



Faculty of Medicine University of Jaffna

Strategic Plan 2023-2027

STRATEGIC PLAN

2023 - 2027



FACULTY OF MEDICINE

UNIVERSITY OF JAFFNA

Table of Contents

CHAPTER 1 - BACKGROUND	1
MEMBERS OF THE SMP GROUP	1
LIST OF ABBREVIATION.....	2
PREAMBLE	4
VISION.....	4
MISSION.....	4
CHAPTER 2 - OVERVIEW OF SMP	5
CURRENT STATUS	5
CORE VALUES/ INSTITUTIONAL CULTURE	7
CHAPTER 3 - DETAILED SMP.....	8
STRATEGIC GOALS	8
KEY COMPONENTS OF SMP	9
GOAL 1: PROMOTING AND SUSTAINING QUALITY OF TEACHING AND LEARNING	10
GOAL 2: STRENGTHENING RESEARCH AND INNOVATION	14
GOAL 3: INSTITUTIONAL DEVELOPMENT.....	18
GOAL 4: EXPAND COMMUNITY BASED HEALTH CARE SERVICES AND DEVELOP FACULTY AS A CENTRE FOR TRAINING & DEVELOPMENT OF REGIONAL AND NATIONAL HEALTH SERVICE.	23
GOAL 5: NATIONAL & INTERNATIONAL COLLABORATIONS	25

CHAPTER 1 - BACKGROUND

MEMBERS OF THE SMP GROUP

The Strategic Planning Working Group is a part of the faculty subcommittee: Planning and Development Committee (PDC) and is comprised of all staff of the faculty allied with subcommittees, Units and departments.

The work of this group provided key inputs to inform progress through the different phases of strategic planning: priority identification, iterative content development, data review, and community engagement.

The strategic planning process was charged with the development of a resourced five-year diversity strategic plan and strategic implementation plan intended to foster measurable progress with our diversity priorities.

The members of the Strategic Planning Working Group in 2023-2027 are:

- **Prof. R. Surenthirakumaran** – Dean, Faculty of Medicine, University of Jaffna, Chairperson of Internal Quality Assurance Cell (IQAC)
- **Dr.T.S.Navaratinaraja** - Chairperson of Planning Development committee & PPDS Advisory Committee
- **Prof.M.G.Sathiadas** - Chairperson of Curriculum Development and Evaluation Committee (CDEC)
- **Prof. T. Kumanan** - Chairperson of Committee of Disability Access and Inclusion (CDAI)
- **Prof. K. Muhunthan** - Chairperson of Research and Development Committee (RDC)
- **Dr. Kandiah Guruparan**- Coordinator, IQAC
- **Dr.(Mrs). K. Sanchayan** - Chairperson of Scholarship, Prizes and Award Committee (SPAC) & Committee on Mentoring Programme
- **Dr. P.A.D. Coonghe** - Chairperson of Human Resource Development Committee
- **Dr.B.Balagobi** - Chairperson of Student Welfare and Wellbeing Committee
- **Dr. S. Raguraman** - Chairperson of Digital Transformation Committee (
- **Mr. N. Arumugathash** – Deputy Registrar, Faculty of Medicine, University of Jaffna
- **Mrs.K. Murugathas** - Chairperson of Medical Library Committee
- **Mr. R. Viththakan** – Demonstrator, IQAC
- **Miss. B. Yasothara** – Demonstrator, IQAC
- **Mr.S.Sinthujan** – Management Assistant Gr I

