



# NATIONAL HIGHER EDUCATION STRATEGIC MANAGEMENT PLAN OF SRI LANKA

**2012 - 2015 Mid Term Plan**



*Ministry of  
Higher Education*

*To be an international  
hub of excellence in  
higher education by 2020*



**Ministry of Higher Education**

No. 18, Ward Place, Colombo 07, SRI LANKA

[www.mohe.gov.lk](http://www.mohe.gov.lk)





**“A poverty free upper middle income economy; a country with food, water and environment security and approaching a path to a technology revolution, through quality education and skills development”**

*Budget Speech – 2013*





“Sri Lanka has targeted achievement of excellence in higher education by 2020, becoming the most preferred country for higher education in the Asian subcontinent. It will be among the top countries for higher education in Asia. The Sri Lankan universities will offer internationally recognized courses that are recognized by local and global employers.”

*Sri Lanka: The Emerging Wonder of Asia, page 120*

## Mahinda Chinthana Policy Directions for Higher Education

Better performance at the secondary level education will lead to increasing demand at the tertiary level. As such, the higher education policy will focus on:

### (a) Access to Higher Education

Increasing access by enabling more choices in courses, modes of learning and alternate institutions within a regulatory framework for all prospective students

### (b) Quality & Standards

Enhancing quality and upgrading standards with emphasis on employability and ability to cope with national development needs and global competitiveness

### (c) Research & Innovations

Fostering a culture of research and innovation

### (d) Accountability, Performance & Sustainability

Ensuring accountability, sound performance and financial sustainability. Universities are encouraged to become centers for economic development, agents of innovation and incubators of entrepreneurship.

## Message of the Hon. Minister

“This is the era of globalization. And it is the season of wisdom, knowledge and creativity. It is education and higher education that helps Sri Lanka to take steps boldly and fearlessly during the changing of seasons. The transformation of knowledge is the transformation of the country and higher education is directed towards this objective.”

There have been many instances in history and not only in education when groups have sought to create fear in the minds of the public, perhaps for narrow political advantage, when transformative changes are proposed. We recall as if it were today the opposition to the free education policy in this country. We overcame the challenges and partisan opposition to the leadership training program for students who would enter the university and we completed the first program with success. We are also pleased that we were able to complete a program for developing positive attitudes among students as requested by the leaders of the Buddhist universities. There is no doubt that with programs such as these we can help enlighten the university students of tomorrow and help develop the skills and attitudes that enhance their learning.

Challenges are there to be overcome. We examined the various difficulties faced by university students. We visited every university and looked into their nooks and



crannies. We noted the deficiencies in hostels, laboratories, libraries, lecture halls and the lack of resources and facilities. During the past year we completed new hostels and commissioned many new ones. We have paid special attention to the Jaffna University, South and South Eastern Universities. We have managed to attract the attention of all stakeholders to the two Buddhist Universities. We have given a new visibility and momentum to the higher technical institutes. We have placed the foundation stone to change the negative aspects of the culture imported to the universities. The time has come to start thinking and planning to export education services.

There is no doubt that with firm determination and with our unstinting effort we would be able to accomplish the higher education objectives expressed in the Mahinda Chintana Future Vision.

*Hon. S. B. Dissanayake  
Minister of Higher Education*



## Message from the Deputy Minister



**“We are taking steps to enable our present higher education system to provide greater access and to improve the quality and employability of graduates of public institutes”**

It is with great pleasure that I issue this message to the National Higher Education Strategic Management Plan (2012-2015 Midterm Plan).

Sri Lanka is well on her way towards being a middle income country and according to His Excellency's Mahinda Chintanaya higher education has to play an increasingly important and more productive role. Skills and knowledge of Sri Lankans has to be developed as a base of all economic and social development activities.

We are taking steps to enable our present higher education system to provide greater access and to improve the quality and employability of graduates of public institutes. We also have to promote and provide more incentives for research and to develop new products and processes. The quality and performance of our public universities is improving, nevertheless they

have a long way to go to reach the high world standard.

I am proud to state that this Strategic Management Plan will be an important means to guide the national higher education sector to better performance and outcomes, providing effective answers to the shortcomings of our universities.

