Council is sought.

Director / CQA

Forwarded to the Council for approval.

Registrar

Director | CQA

The Council at its ......16th...... meeting held on ...28.01.2023...... approved/did not approve/noter the above.

Registrar, University of Vavuniya.

76

Goal 01: Enhancing the quality of Teaching and learning to produce competent Employable Graduate

Strategy 1.1.1 : Formulate Policies, Procedures and criteria

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	Desired Performance			Activities	Action Plan	Time Line	Coordinating Responsibility
				2023	2024	2025				
1.1	To assure effective teaching, learning and assessment mechanisms to align with global standards and current developments	No. of policies develop for ICT based platform	03 Nos Policies developed by the Faculties for on line examination	03	04	04	Formulate policies to establish ICT-based platforms(i.e. VLE/ LMS) to facilitate multi-mode teaching and student-centred learning	1. Develop a policy for on line teaching 2. Develop a policy for assessment mechanism 3. conduct workshop and seminar	2023 - 2025	Management Committee of CQA and IT Committee
		% of Departmets using the mechanism to create for improving the quality of study programme	60% of depts. Using the Mechanism used by the Faculties	70	75	80	Encourage departments use mechnanism to improve the quality of study programs in all aspects of the learning, teaching and assessment	1. Students Feedback 2. Peer evaluation 3. Moderator Evalutaion 4. Second Examiner Evaluation 5. Appoint External Examiner	Continuous	Deans/ Heads/CQA/FQACs
		No. of policies and procedures develop for the Curriculum Development	02 Nos of policies and procedures	3	3	4	Create policies and procedures for monitoring the development, and implementation and development of curriculum	1. Develop a policy for curriculum development 2. Monitoring the existance of CEC for all Faculties	Continuous	
		No. of staff received the teaching excellent award in all faculties	0 No. of staff received	3	6	9	Facilitate the development of indicators of teaching excellence	1. Develop teaching excellent award in all faculties 2. Monitoring the academic staff for their teaching excellent 3. Peer evalutaion	2023 - 2025	Deans/ Heads/CQA/FQACs
		No. of students receive the reward for higher performance in All faculties	03 Nos of students received Dean's award	4	4	5	Establish Policies on recognition for high performing students reward	1. Encourge the students to receive the higher performance 2. Prepare policy for students' reward system in the Faculty	2023 - 2025	Deans/ Heads/CQA/FQACs
		No.of examination offences	30 nos of students punish for examination offence	10	6	0	Ensure that the all staff and students are aware on institutional policy on Examinations, By-laws, Rules, Regulations and Manual of Examination Procedures are available	1. implement the Exmination by-law, Rules and requlations 2. Awarenes of examination offence during the orientation programme	Continuous	Deans/ Heads/CQA/FQACs/ DR Exam/ Exam units of Faculties
		% of staff's appraisal system follow	6% of staff's appraisal	7%	7%	8%	Introduce an effective staff performance management and appraisal system which promotes the accountability and effectiveness of the academic, administrative, non-academic, and academic support staff	1. Staff appraisal system policy	Continuous	FQAC Management Committee

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	Desired Performance			Activities	Action Plan	Time Line	Coordinating Responsibility
				2023	2024	2025				

Strategy 1.1.2 : Provide Training and Consultation on quality improvement for academic and academic support staff

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	2023	2024	2025	Activities	Action Plan	Time Line	Coordinating Responsibility
1.1	To assure effective teaching, learning and assessment mechanisms to align with global standards and current developments	No of workshop seminar conduct by CQA colloboration with SDC	no of workshop and seminars conduct	2	3	3	Conduct workshops, and seminars for the staff on improving the quality in TLA	1. Organize the workshop and seminar	Continuous	CQA / FQACs / SDC
		No. of staff Participated	75% of staff participated	50	60	90	Facilitate staff exchange programmes for improving quality in TLA (Teaching Learning and Assessment)	1. Organize the awareness workshop and seminar for staff	Continuous	CQA / FQACs / ID VoU
		No of staff attended training programmes	06 nos of staff attended	8	10	11	Provide necessary training and advice on internal and external QA mechanisms	1. Motive the academic staff to participate the training progrmme on internal and extenla QA mechanism	Continuous	CQA / FQACs

GOAL 02: Strengthening the effective monitoring and quality control of university teaching, learning, and assessment mechanisms

