



**Strategic Plan**  
**for the**  
**Center of Quality Assurance**

## Contents

<b>Introduction</b> .....	2
<b>Role of the Center of Quality Assurance</b> .....	2
<b>Scope and Importance of Quality Assurance</b> .....	2
Vision .....	3
Mission.....	3
Values .....	3
Goals for Center for Quality Assurance (CQA)	4
<b>Goal 01:</b> To ensure and enhance the quality of the training programmes offered by the organization	6
<b>Goal 02:</b> To establish, support and effective functioning of internal entities' Quality Assurance Cells (Faculty/Department/Units) .....	10
<b>Goal 03:</b> To facilitate the strengthening, development of quality standards and capacity building of the organizational systems .....	12
<b>Goal 04:</b> monitor and measure the effectiveness of process performance and conformity of education, training and service provision.....	15

## **Introduction**

The Center of Quality Assurance at CINEC Campus Malabe plays a vital role in ensuring the delivery of quality education and maintaining excellence across all academic programs. As an integral part of CINEC Campus, the center is dedicated to upholding the highest standards of quality assurance and fostering a culture of continuous improvement throughout the campus community.

## **Role of the Center of Quality Assurance**

The Center of Quality Assurance serves as a driving force behind the campus's commitment to providing an enriching learning environment and producing graduates who are well-prepared to excel in their chosen fields. It acts as a central hub responsible for overseeing and enhancing the quality of teaching, learning, assessment, and related academic processes.

The center collaborates closely with academic departments, faculty members, administrative staff, and students to establish and implement effective quality assurance policies, procedures, and standards. By promoting best practices and fostering a culture of quality, the center ensures that CINEC Campus Malabe remains at the forefront of educational excellence.

## **Scope and Importance of Quality Assurance**

Quality assurance within CINEC Campus encompasses various aspects of academic life, including curriculum design, teaching methodologies, assessment and evaluation practices, student support services, and overall institutional governance. It extends to all disciplines and programs offered by the campus, encompassing undergraduate and postgraduate levels of education.

The scope of quality assurance is driven by the campus's mission to provide high-quality education, contribute to research and innovation, and nurture well-rounded individuals who can thrive in the global arena. By upholding rigorous quality standards, the center ensures that CINEC Campus Malabe delivers educational experiences that are relevant, engaging, and responsive to the needs of students and the demands of the industry.

Quality assurance also plays a crucial role in maintaining accreditation and meeting the requirements of regulatory bodies. By adhering to recognized quality benchmarks and continuously improving academic practices, CINEC Campus can demonstrate its commitment to excellence, earning the trust and confidence of students, parents, employers, and other stakeholders.

In summary, the Center of Quality Assurance at CINEC Campus is dedicated to upholding the highest standards of quality in education. By ensuring effective quality assurance practices, the center contributes to the fulfillment of the campus's mission

and goals, while preparing students to excel in their professional endeavors and contribute meaningfully to society.

## Vision

To be a center of excellence in ensuring quality education and continuous improvement at CINEC Campus (Pvt) Ltd.

## Mission

The Center of Quality Assurance at CINEC Campus (Pvt) Ltd is committed to establishing and maintaining a culture of quality, fostering teaching and learning excellence, and driving continuous improvement throughout the campus. Through robust quality assurance practices and collaboration with stakeholders, we strive to ensure that CINEC Campus (Pvt) Ltd provides a transformative educational experience that prepares students for success in their chosen fields.

## Values

1. **Integrity:** We uphold the highest standards of integrity, honesty, and ethical conduct in all our quality assurance processes and interactions.
2. **Transparency:** We promote transparency in our procedures, policies, and decision-making processes, ensuring accountability and trust within the campus community.
3. **Professionalism:** We maintain professionalism in all aspects of our work, demonstrating expertise, dedication, and a commitment to continuous learning and improvement.
4. **Student-Centric Approach:** We prioritize the needs, aspirations, and holistic development of our students, providing them with a supportive and inclusive learning environment.
5. **Collaboration:** We foster collaboration and engagement with faculty, staff, students, and other stakeholders, recognizing that quality assurance is a collective responsibility.
6. **Innovation:** We encourage and embrace innovative practices in teaching, learning, and assessment, staying abreast of emerging trends and technologies to enhance educational outcomes.
7. **Excellence:** We strive for excellence in all our endeavors, setting high standards and continuously evaluating and improving our quality assurance processes to ensure the delivery of a world-class education.