***Hon. Nandamithra Ekanayake  
Deputy Minister of Higher Education***

## Message from the Sec. to the Hon. Minister



**Let's work together as one team to achieve our long-term vision that is to make Sri Lanka the Wonder of Asia by producing World Class Graduates, Professionals, Researchers and Leaders.**

Higher Education sector of Sri Lanka is transforming rapidly to match with the global and local trends and suit with the national developmental needs. Under the visionary and dynamic leadership of His Excellency Mahinda Rajapaksha, Sri Lanka is progressing at a rapid phase. In short we can physically experience the rapid development of the county even in distance region and we can feel it and we can see it.

Honorable minister S. B. Dissanayake and deputy minister Nandimithra Ekanaike are leading our ministry towards our new vision: to make Sri Lanka an international hub of excellence for higher education by 2020.

Few key themes of our National Higher Education Strategy are as follows: Accepting the Responsibility of our own graduates, World Class Universities, Globally Employable and 100% Employable

Graduates, Improving the Effectiveness and Efficiency of Higher Education System, Professional graduates and Enterprising graduates.

Let's work together as one team to achieve our long-term vision that is to make Sri Lanka the Wonder of Asia by producing World Class Graduates, Professionals, Researchers and Leaders.

***Dr. Sunil Jayantha Nawaratne  
Secretary, Ministry of Higher Education***



## *Our Vision*

**SRI LANKA**  
to be an international  
hub of excellence in  
higher education by 2020

## *The Mission*

To delight students, the industry, staff and other stakeholders of the Higher Education System of Sri Lanka by formulating and implementing results-oriented policies & strategies and to deliver results in an effective and efficient manner through a participatory process to produce the best intellectuals, professionals, researchers and entrepreneurs to produce innovative solutions to make Sri Lanka "The Wonder of Asia"

## *Goals*

1. Increased opportunities and access to Higher Education
2. Converted and new world class universities
3. Improved employability and quality of graduates
4. Improved satisfaction of stake holders
5. Improved global compatibility, global links and exchanges
6. Enhanced research, publications and commercialization
7. Converted Higher Education for attracting investments and foreign exchange
8. Empowered universities and institutes with freedom to be competitive and unique
9. Enhanced entrepreneurship of graduates
10. Improved effectiveness and efficiency of higher education sector
11. Enhanced contribution to the national development, reconciliation and peace
12. Improved infrastructure facilities of the national higher education system



# Key Performance Indicators

KPI	Base Year	Last years		Projections				
	2010	2011	2012	2013	2014	2015		
1	Gross Enrolment Ratio in Higher Education	15%	-	-	17%	18%	20%	
2	World Class Universities							
2.1	World Ranking of Universities							
	No. of Universities in Top 2000 (Webometrics)	0	0	2	4	5	6	
	No. of Universities in South Asian Top 55	2	4	6	7	9	10	
2.2	No. of University Township Projects commenced	-	-	-	2	3	4	
3	Employability of Graduates	-	-	55%	60%	65%	>70%	
	Engineering	-	-	93%	94%	96%	100%	
	Medicine	-	-	90%	92%	95%	98%	
	Science	-	-	68%	72%	78%	>85%	
	Agriculture	-	-	73%	76%	80%	>85%	
	Management	-	-	63%	65%	67%	>70%	
	Arts	-	-	28%	35%	42%	>55%	
4	Capital Budget Utilization	-	59%	75%	80%	90%	95%	
5	Infrastructure Provided (Hostel facility provided for eligible students)	-	-	83%	>84%	>88%	>90%	
6	Proportion of PhD holders among academicians	40%	-	44%	47%	51%	>55%	
	Starting a post graduate university	-	-	-	-	1		
7	Student centered teaching	-	-	10%	15%	30%	50%	
8	Foreign students enrolment in the country	(State)	-	438	650	1,200	1,500	2,000
		(Non State)	-	1,000				4,000
9	Enterprising graduates	-	-	1,500	1,750	2,000	2,500	
10	World class foreign Universities in Sri Lanka & knowledge cities	-	-	-	1	3	5	
		-	-	-	1	2	3	

# WORLD RANKINGS OF SRI LANKAN UNIVERSITIES

University	World Rank - Jan 2011 vs. Jan 2012			South Asian Rank	2015 Targets	
	2011	2012	Change		World Rank	South Asian Rank
University of Colombo	2,185	1,681	+ 504	12	Top 1,000	Top 10
University of Moratuwa	2,198	2,010	+ 88	14	Top 1,000	Top 10
University of Peradeniya	3,005	2,466	+ 539	27	Top 1,000	Top 10
University of Sri Jayawadenepura	5,330	2,756	+ 2,572	38	Top 2,000	Top 25
University of Keleniya	6,217	3,047	+ 3,170	48	Top 2,000	Top 25
University of Ruhunu	3,848	3,293	+ 555	54	Top 2,000	Top 25
University of Jaffna	9,309	5,662	+ 3,647	-	Top 2,000	Top 25
Open University of Sri Lanka	6,047	5,882	+ 165	-	Top 2,000	Top 25





