

Quality Assurance Strategic Plan 2025–2028

**Centre for Quality Assurance
University of Ruhuna**

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Introduction and Background

This Strategic Plan of the Centre for Quality Assurance (CQA) of the University of Ruhuna outlines the priority actions for the period 2025–2028 in line with the University’s Corporate Plan. It focuses on enhancing internal quality mechanisms, improving institutional performance, and strengthening accountability in all academic and administrative units.

Vision and Mission

Vision of the CQA

To assure the highest quality in all study programs of the University that is respected worldwide

Mission of the CQA

To ensure continuous quality improvements and to achieve standards of academic excellence through quality assurance mechanisms

CQA, in collaboration with Internal Quality Assurance Cells established at faculties, library and other entities of the University is committed to achieving following goals;

Strategic Goal 1: Digital Transformation of University Functions

Establish a **unified, centralized digital infrastructure** that interconnects all operational and academic systems through the following features in 3 years. **“Digitalization of Ruhuna University – Phase II”**

(1) One-Time Registration and Unified Profile Management

- A centralized registration system for students and staff
- Any changes in demographic or personal data will auto-update across all relevant systems
- Controlled access: only authorized data is visible to each role (e.g., medical officer sees demographic data, not academic records)

(2) Single Sign-On (SSO) Platform

- One username and password to access all university digital systems
- Users can seamlessly navigate between systems based on their access rights

- Enhanced user experience and efficiency

(3) Document Management and Workflow Tracking System

- Paperless document submission and approval
- Digital workflows (e.g., student → HOD → Dean → Registrar/VC)
- Real-time tracking of document status
- Elimination of email-based or manual document movement

(4) Online Document Repository

- Central storage of university regulations, course syllabi, UGC circulars, HR and safety policies, etc.
- Authorized access for staff and students
- Version control and security ensured

(5) Full Automation of Core Functions

- End-to-end automation of examination processing:
 - Registration, mark entry, grading, admission letters, result sheets
 - Transcript generation
 - Auto-generation of convocation list
- Integration with national databases where applicable (e.g., UGC student data)

Expected Outcomes:

- Significant reduction in manual work and duplicated effort
- Improved data accuracy and real-time synchronization across systems
- Better user experience for students and staff
- Enhanced transparency, tracking, and accountability in workflows
- A fully digital academic and administrative environment, aligned with global best practices
- Improved readiness for international collaborations and accreditation processes

Lead Units: CQA, RUCIT, Examination Unit, Academic Establishments, Dean Offices, Student Affairs

Timeline: 2025–2028

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

- 3.4** Implementation of LMS in all faculties and improving accessibility for differently-abled students.

- 3.6 Introduce Smart Classrooms and blended learning technologies for 50% of course delivery by 2028.
 - 5.1 Establishment of digital administrative services (e-Leave, e-Inventory, etc.) across all faculties by 2028.
 - 5.3 Introduction of a University-wide data analytics dashboard for decision-making by 2026.
 - 5.4 To strengthen digital platforms for remote work, collaboration, and meetings across academic and administrative units.
 - 6.1 Upgrade the existing MIS and integrate it with HR, Finance, and Examination systems by 2026.
 - 6.3 To develop and implement a comprehensive digital archive system for academic and administrative records.
 - 12.4 Initiate and maintain an e-repository of faculty and student research work by 2026.
 - 14.3 To improve the digitization level of library services and resources across all faculties by 2027.
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Strategic Goal 2: Curriculum Quality and Relevance

Key Activities:

- Align all curricula with SLQF (to be revised), subject benchmarks, international accreditations, industry needs and national priorities.
- Introduce new degree programs in line with A/L educational reforms.
- Ensure all stakeholders feedbacks are integrated into curriculum reviews
- Implement **five-year curriculum review cycles** with mid-review minor updates
- Develop a mechanism to accelerate application for new programs review process

Expected Outcomes:

- Market-responsive timely updated academic programs.
- Higher student retention and employability.
- Recognition from national and international QA bodies.
- Increased demand for degree and non-degree programs of RUH

Lead Units: CQA, IQACs, Curriculum Development Committees of all Faculties, Library, DCEU, SD, CGU

Timeline: Ongoing and continuous

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

- 1.2 To introduce 15 new degree programs of strategic importance to the development of the country by the year 2028.

- 2.1** Curriculum revision of 60% of existing degree programs with industrial and international consultation by 2028.
- 2.2** Embedding SDGs, gender equity, ethics, and civic responsibility into 40% of curricula by 2027.
- 2.3** To establish a university-wide Course Management and Approval Manual by 2026.
- 2.4** Adoption of outcome-based education (OBE) and student-centered learning (SCL) principles in 70% of degree programs by 2028.
- 2.5** Develop at least 20 short courses in emerging fields (AI, Data Science, Renewable Energy, etc.) by 2028.
- 2.6** Inclusion of entrepreneurship, soft skills, and digital literacy components in 50% of curricula by 2027.
- 2.8** To develop and pilot micro-credentialing frameworks for at least 5 disciplines by 2026.
- 2.9** To institutionalize alumni and industry feedback into curriculum development reviews by 2026.
- 2.10** Curriculum benchmarking with top 100 Asian universities for selected degree programs by 2027.