Expert Advisors

- **Prof. N. Sreeharan**
- **Prof. V. Arasaratnam**

LIST OF ABBREVIATION

1.	CDAI	Disability Access and Inclusion
2.	CDEC	Curriculum Development and Evaluation Committee
3.	CoDE	Centre for Digital Epidemiology
4.	CoE	Centres of Excellence
5.	CPD	Continuing Professional Development
6.	CMP	Committee on Mentoring programme
7.	CTU	Clinical Trials Unit
8.	DTC	Digital Transformation Committee
9.	EBPRM	Evidence-Based Practice & Research Module
10.	ERC	Ethics Review Committee
11.	FJC	Faculty Journal Committee
12.	FoM	Faculty of Medicine
13.	HEI	Higher Education institution
14.	HoDs	Head of Departments
15.	HRD	Human Resource Development
16.	ILO	Intended Learning Outcomes
17.	IQAC	Internal Quality Assurance Cell
18.	IIM	Integrated Introductory Module
19.	LMS & MIS	learning management system & Management Information System
20.	MEU	Medical Education Unit
21.	ME & AVU	Medical Education and Audio visual Unit
22.	MOU	Memorandum of Understanding
23.	PDC	Planning and Development Committee
24.	PGDC	Postgraduate development committee
25.	PLO	Programme Learning Outcomes
26.	PPDS	Personnel and Professional Development Stream
27.	RDC	Research and Development Committee
28.	SDC	Staff Development Centre
29.	SLQF	Sri Lanka Qualifications Framework
30.	SMP	Strategic Management Plan
31.	SOPs	Standard Operating Procedures

32.	SPAC	Scholarship, Prizes and Award Committee
33.	SWOT	Strengths, Weaknesses, Opportunities, and Threats
34.	THJ	Teaching Hospital, Jaffna
35.	UBL	Universal Business Linkage
36.	UGC	University Grants Commission

PREAMBLE

The Faculty of Medicine was established in 1978 under the University act No. 16 of 1978 and is located in Kokuvil, about 5 km from Jaffna town. The faculty is affiliated to the Teaching Hospital-Jaffna, Base Hospital-Tellipallai, Medical Officer of Health services-Nallur and Family Health Centre-Kondavil for clinical and community-based training of the students which are tertiary care, secondary care and primary healthcare facilities respectively. The current medical curriculum is a hybrid model, an integrated traditional curriculum with student-centered and multidisciplinary teaching leaning components. The medical degree programme begins with Integrated Introductory Module (IIM). The IMM include English co-module medium of delivery of medical degree programme is English and IT co-module to improve the digital skills of the students. Duration of the medical degree programme is 5 years. The programme is conducted in three phases: Phase I-Preclinical Phase, Phase II- Paraclinical Phase and Phase III-Clinical Phase (final year). Clinical and community-based training begins in the Phase II in parallel to the paraclinical subjects. In the Phase III, students are engaged in clinical training during the entire period. In addition, Personal Professional Development Stream (PPDS) and Evidence-Based Practice and Research Module (EBPRM) run across year 1 to year 4.

Since inception, the Faculty has produced around 5000 doctors. The fortunes of the faculty have been closely intertwined with those of the region. Following its successful launch and early years, the Faculty went through a period of immense hardship with the worsening of the conflict in the region. Despite all difficulties the faculty continued to provide training for its students with the remaining staff and extended faculty from the Teaching Hospital-Jaffna.

The end of the war saw a significant improvement in staffing levels both at the Faculty and the Teaching Hospital-Jaffna. Medical students are currently exposed to wide range of clinical subspecialties, thus broadening and deepening their clinical knowledge and skills.

In addition to the undergraduate programmed, the faculty engaged in postgraduate education and research and continues to strive towards innovation and improvement in the quality of education and research to meet the evolving global health demands.

VISION

To be a leading centre of excellence in teaching learning, research and scholarship in the field of medicine.

MISSION

To be a leading centre of excellence which produces intellectual, competent, compassionate and dedicated healthcare professionals to meet the emerging needs of the local, national and international community.

CHAPTER 2 - OVERVIEW OF SMP

CURRENT STATUS

A SWOT analysis conducted by the team revealed the following key areas to be addressed in the Strategic Plan.