# GOALS & OBJECTIVES

## GOAL 1

### Increased opportunities and access to Higher Education

#### Objective 1

Increase the Gross Enrolment Ratio (GER) in Higher Education from 15% in 2011 to 20% by 2015

- 1.A** by increasing the access to state Universities from 22,000 in 2011 to 25,500 by 2015
- 1.B** by increasing the access to Non University Higher Education (SLIATE) from 4,900 in 2011 to 6,000 by 2015
- 1.C** by increasing the access through National Online Distance Education Service (NODES) from 1,500 in 2011 to 5,000 by 2015
- 1.D** through Distance Education System (OUSL) to reach 20,000 level of access in 2015
- 1.E** streamlines the external degree program in order to maintain at an appropriate level of intake

#### Objective 2

Facilitate non state higher education sector to expand the access through the academic stream to reach the annual intake to be 10,000 by 2015

#### Objective 3

Facilitate non state higher education sector to expand the access: through the professional streams (Chartered, CIMA, CIM, etc.) to double the present level of enrolment of 10,000 by 2015







## GOAL 2

### Converted and new world class universities

**Objective 1**

Upgrade Peradeniya, Colombo, Moratuwa, Ruhuna, Kelaniya, Sri Jayewardenepura and Jaffna universities to the top 1,000 in the Webometrics by 2015

**Objective 2**

Encourage Universities of Peradeniya, Colombo and Moratuwa to the Top 1,000 in TIMES and QS ranking list by 2015

**Objective 3**

Upgrade universities of Sabaragamuwa, Rajarata and Eastern to the top 5,000 in the Webometrics by 2015

**Objective 4**

Upgrade the other universities to reach Webometrics Ranks among top 7,000 by 2015

**Objective 5**

Bring the talents of University Community up to International level by increasing the number of International awards won by academics and students

**Objective 6**

Develop University Townships with selected 4 universities: Sri Jayawadenepura, Ruhuna, Jaffna and Moratuwa, targeting to complete Phase 1 by 2015

**Objective 7**

At least 5 world class new foreign universities to be established by 2015

**Objective 8**

Attract foreign professors, joint research and foreign students

## GOAL 3

### Improved employability and quality of graduates

**Objective 1**

Enhance overall employability of graduates from 55% in 2011 to above 70% in 2015 by achieving:

- Engineering Graduates from 93% in 2011 to 100% by 2015
- Medicine Graduates from 90% in 2011 to 98% by 2015
- Science Graduates from 68% in 2011 to 90% by 2015
- Agriculture Graduates from 73% in 2011 to 90% by 2015
- Management Graduates from 63% in 2011 to 90% by 2015
- Arts Graduates from 28% in 2011 to 60% by 2015

**Objective 2**

Increase the proportion of PhD Degree holders among academics in order to enhance the quality of academics:

- PhD from 40% in 2010 to 55% in 2015
- Postgraduate university to be set up by 2014

**Objective 3**

Increase students centered teaching Ratio from 10% level in 2011 to above 50% level in 2015

**Objective 4**

Convert Art & Social Science degree courses towards degree programs in Trilingual, English special, Teaching, ICT and BPO related, Tourism and Hospitality Industry related, Logistic and Supply chain Management, Human Capital Management, Sales and Marketing, Nursing and Paramedical, Banking Insurance and Finance, Retail Management, Entrepreneurship, Service Management, Public Sector Management and five hubs targeted courses.