Strategy 2.1.1:Ensuring the implementation of appropriate monitoring mechanisms

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	2023	2024	2025	Activities	Action Plan	Time Line	Coordinating Responsibility
2.1	To empower University CQA and FQACs to ensure quality through monitoring and evaluations	% of Faculty based feedback mechanism	60% of feedback mechanism used	65%	70%	75%	Monitor if effective mechanisms are in place for continuous monitoring of student learning experiences and outcomes.	1. Students Feedback	Continuous	Deans/ Heads/CQA/FQACs
		% of ICT tools and techniques	70% of subjects	75%	80%	85%	Monitor if the ICT-enabled tools and techniques are used effectively	1. organize LMS training programme for new entrants		
								2. Organize LMS traning programme for newly reccruited academic staff	Continuous	Deans/ Heads/CQA/FQACs
								3. Monitoring the LMS usage of students		
		% of usage of eduactional resources and other library facilities	50% of usage of educational resources and other facilities	60%	65%	75%	Monitor the effectiveness of library facilities and other educational resources	1. Compile a list of current books being used as reading material for course units.		
								2. Make the cateloque and lending system on-line	Continuous	Deans/ Heads/Librarian/ CQA/FQACs
								3. Encourage the students to access the Library through teaching and learning methodologies.		
		% of staff practiced the academic norms in all faculties	40% of staff preticed the academic norms	55%	65%	70%	Monitor if the academic norms are practiced.	1. Encourage to prepare academic norms at faculty level.		
								2. Monitor the number of Lecture hours assigned by the Heads of the departments to the academic staff	Continuous	Deans/ Heads/ CQA/FQACs
		% of document uploded up-to-date	80% of document uploded	85%	90%	90%	Monitor if the university /faculty maintains an up-to-date website	1. monitor the up-to-date webpage	Continuous	Deans/ Heads/ CQA/FQACs

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	Desired Performance			Activities	Action Plan	Time Line	Coordinating Responsibility
				2023	2024	2025				
		No. of relevant activities done during the induction prgramme by faculties	19 Nos of relevant activities	19	19	20	Monitor the quality of the Induction Programs offered to all incoming students by Faculties	1. Document realted to induction Programme	Continuous	Deans/ Heads/ CQA/FQACs
								2. Students' Survery Report		
		No. of special support and assistance services for special need students	4 Nos. of assistance provided to students.	5	5	6	Monitor and improve special support and assistance services for students with special needs (differently-abled students)	1. identify the needy students for support	Continuous	Deans/ Heads/ CQA/FQACs/ SCPD
								2. Needy students' survey report		
		% of successfully completed, employment rate at faculty level	80% of students successfully completed their graduation	85%	90%	95%	Regularly monitor retention, progression, completion/ graduation rate, employment rate, per student cost and remedial measures taken where necessary.	1. Monitor the database related to tracer studies	Continuous	Deans/ Heads/ CQA/FQACs
		No. of approved by-laws of study programme	6 nos of by-laws approved by the study programme	6	7	8	Monitor the compliance of study programs with the SLQF and SBS requirements of relevant professional bodies	1. Monitor the progress of the acivities in By-law		
		No. of MOU signed with professonal bodies / Foreign Universities	35 nos. of MOU signed with Professional bodiesand / Foreign Universities	35	37	37		2. Monitor the activities availableble in MOU	Continuous	Deans/ Heads/ CQA/FQACs

Strategy 2.2.1:Ensure the implementation of appropriate monitoring mechanisms

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	2023	2024	2025	Activities	Action Plan	Time Line	Coordinating Responsibility
2.2	To Standardize the quality control systems of Faculties, and Supportive Units	% of improve infrastructure, physical, and human resource facilities	70% of facilities available to the CQA	80%	85%	85%	Upgrade infrastructure, physical and human resources of the CQA and FQACs towards the common strategic objective	1. Monitoring the facilities time to time	Continuous	CQA/FQACs
		No of time updating the website and maintain in quarterly	2 time	2	2	2	Maintain an up-to-date website of CQA and FQACs	2. Discuss with web-site administration	Continuous	CQA/FQACs
		No. of TOR of CQA and FQAC	1 no TOR prepared	2	3	3	Prepare operational guidelines of CQA and FQACs in alignment with QAC(Quality Assurance Council)	1. Monitoring the Prepared TOR for operational guidelines of CQA and FQACs	2023 - 2025	CQA/FQACs
		No. of students feedback and central Repository	0 no. of common students feedback	1	1	1	Create a central repository on student feedback and other survey reports	1. Number of students upload the students feedback in central repository.	2023 - 2025	CQA/FQACs
		No. of MIS available in University	1 no of MIS available in University	1	2	3	Create a Management Information System (MIS) on staff engagements	1. Prepare the MIS in University/Faculty/Units and centres	2022 - 2023	Registrar/Bursar/Deans/CQA/FQACs

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	Desired Performance			Activities	Action Plan	Time Line	Coordinating Responsibility
				2023	2024	2025				