• STRENGTHS

- Long history of successfully delivering the undergraduate curriculum
- Well trained and committed core and extended Faculty
- Well-developed Teaching Hospital and wide spectrum of clinical cases
- University primary care centre with catchment area of population
- Active involvement of health professionals in the region

• WEAKNESS (DEVELOPMENT NEEDS)

- Shortage of staff numbers
- Inadequacy of approved plans, policies and operating procedures in some areas encompassing education and research
- Limited and slow progress in modernizing and integrating curriculum

• OPPORTUNITIES

- Facilities in 2 locations will enhance further development of Faculty objectives in Education, Research & Clinical Services
- Admission of foreign students and electives will enable income generation and facilitate international collaboration
- Increasing demand for postgraduate programs and research opportunities especially in tropical medicine and non-communicable diseases will enhance educational and research capabilities
- Having multi social / multicultural students promotes the expansions of the network
- Alliances with alumni and professional organisations will facilitate national and international collaborations

• **THREATS**

- Considerable shortage of resources further aggravated by any unplanned increase in student intake will have adverse consequences including reduction in quality of training, prolongation of course duration, exhaustion of staff
- Geographical location and limited transport facilities to rest of the country may reduce opportunities for national and international collaboration activities
- Lack of strategies to tackle climatic and environmental issues in the Northern Province will have long term effect on societal (including staff/student) morale and health
- Salary disparities and privileges between university and health department staff may affect recruitment of staff

CORE VALUES/ INSTITUTIONAL CULTURE

The core mission of the faculty will be delivered embracing the following core values. The strategic plan addresses goals of the faculty and actions to achieve the goals.

- **PROFESSIONALISM**

The Faculty expects all staff and students to conduct their duties and obligations with integrity & transparency, care & diligence. Respect for others and a commitment to lifelong learning.

- **ACADEMIC FREEDOM & SCIENTIFIC RIGOUR**

The Faculty encourages the search for truth and new knowledge in education & research and rigorously defend the commitment to free speech and opinions.

- **LEADERSHIP & TEAMWORK**

The Faculty demonstrates leadership qualities at all levels and encourage teamwork where the focus will be towards the wider benefits of the Faculty in achieving its Goals and Objectives.

- **SOCIAL CONTRACT**

The Faculty recognises its link to the wider society and works towards encouraging social conscience, provision of equal opportunities and delivering benefits to the betterment of society.

CHAPTER 3 - DETAILED SMP**STRATEGIC GOALS****GOAL 1**

Promoting and sustaining quality of teaching and learning

- Curriculum Development
- Personal & Professional Development
- Expansion of academic programmes

GOAL 2

Strengthening Research and Innovation

- Governance
- Policies and Procedures
- Research excellence
- Research outcomes

GOAL 3

Institutional Development

- Policies and Procedures
- Infrastructure expansion
- Innovative Technologies
- Establishing and enhancing academic staff base
- Enhancing the capabilities of non-academic staff

GOAL 4

Expand the health care services

- Clinical centres of excellence
- Community health services
- Community engagements

GOAL 5

National & International Collaborations

- Fostering Partnership institutional alliances
- Professional Network
- Partnership management

KEY COMPONENTS OF SMP

COMPLETION & TIMING

Duration from launch through phasing to implement recommended actions:

- 1 Year
- 1-2 Years
- 1-3 Years
- 2-3 Years
- 3-5 Years

IMPLEMENTATION LEAD

Committee that will play significant role in the implementation of the action items

STAKEHOLDER IMPACT

Stakeholder group that will be directly impacted by the action items

RESOURCE NEEDS

Anticipated resources to be deployed for the action's items

MEASURES

Items for tracking progress and impact of stated action item

SIGNATURE PROJECTS

Foundational high impact activities that require significant investment of time, energy, and coordination