These Vision, Mission, and Values statements capture the aspirations and guiding principles of the Center of Quality Assurance at CINEC Campus (Pvt) Ltd. They provide a clear direction and foundation for the center's activities, emphasizing the importance of quality, continuous improvement, student-centricity, collaboration, and professionalism in the pursuit of educational excellence.

## Goals for Center for Quality Assurance (CQA)

There are 04 goals identified center for quality assurance (CQA) to enhance quality of education, training and service provision for the three-year period starting from 01<sup>st</sup> April 2023 to 31<sup>st</sup> March 2026.

- Goal 01 :** To ensure and enhance the quality of the training programmes offered by the organization.
- Goal02:** To establish, support and effective functioning of internal entities' Quality Assurance Cells (Faculty/Department/Units)
- Goal 03 :** to facilitate the strengthening, development of quality standards and capacity building of the organizational systems
- Goal 04 :** to monitor and measure the effectiveness of process performance and conformity of education, training and service provision

Goal	Objectives
<p><b>Goal 01 :</b> To ensure and enhance the quality of the training programmes offered by the organization</p>	<p>1.1 Conduct periodic Internal Audits effectively to monitor the quality and compliance of all academic and support processes in accordance with the internationally recognized mechanism and applicable regulatory standards throughout the year as per a schedule.</p> <p>1.2 Constantly develop, implement and communicate formal policies and procedures which provide a framework within higher education institution (including SLQF) in order to standardize the academic and support processes.</p> <p>1.3 Provide continuous guidance and support on implementing and maintaining of documented information, processes and procedures relevant to quality and applicable standards defined by the regulatory bodies within the faculties/ departments.</p> <p>1.4 Conduct at least 03 induction and awareness training annually for newly joined staff on quality assurance and best practices of the organization.</p> <p>1.5 Liaise with Non-state Higher Education Division of Ministry of Education and other external national and international QAA agencies, including preparation for external quality assurance, assessment and accreditation requirements.</p>
<p><b>Goal 02 :</b> Establish, support and effective functioning of internal entities' Quality Assurance Cells (Faculty/Department/Units)</p>	<p>2.1 Establish IQACs for all academic faculties by 2025.</p> <p>2.2 Ensure the stated functions are performing by all the IQAC coordinators as assigned and maintain relevant records accordingly.</p> <p>2.3 Support the IQACs and Faculties in preparation for external quality assurance, assessment and accreditation requirements</p> <p>2.4 Coordinate and guide IQAC coordinators for all the quality related activities carryout within the entities. (Faculty/ Departments/ Unites)</p>

<p><b>Goal 03</b> :Facilitate the strengthening, development of quality standards and capacity building of the organizational systems</p>	<p>3.1 Develop, review and revise Policy Manuals, Procedure Manuals, by-laws, guidelines necessary for governance and management of quality system in compliance with Sri Lanka Qualification Framework (SLQF).</p> <p>3.2 Facilitate and guide all academic and academic-support departments to maintain necessary resource personnel information and Faculty/ Departmental Procedure Manuals.</p> <p>3.3 Encourage and facilitate towards the achievement of global sustainable development goals during the operations.</p> <p>3.4 promote risk-based thinking culture as per ISO 9001:2015 Quality Management requirements by implementing actions against analysis results of potential risks and needs and expectations of interested parties to prevent, or reduce, undesired effects</p> <p>3.5 Promote and implement Plan-Do-Check-Act cycle to ensure and enhance the effectiveness of process operations throughout the organization</p>
<p><b>Goal 04</b> :Monitor and measure the process performance and conformity of stated quality standards</p>	<p>4.1 monitor progress of student satisfaction survey results / customer complaints periodically and the effectiveness of actions implemented for necessary areas.</p> <p>4.2 monitor the scheduling and conduct of peer evaluation of academic staff and effectiveness of actions implemented against necessary areas.</p> <p>4.3 monitor and measure the effectiveness of corrective actions implemented against Internal audit results periodically and recommend actions for improvement</p> <p>4.4 monitor and measure effectiveness of corrective actions implemented against external audit results and provide necessary guidance in implementing corrections and corrective actions to address the nonconformities</p>