Strategic Goal 3: Teaching and Learning Excellence

Key Activities:

- Improve student–teacher ratios by recruiting and redistributing staff.
- Implement measures to reduce staff workload and create conducive environment for academics to engage in more research and less admin work
- Analyze the age profile and teacher qualification and facilitate policy decisions in new recruitments
- Institutionalize peer evaluation of teaching.
- Train staff in learner-centered pedagogies and blended learning models.
- Improve the quality of student support services
- Rewarding teaching staff for teaching, academic and research excellence
- Introduce mentoring services for joiner academics

Expected Outcomes:

- Better academic delivery and learner satisfaction.
- Increased student engagement.
- Greater teaching efficiency and innovation and research outputs

Lead Units: CQA, IQACs, Curriculum Development Committees of all Faculties, Academic establishment Library, SD center

Timeline: Ongoing and continuous

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

- 1.8 Development of a “High Tech Resource Sharing Policy” within the University by the year 2028.
 - 2.7 To train 100% of academic staff on curriculum design, inclusive pedagogy, and outcome-based delivery by 2027.
 - 2.11 Recognition and reward scheme for teaching innovations and excellence by 2026.
 - 3.1 To establish Teaching and Learning Centers (TLCs) in all faculties by 2026.
 - 3.2 Peer Review of teaching across 50% of departments by 2027.
 - 3.5 Academic orientation program for all first-year students to enhance adaptability and learning skills.
 - 10.2 Preparation of annual performance-based faculty teaching enhancement plans by 2026.
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Strategic Goal 4: Research and Postgraduate Quality

Key Activities:

- Strengthen postgraduate study capacities supporting lifelong learning
- Streamline all postgraduate programs into SLQF
- Develop QA frameworks for all postgraduate programs.
- Encourage interdisciplinary and policy-relevant research.
- Expand supervision capacity through training and regulate by ethical codes.
- Reward academics and postgraduate students for research excellence

Expected Outcomes:

- Higher postgraduate enrolments and timely completion rates.
- Greater research impact and visibility.
- Improved international collaboration.
- Shifting university status from a undergraduate teaching university gradually towards fully pledged university

Lead Units: CQA, IQAC -FGS, Curriculum Development Committees of all Faculties, FGS

Timeline: 2025-2027

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

- 1.5 To increase the enrollment of research postgraduate students by 5% annually, until the year 2028.
 - 3.3 To establish mentorship programs for young academic staff to enhance teaching and research engagement.
 - 4.1 To establish faculty-level Research Development Committees (RDCs) to monitor and guide research output.
 - 4.2 Develop a research grant management system by 2026.
 - 4.3 Establish an annual University Research Forum to disseminate research findings and strengthen interdisciplinary collaboration.
 - 4.4 Develop a reward system for publication in high-impact journals and research commercialization by 2027.
 - 4.5 Conduct research training workshops for postgraduate students and early-career researchers.
 - 4.6 Set faculty-wise research publication targets in indexed journals (Scopus/WoS) by 2026.
 - 4.7 Increase internal research grant allocation by 25% annually up to 2028.
 - 4.8 Institutionalize a structured research ethics and plagiarism control system by 2026.
 - 4.9 Ensure QA mechanisms for all postgraduate programs through periodic review and external examination.
 - 6.4 To introduce mandatory research methodology training for all postgraduate research students.
 - 12.3 Establish a mechanism to assess societal impact and relevance of university research by 2027.
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Strategic Goal 5: Student Experience and Graduate Employability

Key Activities:

- Strengthen career guidance, soft skills training, and industry linkages.
- Extend internship component to all possible degree programs
- Review graduate employability through annual tracer survey by CQA and track alumni and employer feedback through annual employability survey by CGU.

Expected Outcomes:

- Better student life satisfaction.
- Higher employment rates within six months of graduation.
- Better alignment of graduates with labor market needs.
- Improved relevance of learning experiences with world of work

Lead Units: CQA, IQACs, Curriculum Development Committees of all Faculties, DCEU, CGU

Timeline: 2025-2028

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

- 1.1** To increase the enrollment of selected degree programs by 12% which are strategically important in the economic development of the country by the year 2028.
 - 3.7** Establishment of student support centers for mental health, career guidance, and academic counseling.
 - 15.1** Establishment of Graduate Tracer System and employer feedback mechanism to evaluate employability outcomes
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Strategic Goal 6: Governance, Leadership and QA Culture

Key Activities:

- Promote training for Admin staff, HODs, center directors/ coordinators.
- Intergrade all possible aspects of academic administration into Management Information System
- Introduce SOPs for all administrative and academic departments
- Strengthen IQACs related to administration units.
- Regular internal QA audits and feedback loops.