GOAL 1: Promoting and sustaining quality of teaching and learning					
Objective: Ensure the undergraduate curriculum is fit for purpose in an ever-changing and complex healthcare environment			Theme: Curriculum Development		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Continual REVIEW AND MONITORING of the curriculum & its structure to ensure alignment with Faculty mission, educational strategies, external environment and student exit outcomes	CDEC / HoDs /HRD /IQAC	1 Year	All FoM	Existing personnel time	<ul style="list-style-type: none"> - No of workshops (minimum 3) and stakeholder meetings conducted for the curriculum review -No of CDEC meetings with monitoring mechanism. to adaptation of novel measures to the integration in curriculum design, teaching-learning and assessments. - Annual Review of the curriculum by CDEC and MEU according to the need analysis, curriculum policy and the findings of tracer study. -No of workshops conducted to streamline the structure of the curriculum overarching domains, define the components within the domains and hierarchical relationships within the domains. -Action taken to incorporate the active participation in curriculum revision in the student reward scheme.
Ensure periodic revision of the graduate profile, PLOs, ILOs and teaching learning & assessment and ensure that it ALIGNS with the curriculum and directs students on the programme and evaluation.	CDEC/ MEU/ IQAC	1-2 years	All FoM	Existing personnel time	<ul style="list-style-type: none"> -Availability of periodic revisits of graduate profile and PLOs. -No of revisits / revisions for PLOs, ILOs and teaching learning & assessment methods of subjects/ modules/ streams.

					<ul style="list-style-type: none"> -No of revisits / revisions for assessment blueprints to align with the PLOs and ILOs. -No of workshops to align the learning outcomes achieve the SLQF level 6. -No of workplace-based skill assessments to assess PLOs. -No of activities to improve the student awareness on graduate profile -No of reports on alignments on blueprint and assessments
Enhance opportunities to further develop the INTEGRATION of curriculum across disciplines and the introduction of early exposure to clinically oriented teaching	CDEC / HoDs /PPDS	1 Year	All FoM	Existing personnel time	<ul style="list-style-type: none"> -No of Initiatives taken towards curriculum reform with more integration and early clinical exposure -Extent of increase in self-directed learning and interactive teaching sessions. -No of activities introduced for early clinical exposure -Active participation of the extended faculties in the curriculum development process. -Availability of communication framework for a more coordinated and spirally evolving curriculum. -Availability of clinical teacher guide and student guide with appropriate assessment methods. -No of feedback from teachers and students on integration, self-directed and interactive learning.

Increase the use of NOVEL and innovative educational methods and technologies	CDEC/ ME & AV Unit /DTC	1 Year	All FoM	Existing personnel time Deployment of Computerized Skill lab	-No of stimulated session using advanced technology -Progress in enhanced self-directed learning and Integrated sessions
Objective: Encourage competent, self-directed, collaborative and life-long learners who have problem solving, critical thinking and express humane qualities with community responsibility			Theme: Personal & Professional Development		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Further develop Personal & Professional Development (PPDS) as a Faculty owned module and continue to monitor and modify	PPDS / CDEC / MEU	1 Year	All FoM	Existing personnel time Separate Office	-Measure extent of staff participation -Monitor improvement in quality of modules -Demonstrate impact of module on final year students during professorial appointments
Further develop Evidence Based Practice and Research as a Faculty owned module	EBPRM/ CDEC / MEU / FJC	3-5 Years	Students Supervisory staff	Existing personnel time	- Annual review of quality of research proposals, dissertations, abstracts submitted to the undergraduate symposium and articles submitted to the faculty and other high quality journals
Enhance activities focused towards student-centred learning in curriculum	CDEC/ MEU / HoDs	3-5 Years	Students	Existing personnel time	-Percentage of the content in the curriculum is accomplished by self-directed/student centered/active learning -Obtain regular student feedback using LMS & MIS

Objective: Develop and promote new Undergraduate and Postgraduate education in the field of clinical, community and allied health professionals to match and provide for the national and international need			Theme: Expansion of academic programmes		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Develop extension courses for early and middle grade health related professionals.	PDC / PGDC	2-3 Years	Dean	Existing personnel time	-No of new courses deployed -No of modifications /improvements to existing courses
Establish new educational units, departments and institutes	Dean's Office / PDC	3-5 Years	All FoM	Existing personnel time	-No of new Units and departments established -No of enhancements to existing Units