**Goal 01 : To ensure and enhance the quality of the training programmes offered by the organization**

Objective	Strategy	Action / Activities	KPI's	Responsibility	2023-2024	2024 -2025	2025- 2026
1.1 Conduct periodic Internal Audits effectively to monitor the quality and compliance of all academic and support processes in accordance with the internationally recognized mechanism and applicable regulatory standards throughout the year as per a schedule.	1.1.1 Planning of Internal Audits	<ul style="list-style-type: none"> <li>preparation of Annual Audit Plan including all academic and support processes</li> <li>prepare the Internal Audit calendar</li> <li>allocation of Auditors</li> <li>Internal Audit Notification</li> <li>Preparation of Audit reports</li> <li>Communicating audit reports to the auditees</li> <li>Follow-up the effectiveness of actions implemented against NC's</li> <li>Recommendations of corrections and corrective actions if necessary</li> <li>Closure of the audit findings</li> </ul>	No of Departments audited	HCQA Senior Manager -QM Quality Coordinators Internal Auditors Committee	X	X	X
	1.1.2 Identify audit scope and criteria		No of Audit findings raised				
	1.1.3 Verification of statutory and regulatory compliance		No. of audit findings closed				
	1.1.4 Monitoring of related documented information						

Objective	Strategy	Action / Activities	KPI's	Responsibility	2023-2024	2024 -2025	2025- 2026
1.2 Constantly develop, implement and communicate formal policies and procedures which provide a framework within higher education institution (including SLQF) in order to standardize the academic and support processes	1.2.1 Develop, implement and communicate the organizational policies, procedures, guidelines and associate forms/ formats	<ul style="list-style-type: none"> <li>Review, revise Quality Manual, Corporate procedure Manual, Maritime Procedure Manual and QMS related formats and forms</li> <li>Circulate the updated documents among staff.</li> <li>Monitor and guide to revise departmental procedure manuals.</li> </ul>	<ul style="list-style-type: none"> <li>List of revised manuals.</li> <li>No of audit findings raised for the nonconformity of departmental procedure manuals.</li> </ul>	HCQA Senior Manager -QM	X	X	X
	1.2.2 Monitoring of Departmental Procedure Manuals						
	1.2.3 Develop the policies procedures and communicate the same relevant to the SLQF	1.2.4 Incorporation of HR Policy Manual, Purchasing Manual, etc to QMS					



<p>1.3 Provide continuous guidance and support on implementing and maintaining of documented information, processes and procedures relevant to quality and applicable standards defined by the regulatory bodies withing the faculties/ departments.</p>	<p>1.3.1 guidance to be provided for quality and compliance requirements</p>	<ul style="list-style-type: none"> <li>• Provide guidance and support by individual, departmental and faculty levels</li> <li>• monitor the progress of the departmental documented information periodically</li> <li>• review the updates of compliance requirements issued by the regulatory bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• List of staff / departments given guidance</li> <li>• No of departments Update the document of applicable statutory regulatory bodies and their requirements.</li> </ul>	<p>HCQA Senior Manager -QM Quality Coordinators IQACs</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>1.4 Conduct at least 03 induction and awareness training annually for newly joined staff on quality assurance and best practices of the organization.</p>	<p>1.4.1 plan the training on awareness with the collaboration of HR department</p> <p>1.4.2 prepare necessary training material</p> <p>1.4.3 conduct the training</p> <p>1.4.4 evaluate the awareness during internal audits</p>	<ul style="list-style-type: none"> <li>• preparation of training plan and identify the staff who need the training</li> <li>• preparation of training materials</li> <li>• maintain the attendance</li> <li>• progress review</li> </ul>	<p>No. of Awareness training programmes conducted</p>	<p>HCQA Senior Manager -QM Quality Coordinators  Quality Coordinators</p>	<p>3</p>	<p>3</p>	<p>3</p>