Expected Outcomes:

- Stronger transference in decision making and implementation
- Stronger QA ownership at all levels.
- Proactive identification and resolution of quality issues.
- Embedded QA culture across university operations.

Lead Units: CQA, IQACs, Admin units,

Timeline: 2025-2028

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

- 6.2** Review and improve decision-making structures for academic and administrative governance by 2026.
- 7.1** Annual internal QA audits for all faculties and centers starting from 2025.

- 7.2 Implement QA codes and SOPs in all administrative and academic departments.
 - 7.3 Develop a leadership development program for Deans, Heads of Departments, and Administrative Officers.
 - 7.4 Establish a QA-embedded performance appraisal system for academic and administrative staff.
 - 7.5 Annual policy review and revision mechanism based on stakeholder consultation.
 - 10.1 Annual QA capacity-building workshops for internal and external QA reviewers.
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Strategic Goal 7: Financial Transparency and Accountability

Key Activities:

- Digitize financial workflows with audit trails.
- Introduce e-procurements and digitalized online payment system
- Display summarized budgets and fund utilization on internal dashboards.
- Conduct training on financial ethics and compliance.

Expected Outcomes:

- Increased stakeholder trust and deserved clean audit reports.
- Minimized financial irregularities and audit quarries
- Efficient resource allocation.

Lead Units: CQA, IQAC Admin and Finance, University Finance committee

Timeline: 2025-2028

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

- 5.2 Establishment of an online budget tracking and reporting tool for faculties and units.
 - 5.5 Internal audit mechanisms strengthened with digital reporting tools by 2026.
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Strategic Goal 8: Sustainable and Inclusive Physical Environment

Key Activities:

- Promote green gardening and proper disposal of industrial and solid waste.
- Improve water and soil preservation strategies.
- Enhance aesthetic appeal, organized parking

- Relocate university centers/ units and recreational facilities more in most appropriate locations.
- Ensure secured, violence free, drugs free, corruption free clean environment
- Upgrade sanitary facilities, disability access and ensure hygienic food and water conditions.

Expected Outcomes:

- Eco-friendly and inclusive university.
- Improved public health and safety.
- Secured, violence free, drugs free, corruption free clean environment
- Higher ratings in green university rankings.

Lead Units: CQA, IQAC General Admin and Finance, Student counseling service, University Security unit, cleaning service

Timeline: 2025-2028

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

- 8.1** Green Audit for all campuses and implementation of recommendations by 2027.
- 8.2** Infrastructure development plan ensuring accessibility, inclusivity, and disaster resilience.
- 8.3** Establish energy-saving targets and carbon footprint reduction programs by 2026.
- 8.4** Promotion of bicycle-friendly campuses and safe pedestrian walkways.

Strategic Goal 9: Advancement in National and Global University Rankings

Key Activities:

- Monitor and improve KPIs used in global ranking systems.
- Develop targets for ranking on 3 year horizons
- Promote research output, internationalization, and visibility.
- Strengthen university ranking committee and develop a ranking data unit within CQA.
- Publish university ranking in web

Expected Outcomes:

- Enhanced visibility of RUH in QS, THE, and Webometrics and globally recognized ranking
- More competitive image and international recognition for the university.

Lead Units: IQACs, RUCIT, Library, Corporate Management, University Ranking Committee

Timeline: Ongoing and continuous

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

1.6 To introduce 50 new partnership programs with overseas organizations by the year 2028.

9.1 Establish an institutional framework for ranking-related data collection and reporting.

9.2 Improve global visibility of the university via research, student mobility, and internationalization indicators.

9.3 Align faculty KPIs with internationally ranked university benchmarks by 2027.

Strategic Goal 10: Capacity Enhancement of the Centre for Quality Assurance (CQA)

Key Activities:

- Recruit a full-time Director for CQA in all possible occasions.
- Assuring a service of a permanent Registrar (currently acting).
- Appoint a full-time Management Assistant and other support staff.
- Upgrade infrastructure for digital QA tracking and archiving.
- Automate document management of CQA
- Provide infrastructure and facilities for IQACs

Expected Outcomes:

- Stronger and more autonomous CQA.
- Enhanced ability to implement and monitor QA activities.
- Sustained quality improvements across all sectors.

Lead Units: CQA, IQACs, General Admin and Finance,

Timeline: 2025-2028

Alignment with University Corporate plan 2024-2028

The proposed activities meet the following goals of university corporate plan (serial number as same as in the corporate plan)

10.3 Establish a digital QA document management system at the CQA.

10.4 Align CQA operational plan with institutional strategic plan through mid-term reviews.