**Objective 5**

Internship program for Arts and Commerce student (6 - 12 months)

**Objective 6**

Quality Assurance & Accreditation agency to be set up in 2013



# IMPROVED satisfaction of stakeholders

# IMPROVED global compatibility of HEIs

# EXCELLENCE in research and publications



## GOAL 4

### Improved satisfaction of stakeholders

#### Objective 1

Improve the percentage level of students' satisfaction by 10% annually from the existing level

#### Objective 2

Improve the percentage level of academic staff members' satisfaction by 10% annually from the existing level

- Housing facilities for academic and non-academic staff (2014 - 2015)

#### Objective 3

Improve the percentage level of administrative staff members' satisfaction by 10% annually from the existing level

#### Objective 4

Improve the percentage level of satisfaction of industry & employers by 20% annually from the existing level

## GOAL 5

### Improved global compatibility, global links and exchanges

#### Objective 1

Introduce the Sri Lanka Qualification Framework (SLQF) to all state and non state Higher Education Institutes to implement the Quality Assurance System and allow lateral and vertical mobility of the students by 2015

#### Objective 2

Increase the credit transfer of the Higher Education system by 30% from the present level by 2015

#### Objective 3

Improve academic intellectual exchange by

enhancing number of MOUs signed between foreign universities and research centers

#### Objective 4

Increase the number of scholarships received from foreign countries from 303 in 2011 to 400 in 2015

#### Objective 5

Increase the number of foreign students in local universities under the 100 foreign scholarship programs from 5 in 2011 to 100 in 2015

## GOAL 6

### Excellence in research, publications & commercialization

#### Objective 1

Develop a research culture in the university system by increasing the number of research projects and joint research projects and allocates at least 10% from the capital budget.

#### Objective 2

Encourage academics for international publications by increasing the number of articles published in

world-class academic journals, private sector participation, Royalty, Income.

#### Objective 3

Introduce a national e-library system by 2014.

#### Objective 4

Promote public private partnership in Research & Development and commercialization of new products



# IMPROVED GLOBAL LINKS AND EXCHANGES



## GOAL 7

### Converted Higher Education for attracting investments & foreign exchange

#### Objective 1

Develop Knowledge Cities - Puttalam, Deniyaya, Hambantota, Kandy, Batticaloa & Kilinochchi

- 5 new world class international universities

#### Objective 2

Introduced an investor friendly policies

- 99 year leased lands
- Tax concessions
- Duty free imports
- Speedy approvals

#### Objective 3

Allow new model of universities to grow

- SLIIT/NIBM/NSBM
- Japan Sri Lanka friendship university

#### Objective 4

Increase number of foreign students in local universities from 1,435 in 2011 to 6,000 by 2015

#### Objective 5

Introduce a student exchange program, a study abroad program, an education tourism program

#### Objective 6

Build hostels for foreign students enabling to accommodate 200 students by 2015

#### Objective 7

Increase number of foreign faculty members & joint researchers

#### Objective 8

Reduce the number of students going abroad for higher education & foreign exchange out floor.

## GOAL 8

### Empowered universities and institutes with freedom to be competitive and unique

#### Objective 1

UGC to be reorganized & restructured

#### Objective 2

Reduce circulars and promote freedom & accountability

#### Objective 3

Allow universities to use their earnings more freely for development of infrastructure, quality & research and enhancing free education



# INCREASED ENTREPRENEURSHIP OF GRADUATES



## GOAL 9

### Increased entrepreneurship of graduates

#### Objective 1

Produce enterprising graduates from all faculties 1,500 - 2,500 (annually)

#### Objective 2

Encourage visiting professors from private sector.  
Allow academics to work in the private sector at least six months.

## GOAL 10

### Improved effectiveness and efficiency of higher education institutes

#### Objective 1

Performance management system to be established for both academic and non academic staff  
Increase the utilization of budgetary allocation from 53% in 2011 to 100% by 2015

#### Objective 2

Obtaining a "qualified" audit opinion for all HEIS by 2015

#### Objective 3

Decrease the percentage level of vacant cadre positions in non academic and administrative staff from 21% in 2011 to less than 10% level in 2015

#### Objective 4

Bringing down the percentage level of vacant cadre positions in academic staff from 36 % in 2011 to less than 10% level in 2016 considering future trends

#### Objective 5

Use ICT to improve the effectiveness and efficiency of the higher education system

#### Objective 6

Introducing strategic management process and review process to higher education system and develop national strategic plan, university and institutional strategic plans by 2013.