<p>1.5 Liaise with Non-state Higher Education Division of Ministry of Education and other external national and international QAA agencies, including preparation for external quality assurance, assessment and accreditation requirements</p>	<p>1.5.1 refer the updates issued by the national and international QAA agencies for preparation for external quality assurance, assessment and accreditation requirements.</p> <p>1.5.2 Coordinate and liaise with the external QAA agencies for update and implement necessary actions.</p>	<ul style="list-style-type: none"> <li>• Prepare annual activity plan and obtaining approval from relevant authorities</li> <li>• Prepare the annual budget and obtaining approval from relevant authorities</li> <li>• Address the recommendation made at the external reviews (Institutional reviews and Programme reviews) and implementing the actions for the recommendations</li> </ul>	<p>Preparing the annual activity plan Approval from Finance Committee, Senate and the Management committee Implementation of Actions through appointing committees and monitoring the activities</p>	<p>Senior Manager -QM</p> <p>HCQA Senior Manager -QM</p> <p>HCQA</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>
---	---	---	--	--	-------------------	-------------------	-------------------

**Goal 02 :Establish, support and effective functioning of internal entities’ (Faculty/Department/Units) Quality Assurance Cells**

Objective	Strategy	Action / Activities	KPI's	Responsibility	2023-2024	2024 -2025	2026- 2026
2.1 Establish IQACs for all academic faculties by 2025	2.1.1 Identify the faculties where necessary of IQACs. 2.1.2 Establish IQACs by appoint the Cell coordinators	<ul style="list-style-type: none"> <li>Establish the faculty wise IQACs and announce the establishment.</li> <li>Issue the appointment letters to the IQAC cell coordinators</li> <li>Inclusion of IQAC Cell coordinators to the CQA organogram and circulate.</li> </ul>	Establishment of IQACs for all the faculties.	HCQA	X	n.a	n.a
2.2 Ensure the stated functions are performing by all the IQAC coordinators as assigned and maintain relevant records accordingly.	2.2 .1 Implementation of internal QA reviews/ audits and follow up actions 2.2 2. Preparation of institutional self-evaluation report 2.2.3 verification of monthly meeting minutes	<ul style="list-style-type: none"> <li>Schedule the dates for Internal QA reviews</li> <li>Prepare the audit checklist for review</li> <li>Follow up actions implementation through IQAC coordinators.</li> </ul>	<ul style="list-style-type: none"> <li>Number of internal QA reviews/ audits</li> <li>Completed institutional self-evaluation report</li> <li>Minutes of IQA Cells</li> </ul>	HCQA DHCQA Internal QA review panel IQAC Coordinators	X	X	X

2.3 Support the IQACs and Faculties in preparation for external quality assurance, assessment and accreditation requirements	2.3.1 Provide guidance to IQACs	<ul style="list-style-type: none"> <li>• Make checklists for assessment</li> <li>• Provide the awareness about report submissions.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of assessment checklists.</li> </ul>	HCQA DHCQA Senior Manager -QM	X	X	X
2.4 Coordinate and guide IQAC coordinators for all the quality related activities carryout within the entities. (Faculty/ Departments/ Unites standards defined by the regulatory bodies withing the faculties/ departments.	2.4.1 Provide guidance to identify the all applicable process. 2.4.2 Provide guidance to IQACs to review and update the documents	<ul style="list-style-type: none"> <li>• Provide Awareness to make a process chart and identify the all the necessary documents.</li> <li>• Follow- up the process charts and their procedure manuals.</li> <li>• Communicate through the IQACs if any changes.</li> <li>• Review the updated documents periodically.</li> </ul>	No of departments made process charts.	HCQA DHCQA Senior Manager -QM Quality Coordinators	X	X	X