GOAL 2: Strengthening Research and Innovation					
Objective: Establish high standards of research governance and management			Theme: Governance		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Establish a “centralised” governance to provide administrative support to all Faculty wide research activities. This will include writing grants, research proposals, ethics committee submissions Protocols and study reports.	RDC / PDC	2 Years	All FoM	Existing personnel time Approval of Faculty cadre for research coordination activities	-Initiatives taken to establish a centralized Research Unit -Defining the roles and responsibilities of those involving in research -Defining mechanisms for the support of proposal writing, ERC submission and grant applications -Development of monitoring framework including progress review and reporting
Establish annual review process for Faculty research activities	RDC / PDC	2 Years	All FoM	Existing personnel time	-Developing a system for regular update of research activities by the HODs and project coordinators -Annual review reports
Objective: Establish standard operation policies and procedures for research management			Theme: Policies and Procedures		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Strengthening Faculty Research Committee to develop policies and research governance	RDC	1 Year	All FoM	Existing personnel time	-Generate resource plan -Establish optimal resources for research governance

					-Deploy office space and information systems to monitor Faculty research
Develop Policies and Standard Operating Procedures for relevant research systems and processes	RDC	2-3 Years	All the academic staff	Existing personnel time	-Generate catalogue of policies & SOPs -Monitor progress of finalization of approved policies & SOP -No of staff trained on SOPs -Completion of internal audit; no of major findings and remedial actions taken
Objective: Develop a culture of excellence in research by enhancing the research capabilities of the faculty.			Theme: Research excellence		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Develop recruitment & rewards system for research excellence	HRD	1 Year	All Academic Staff	Existing personnel time	-A mechanism for recruitment and reward guidelines in place -No. of quality researchers recruited -No. of Faculty promotions on good research scores -No. of Faculty research awards -No of research fellowships (inwards & outward)
Institute Research Seminars and Training programs for staff	RDC/ Research centres / PDC	1 Year	All FoM	Existing personnel time Budget for seminars and programs	-No of research seminars -No of internal research training programs -No of staff obtained external training in research

Monitor “Evidence Based Practice & Research Module for undergraduates”	EBPRM	1 Year	All FoM	Existing personnel time	-No of staff faculty staff involved -No of full papers for journal article produced from EBPRM -No of abstracts and scientific communications from EBPRM
Encourage and increase the development of Multifunctional research programs	RDC / Research centres / PDC	1 Year	All FoM	Existing personnel time	-No of multifunctional research projects
Strengthen Laboratory and Investigatory Facilities	PDC/HoDs	2 Year	All Staff	Existing personnel time Budget for new technologies	-No of new laboratory and investigational facilities made available -Percentage of research activities involving laboratory and investigational facilities
Establish key “Centres of Excellence” (CoE) as identified in the research plan with designated Director and multifunctional team	PDC	1 Year	All FoM / Public	Extra Existing personnel time Budget for deployment of CTU	-Plan for CTU finalized (2023) -Establishment of CoDE (2023) -Establishment of CTU 2024 -No of research studies conducted in CTU and CoDE -Amount of external funding for CTU and CoDE projects -Establishment of Clinical Genetic Unit -Establishment of Nuclear Medicine Unit

Objective: Deliver research programs maintaining excellence in scientific quality, ethical standards, relevance to national and international healthcare goals and a commitment towards knowledge dissemination			Theme: Research Outcomes		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Prepare a 5-year research plan for the Faculty	PDC	1 Year	Staff	Existing personnel time	-Plan approved by Faculty Board in 2023 to meet overall objectives of Research strategy
Establish a culture and process for seeking internal and external funding for research	RDC / HoDs / Research centres	3 – 5 Years and monitored Annually	All FoM	Existing personnel time	-No of internal & external research grants
Develop a publication strategy and a process to increase wider dissemination of knowledge including research outputs	PDC / RDC / FJC / UBL	1 Year	All FoM	Existing personnel time	-Launch of Faculty Journal (2024) -No of Faculty driven national and internal seminars and conferences; -No of publications in national & international journals; -No of publications in high impact journals; -No of patents filed and approved -No of innovations with the potential of commercialisation -No of participation in national & international research forums