# Envisioning the Future



## GOAL 11

### Enhanced contribution to the national development, reconciliation and peace

#### Objective 1

Stream line the graduate output for greater economic relevance by changing the present composition of Arts (7,064 ): Management (4,876 ): Science (10,076 ) from 32:20:48 in present (2011) to 20:30:50 by 2015

#### Objective 2

Encourage academics to obtain more Intellectual Property Rights and Patents in order to increase the number annually

#### Objective 3

Increase number of research projects targeted national development & resolving the burning social issues by implementing at least one

project by each university annually

#### Objective 4

Increase the number of consultancy provided by the academics to outsiders of the universities

#### Objective 5

Jointly work with national projects (Divinaguma) & provincial councils

#### Objective 6

Social harmony and peace related academic courses to all universities

## GOAL 12

### Improved infrastructure facilities of the national higher education system

#### Objective 1

Increase the number of students' accommodation hostels for eligible students from 83% in 2011 to 100% in 2016

#### Objective 2

- Language labs for all Higher Education Institutes
- ICT labs and internet facilities, WiFi facilities for all students
- Global University courses on line to all (Harvard, MIT & 4 more universities)
- Modernizing Engineering, Medical, Science related labs and equipment
- Open door policy for core facilities
- 24 x 365 open policy for library, IT and internet facilities



- Pro-actively accepts the responsibility of graduates
- World class universities
- Globally employable graduates and 100% employable graduates - Total Graduate - K SAM Graduate
- Enterprising Graduates
- Professional Graduates
- Effective & Efficient management system
- Satisfied stakeholders (Students+ Staff + Industry)
- Education as a major export



## Mahinda Chinthana

### Vision for the Future for Higher Education

1. Radical change in the degree / diploma courses
2. Five hubs targeted courses and human capital
3. Foreign market targeted new courses
4. Make Sri Lanka an Educational Hub by recreating of education and knowledge
5. New Engineering Faculties
6. Enhance the Distance Learning
7. Eradication of ragging
8. Housing for lecturers and hostels for students
9. Changing attitudes and values of the youth
10. Fully fledged language laboratories
11. Graduates who excel in English language
12. Re-structuring the UGC
13. Re-structure Higher Education to produce students who can think broad and can have open discussions and learning
14. ICT for all
15. Agency to assure quality
16. Post-graduates facilities for lectures locally and globally





# KAVITA TALENT

reality program for University and SLIATE students



# Budget Speech 2013

## University Townships

- ➔ Sri Jayewardenepura
- ➔ Ruhuna
- ➔ Jaffna
- ➔ Moratuwa

Rs. 5,000 million for 2013-2015

Special intake of 5,600 students in 2012/2013 academic year

Rs. 4,000 million for 2013

Providing suitable lands free of charge to well-wishers who wish to build hostel facility for University Students