**Goal 03: Facilitate the strengthening, development of quality standards and capacity building of the organizational systems**

Objective	Strategy	Action / Activities	KPI's	Responsibility	2023-2024	2024 -2025	2027 - 2026
3.1 Develop, review and revise Policy Manuals, Procedure Manuals, by-laws, guidelines necessary for governance and management of quality system in compliance with Sri Lanka Qualification Framework (SLQF).	3.1.1 Develop the policies, procedures, by-laws, guidelines necessary for governance and management of quality system when and as necessary.	<ul style="list-style-type: none"> <li>Liaise with the senior management and identify the changes to QMS</li> <li>Coordinate with the Deans, HoDs, IQAC coordinators and identify the area where necessary for the development of policies and procedures</li> <li>Review and revise the relevant documented information and circulate the changes.</li> </ul>	Policy Manuals Procedure Manuals By-laws and guidelines Content Revision Records Approvals from the management	HCQA DHCQA Deans HoDs Managers	X	X	X
3.2 Facilitate and guide all academic and academic-support departments to maintain necessary	<p>3.2.1 Monitor the resource personnel information, including qualifications, training, etc.</p> <p>3.2.2 Monitor the process operations through</p>	<ul style="list-style-type: none"> <li>Monitor the deviations of information of resource personnel and recommend improvements.</li> </ul>	<p>No of completed files of resource personnel (Lectures'/ Visiting lectures') of faculties/departments.</p> <p>Updated list of Departmental Staff,</p>	Internal Auditors Committee IQACs	X	X	X

resource personnel information and Faculty/ Departmental Procedure Manuals.	Departmental Procedure Manuals		Staff Profiles and Training Records				
3.3 Encourage and facilitate towards the achievement of global sustainable development goals during the operations	<p>3.3.1 promote the staff toward sustainable goals</p> <p>3.3.2 Promote gender equality and diversity.</p> <p>3.3.3 Provide inclusive and equitable quality education.</p> <p>3.3.4 Availability and sustainable management of water and sanitation for all.</p>	<ul style="list-style-type: none"> <li>• Provide awareness to staff during internal audits about sustainable goals.</li> <li>• Monitor the waste management procedure.</li> <li>• Provide/encourage women and girls access to education through workshops/ campaigns.</li> <li>• Provide scholarships specially girls in maritime sector.</li> <li>• Contribute to the CSR projects of educations within the different areas of country.</li> <li>• Monitor Male/ female ratio</li> <li>• Facilitate to periodically tests of both drinking and waste water and</li> </ul>	<ul style="list-style-type: none"> <li>• Drinking water and waste water testing reports.</li> <li>• Gender ratio</li> <li>• Workshops, Seminars and awareness training on SDGs</li> </ul>	HCQA DHCQA Deans HoDs Managers	X	X	X

		<p>maintain standard levels.</p> <ul style="list-style-type: none"> <li>• Maintain clean washrooms under supervision.</li> </ul>					
3.4 promote risk-based thinking culture as per ISO 9001:2015 Quality Management requirements by implementing actions against analysis results of potential risks and needs and expectations of interested parties to prevent, or reduce, undesired effects	<p>3.4.1 Promote the staff toward risk-based thinking through ISO 9001:2015 standard</p> <p>3.4.2 Setting the action plans to minimize, mitigate or control the risks.</p>	<ul style="list-style-type: none"> <li>• Provide awareness to staff during internal audits.</li> <li>• Maintain a risk assessment matrix and identify the risks and action plans.</li> <li>• Develop a corporate issues and risks.</li> <li>• Discuss the identified high risks to the management through management review meeting.</li> </ul>	<p>No of solved risks (Departmental Risks Assessments) Updated Form 36 Updated Form 37</p>	<p>Senior Management HCQA DHCQA Deans HoDs Managers</p>	X	X	X
3.5 Promote and implement Plan-Do-Check-Act cycle to ensure and enhance the effectiveness of process operations	<p>3.5.1. Promote the staff to implement Plan-Do-Check-Act cycle when planning processes.</p> <p>3.5.2 Instruct the HoDs to develop departmental procedure manuals according to PDCA concept.</p>	<ul style="list-style-type: none"> <li>• Provide awareness to staff.</li> <li>• Development and maintain the Product Realization Documents for the training programme conduct by Faculties / Departments</li> </ul>	<p>Reviewed and revised DPMs Faculty / Departmental Process Mapping Product Realization Documents</p>	<p>HCQA Internal Audit Team Deans HoDs Managers</p>	X	X	X