GOAL 3: Institutional Development					
3.1 Systems & Process Development					
Objective: Develop capabilities to promote transparent and accountable systems and processes within the Faculty to enhance productivity.			Theme: Policies and Procedures		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Revision of Vision and mission statements periodically adapting the current trends and expectations of the HEI.	PDC	1 Year	All Staff	Existing personnel time	-No of Stakeholder consultation. -No of periodical awareness activities for students and staff on revision -No of Evaluation of the vision and mission based on the current trends and stakeholder's feedback.
Need analysis, promoting implementation of Strategic management plan, codes, policies & University Calendar	PDC /DTC /IQAC	1 Year	Dean/HoDs	Existing personnel time	-No of activities carried out at the department and faculty level in line with the strategic management plan -No of entities reported the discharge of activities prescribed under the strategic management plan -No of progress review meetings convened by the faculty on implementation of SMP - No of audits conducted by internal and external bodies on financial sustainability -No of modifications in short-term and long-term strategic plans based on audit findings -No. of documents, Databases and software packages developed for the implementation. -No of need analysis conducted

Ensure the availability Policies/SOPs/Guidelines to cover key aspects of the faculty administration; Schedule regular training sessions to target academic & non-academic staff on key leadership and management principles/processes	SDC/ HRD	1 Year	Dean/ HODs	Existing personnel time	-No of entities having and using available Policies/SOPs/Guidelines -No of advisory committee meetings on student admission policy -No of training sessions planned and implemented
3.2 Facilities Development					
Objective: Provide state of the art facilities to enhance the educational, research and service provision objectives of the Faculty and to provide an optimal working environment for the wellbeing of staff & students			Theme: Infrastructure expansion		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Develop a master plan for faculty and seeking internal & external funding for implementation of master plan	PDC/Dean	1 year	All FoM	Existing personnel time Masterplan framework Funding resources	-Availability of Master Plan -No of proposal developed -No of funding resources approached
Implement monitoring and reporting system to ensure the effective usage of facilities	PDC/Dean	1-3 years	All FoM	Framework Evaluation team Writing report	-Developing and implementing a monitoring system for effective usage of facilities -No of review reports
Create facilities for the wellbeing of staff & students and introduce programme and rewarding system	HRD / SWWC	1-3 Years	All FoM	Budget	-No of available facilities -No of programmes

				Existing personnel time Premises	-No of Events -Availability of appraisal system -No of established reward mechanisms (Scholarships, Monetary avenues awards etc) for staff and students
Objective: Ensure that the Faculty develop state of the art technologies to support the educational, research and service provision objectives			Theme: Innovative Technologies		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Committee to develop and implement an integrated Technology Development Plan and seek internal & external funding	DTC	1-2 years	All FoM	Existing personnel time Software and hardware Budget	-Availability of integrated Technology Development Plan -No of proposal developed -No of funding resources approached - No of new technologies implemented effectively
Ensure the efficient utilization of the technology	DTC / Library committee Planning and Development committee	1-2 Years	All FoM	Existing personnel time Software and hardware	-Availability of need analysis report, monitoring and evaluation mechanism -Implementation based on need analysis -Availability of reports on monitoring and evaluation.

3.3.Staff Development					
Objective: Ensure the academic staff are provided opportunities to enhance their technical knowledge & skills, promote their career progression and develop leadership skills to contribute effectively to a highly productive faculty.			Theme: Establishing and enhancing academic staff base		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Staff recruitment Policy & Processes	HRD/ Dean / PDC	3 years	All Staff	Budget Existing personnel time	-Availability of policy -Maintain the expected level of Staff: Student ratio -No of activities to develop the quality curriculum -Availability of need analysis
CPD/Skills Development (e.g. regular internal & external sessions); Appraisals & Personal Development Plans including multisource feedback.	HRD	2 years	All Staff	Budget Existing personnel time	-No of programmes conducted -Availability of appraisal system based on UGC work norms and proper feedback system -No of established rewarding system for staff -Availability of teaching excellence rewarding system for both faculty and extended staff -No of evaluations of the skills development
Improve the existing integrated mentoring programme and PPDS to ensure the longitudinal personal and professional development of the students.	HRD /CMP /PPDS	1 Year	All Staff	Budget Existing personnel time	-No of periodic workshops for mentors. -No. of PPDS workshops -No of revisit mentoring programme guides and portfolio