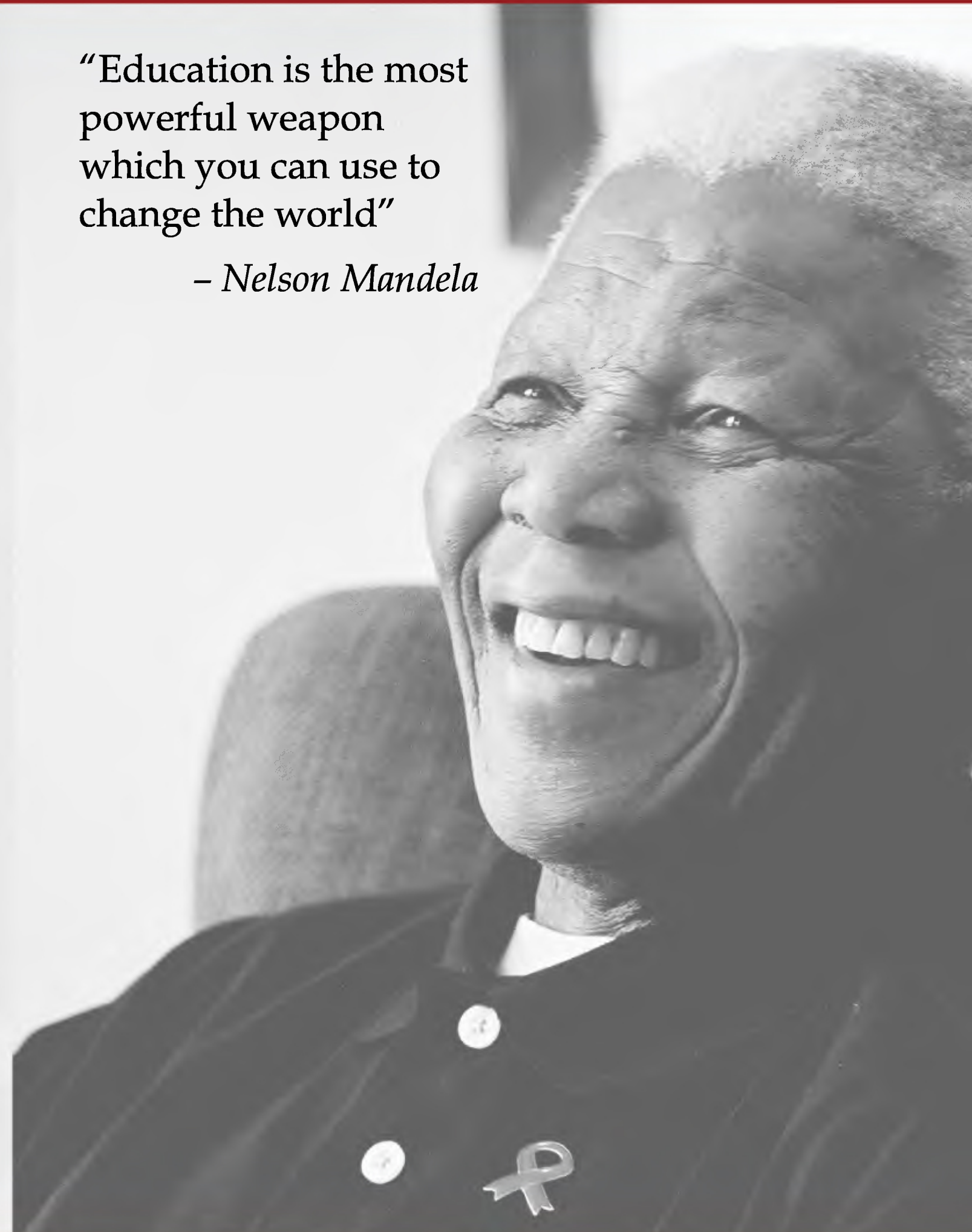
# Major Activity Programs

## New faculty buildings for Universities and Institutes

- ➔ Ongoing projects for faculty / administration building expected to complete in 2013-2015 using government funds – 45 projects of Rs. 12,445 Mn Total Estimated Cost
- ➔ Engineering faculty at Kilinochchi for the University of Jaffna (2013-2015) – Indian funds
- ➔ Re-establishment of Agriculture Faculty at Kilinochchi for the University of Jaffna (2013-2015) – Indian funds
- ➔ Engineering faculty for the South Eastern University of Sri Lanka
- ➔ Construction of new ATIs at Ratnapura, Tangalle and Vavuniya (World Bank - HETC Project) – Anuradhapura and Batticaloa (Local Funds)
- ➔ Cabinet / National Planning department approved projects for 2013-2015 – 12 projects with Rs. 2,486 Mn of Total Estimated Costs
- ➔ Hostel facility for students
  - ➔ Ongoing construction using local funds  
Total Cost – Rs. 2,301 Mn  
Facilities for 3,640 more students
- ➔ Research for National Development and resolving burning issues
  - ➔ Dengue Research Centre
- ➔ University Township Project – Universities of Sri Jayewardenepura, Ruhuna, Moratuwa and Jaffna
- ➔ *KAVITA TALENT* reality program for University and SLIATE students
- ➔ Development of Positive Attitudes and Leadership Quality of new university entrants – annual program
- ➔ Pre-Orientation Program (POP) to improve IT & English skills of new university entrants – annual program
- ➔ ICT Degree for Art students at 10 universities
- ➔ Graduates for teaching Science and Commerce subjects in English medium
- ➔ Trilingual Graduate Program
- ➔ 100 Scholarship program for foreign students

“Education is the most powerful weapon which you can use to change the world”

– Nelson Mandela





“Higher education is in a unique position to help achieve these goals. Sri Lanka’s future in the global knowledge economy depends critically on the country’s intellectual and human capital. As the country is geared to take off and advance as a fast growing middle-income country, it is critically important that Sri Lanka has the human capital needed to compete with global knowledge economy. The ability of people to think and act creatively, work productively and efficiently, communicate effectively and innovate and adopt new technologies to strengthen economic activities is vital. Thus, Sri Lanka needs a higher education system that can produce skilled, hardworking and enterprising graduates. Also, the country needs a research and innovation capacity capable of promoting dynamic economic development”

*(Sri Lanka: The Emerging Wonder of Asia - P 119)*



**LET’S MAKE  
SRI LANKA  
AN EXCELLENT  
HIGHER EDUCATION HUB,  
TOGETHER.**