**Goal 04 : Monitor and measure the process performance and conformity of stated quality standards**

Objective	Strategy	Action / Activities	KPI's	Responsibility	2023-2024	2024 -2025	2028- 2026
4.1 monitor progress of student satisfaction survey results / customer complaints periodically and the effectiveness of actions implemented for necessary areas.	4.1.1. Conduct student satisfaction survey as per the defined procedure. 4.1.2 Analyze the results. 4.1.3 Address the issues 4.1.4 Monitor effectiveness of actions implemented.	<ul style="list-style-type: none"> <li>Conduct student satisfaction survey through physical/ online.</li> <li>Analyze the results as teaching process and learning environment.</li> <li>Categorize the results and prioritize the results.</li> <li>Address the issues with corrective actions.</li> <li>Communicate with the students about corrective actions.</li> <li>Monitor the progress of actions periodically.</li> </ul>	<ul style="list-style-type: none"> <li>No of addressed issues.</li> </ul>	HCQA Deans HoDs Administrative Officer – Registrar’s office Quality Coordinator IQACs	X	X	X
4.2 monitor the scheduling and conduct of peer evaluation of academic staff and	4.2.1 Planning and Scheduling of Peer Evaluations 4.2.2Conduct peer evaluations 4.2.3 Address the key	<ul style="list-style-type: none"> <li>Schedule the peer evaluation biannually.</li> <li>Conduct peer evaluations.</li> </ul>	Biannual peer evaluation reports  Records of Corrective actions implemented	HCQA Deans HoDs Senior Manager - QM	X	X	X



effectiveness of actions implemented against necessary areas.	areas. 4.2.4 Monitor the progress	<ul style="list-style-type: none"> <li>Address the issues and get corrective actions.</li> <li>Monitor the effectiveness</li> </ul>		Quality Coordinators IQACs			
4.3 monitor and measure the effectiveness of corrective actions implemented against Internal audit results periodically and recommend actions for improvement	4.3.1 Monitor the effectiveness of corrective actions implemented.  4.3.1 Review of the actions through Senate meeting.  4.3.3 Review the actions through Management Review Meeting	<ul style="list-style-type: none"> <li>Follow up the action taken to address the issues with evidence.</li> <li>Prepare an internal audit status /summary report.</li> <li>Review the progress in senate meetings every month.</li> <li>Review the progress in the MRM annually.</li> </ul>	Number of closed audit findings.  Submission of internal audit status / summary report.	HCQA Senior Manager - QM Quality Coordinators	X	X	X
4.4 monitor and measure effectiveness of corrective actions implemented against external audit results and provide necessary guidance in implementing corrections and corrective actions to address the nonconformities	4.4.1 provide guidance to implement corrective actions.  4.4.2 Monitor the effectiveness of corrective actions implemented for external audits/ reviews.	<ul style="list-style-type: none"> <li>Provide the awareness to address the issues.</li> <li>Identify the root causes behind the nonconformities and eliminate.</li> <li>Follow up the corrective action implanted and monitor the re-occurrence of relevant issues.</li> </ul>	<ul style="list-style-type: none"> <li>Number of nonconformities repeated.</li> </ul>	HCQA Senior Manager - QM Quality Coordinators	X	X	X