Strategy 2.3.1:Liaise with national and international organizations

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	2023	2024	2025	Activities	Action Plan	Time Line	Coordinating Responsibility
2.3	To coordinate with stakeholders to facilitate Quality Assurance Mechanisms	No.of internship programmes monitor the industrial placement cells	6 nos of internship programme of the faculties	6	6	6	Monitor the quality of student exchange programmes, industrial placements, internships, and joint study programmes in collaboration with state and non-state organizations	1. Sign MOU with internship Organization 2. Monitoring the progress of the internship	Continuous	Deans/Heads/CQA / FQACs
		No. of mechanism established stakeholders feedback	1 no of mechanism available at the faculty level	1	2	2	Establish mechanisms for obtaining stakeholder feedback on graduate competencies	1. Feedback servey 2. Facus group discussion	Continuous	CQA / FQACs

Goal 03:Enriching supportive functions for academic governance (Accountability, Justice and Transparency)

Strategy 3.1.1:Support academic governance structures and mechanisms

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	2023	2024	2025	Activities	Action Plan	Time Line	Coordinating Responsibility
3.1	To comply with organizational practices and academic governance	No of practices followed by the University	relevant practices followed	5	5	5	Monitor the adoption and practice of relevant Codes of Practices/Conduct/ Norms etc.	1. Monitor the minutes and reports (Faculty boards, Senate, Council)	Continuous	VC / Bursar/ Registrar/ Deans/ Heads/ CQA/ FQACs
		No. of recommendation external report ensure	1 no of external report ensure	1	2	3	Ensure that the recommendations of the External Review Reports are dealt with	1. Monitor and ensure the recommenadtions of the external review reports 2. Internal programme review committee review the commenced given by the external programme review members	Continuous Continuous	Deans/Heads/CQA / FQACs/ Internal programme review committee
		No. of Compliance with the standards, by-laws, circulars and guidelines formulated.	4 nos of compliance with the standards, by-laws, circulars and guidelines.	3	4	4	Monitor the compliance with the standards, by-laws, circulars and guidelines formulated by UGC/ Council/ Campus, Institutes and Faculty Boards	1. monitor and ensure the minutes	Continuous	VC / Bursar/ Registrar/ Deans/ Heads/ CQA/ FQACs
		No. of cases of gender equity and equality and sexual violence observed	0 no. of compliance received				Monitor if the Codes of Gender Equity and Equality (GEE) and Sexual and Gender-based Violence (SGBV) amongst all categories of staff are properly adopted	1. implement the Codes of GEEC and SGBE. And Monitor the Minutes of the Cell	Continuous	Deans/ Heads/ CQA /FQACs

Goal 04:Instilling a unique culture of quality throughout the University

Strategy 4.1.1: Develop and share best practices across the Faculties.

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	2023	2024	2025	Activities	Action Plan	Time Line	Coordinating Responsibility
4.1	To promote the best practices in the university	No of Student survey conducted	0 nos of student survey	1	2	3	Engage in national, regional and international networks to share best practices in quality teaching	1. Monitor the networks to share the best practices	Continuous	Deans/ Heads/ CQA /FQACs

S.No	Objectives	Key Performance Indicators	Percentage Level of Performance	Desired Performance			Activities	Action Plan	Time Line	Coordinating Responsibility
				2023	2024	2025				
		No. of Mechanism established to select best practices	4 nos of mechanism	4	5	5	Develop mechanisms to select best practices of QA	1. Monitor the Students feedback, peer evaluation, moderator feedback, second examiner feedback	Continuous	CQA / FQACs
								2. Internal programme review committee review		
		No of presentations made in national and international events/fora	80 nos of presentation	87	90	98	Aid with presentations at national and international events/fora.	1. Monitor the number of presentation done	Continuous	CQA / FQACs
		No. of MOUs signed	0 no of MOU signed	1	2	2	Develop relationships and liaise with international agencies and universities on QA activities	1.Encourage the international division to sign mor MOU	Continuous	CQA / IDUoV
		No. of best practices used in the Faculty level and the University	Relevant no of best practices used	8 criterian	8 criterian	8 criterian	Introduce such best practices and assist regarding adapting and adoption of such practices in QA where relevant	1. Monitor the best practices implement in the 8 criterian	Continuous	CQA
		No. of reward system introduce at faculty level	16 Nos of reward system	20	22	24	Introduce reward systems for those who involve in creative and innovative approaches in teaching, learning, and research	1. Implement the reward system	Continuous	Deans/ Heads/ CQA /FQACs
		No. of appraisal syatem for staff	4 no. of appraisal system	4	4	4	Improve the performance appraisal system for staff with the aim of identifying training needs, motivating, improving performance and retention	1. Implementation of a Appraisal system	Continuous	Deans/Heads/Registrar/Bursar/Librarian/ CQA / FQACs
		No. of degree programme has credit transfer system	0 no of degree programme	0	1	1	Encourage reciprocal recognition of learning (Ex: Credit Transfer)	1. Sign MOU with other University for credit transfer system	Continuous	Registrar/Deans/CQA/ FQACs

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