Objective: Enhance the development of Academic support, administrative, non-academic staff and other staff to play a key role within the Faculty effectively and contribute to the productivity of the Faculty.			Theme: Enhancing the capabilities of non-academic staff		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Providing career guidance, training, workshop to improve competencies	HRD / MEU	1 year	All Staff	Existing personnel time Budget	-No of training programmes and workshops -No of new national and international networks made through the faculty - No of new services created to generate more avenues
Enhance the involvement in all the faculty activities and ensure the optimum level of productivity	HRD	1 Year	All Staff	Existing personnel time Budget Evaluation team	-Availability of appraisal system -No of established rewarding system for staff -Availability of active participation list of the staff involving in the faculty activities

GOAL 4: Expand community-based health care services and develop Faculty as a Centre for Training & Development of Regional and National Health Service.					
Objective: Ensure the further development of healthcare to meet regional and national healthcare needs and responsive to global trends and scientific advances.			Theme: Clinical Centres of Excellence		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Develop specialized technology based “Centres of Excellence for healthcare” responding to global trends and scientific advances	PDC	1-3 Years	Public	Existing personnel time	-No of centres providing higher and services
Develop referral pathways between Faculty Disease based “Centres of Excellence” and other regional/national hospitals	Dean/HoDs	1-3 Years	Public	Existing personnel time	-Developing a referral pathways -No of referrals to CoEs
Objective: Develop evidence based model to provide comprehensive community based health services in order to develop healthy and productive population.			Theme: Community health services		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Develop collaborative clinical services with relevant regional health institutes and other Not-for-Profit organizations fostering partnership to enhance the health of the regional population	Dean/HODs	1 Year	All FoM	Existing personnel time	-No of Clinical outreach services provided by clinical staff -No of formal referral/care pathways between THJ and regional hospitals.

Objective: Encourage faculty staff and student involvement to enhance regional, national and international economic development			Theme: Community engagements		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Strengthening & expanding UBL Activities	Coordinator/ UBL	1 Year	All FoM/ Public	Existing personnel time	-No of meetings and seminars arranged for the students and staff on UBL -No of initiatives to encourage interfaculty student and staff interaction - No of new innovations reported -No of patency applied -No of commercialisation and the income generation
Encourage the staff to serve as an advisory member in national and international committees and the initiatives	Dean / PDC	1 Year	All Staff /Public	Existing personnel time	-No of staff involved -No. Committees -No of benefits for the faculty -Availability of evidence for contribution made by the staff

GOAL 5: National & International Collaborations					
Objective: Develop national and international collaborations with other Faculties and institutes in education and research to meet National & international development goals			Theme: Fostering Partnerships		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Encourage Faculty staff to develop and participate in national & international educational and training programs (outside core responsibilities)	HRD	1 Year	All Staff	Existing personnel time	-No of staff involved in innovative educational initiatives -No of staff in leadership roles
Establish national & international multifunctional research collaborations with other Universities, Faculties, research institutions and other relevant bodies	RDC	1 Year	Staff and students	Existing personnel time	- No of collaborative centres - No of collaborative projects -No of staff involved in collaborative researches -No of collaborative publications
Objective: Strengthening contribution of Alumni and other professional organizations to support the development of the Faculty			Theme: Professional Network		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Enhancement of Jaffna Medical faculty local and Overseas Alumni and other professional organisations	HRD	1 Year	Staff	Existing personnel time	-No of faculty development projects -No of collaborative activities

Objective: Improve process and administrative support to facilitate national and international collaborations			Theme: Partnership management		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Establish virtual “office” for National & International Collaborations with dedicated administrative support (to include generation of MOU, travel arrangements)	Dean /HoDs	1 Year	All FoM	Existing personnel time	-Establishment of dedicated support and process -Feedback on effectiveness