STRATEGIC PLAN 2021-2025

National Institute of Library and Information Sciences
University of Colombo

STRATEGIC PLAN

This strategic plan illustrates the disciplined approach to the management of the National Institute of Library and Information Sciences (NILIS), University of Colombo over the next five years. And was prepared in consultation with all members of the academic and administrative staff of the institution.

National Institute of Library and Information Sciences (NILIS)

University of Colombo

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OUR VISION

"To be the center of excellence in Library & Information Science education."

OUR MISSION

To be the leading Institute for Library & Information Science (LIS) education, training, and research in the national and South Asian context. The mission will be realized through the following four key strategies.

Our Core Values

Developing Core Values

By analyzing the Mission statement, it was identified that the ultimate aim of the NILIS is to reach academic excellence in IL while securing national values. In order to reach excellence as a state sector entity, the availability of Critical Success Factors (CSFs) need to be assured. Critical Success Factors indicate conditions that need to be in existence in order to reach the final goal. Accordingly, five specific perspectives for the NILIS were recognized: Academic Perspective, Infrastructure Perspective, Customer Perspective, Human Resource and Financial Perspective, and Social Contribution Perspective. Thus, in order to reach excellence, the team identified that the University needs to reach five goals as shown below.

Core values

- Quality
- Service to the nation
- Efficiency and effectiveness
- Commitment
- Professionalism and Sustainability

Our goals

Goal 1: Achieving excellence in teaching/learning and research in LIS.

Goal 2: Providing improved infrastructure and human capital.

Goal 3: Ensuring good governance.

Goal 4: Fulfilling the social responsibility and ensuring national and international visibility.

Objectives of Establishing NILIS

NILIS is an internationally recognized higher educational institution. The primary objective in the initiation of the institute was to train the human resources necessary for the school library sector in Sri Lanka. In addition, the institute has been empowered by the NILIS Ordinance of 1999 to conduct other postgraduate programs in the field of Library and Information Sciences (LIS) Teacher Librarianship (TL) and Information Management (IM)., and to produce the necessary high-quality human resources essential for universities, research institutes, government departments, local government authorities and other library and information sectors in the country. Another major objective of NILIS is to develop continuing professional development (CPD) programs for the LIS professionals, to update and upgrade their skills and knowledge.

Specialty

NILIS is a specialist institution in the field of Information Literacy (IL) Education. Information literacy is a set of skills in identifying, evaluating, using, and creating information, for the academic, Professional, and Personal purposes in the society. IL increases the life-long learning capacity of all individuals. NILIS, through its range of courses at certificate, diploma, and postgraduate levels, cultivates these skills, paying attention to individual capabilities, to enable each scholar to reach a higher order of learning. In addition, NILIS is increasing its attention on Information Management (IM), which focuses on managing information in a technology-based environment.

Organizational Structure

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                    │ Ministry of Higher│
                    │    Education      │
                    ╰─────────┬─────────╯
                    ╭─────────┴─────────╮
                    │ University Grants │
                    │    Commission     │
                    ╰─────────┬─────────╯
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                    │   University of   │
                    │      Colombo      │
                    ╰─────────┬─────────╯
                    ╭─────────┴─────────╮
                    │   NILIS Board of  │
                    │    Management     │
                    ╰─────────┬─────────╯
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                    │  Director - NILIS │
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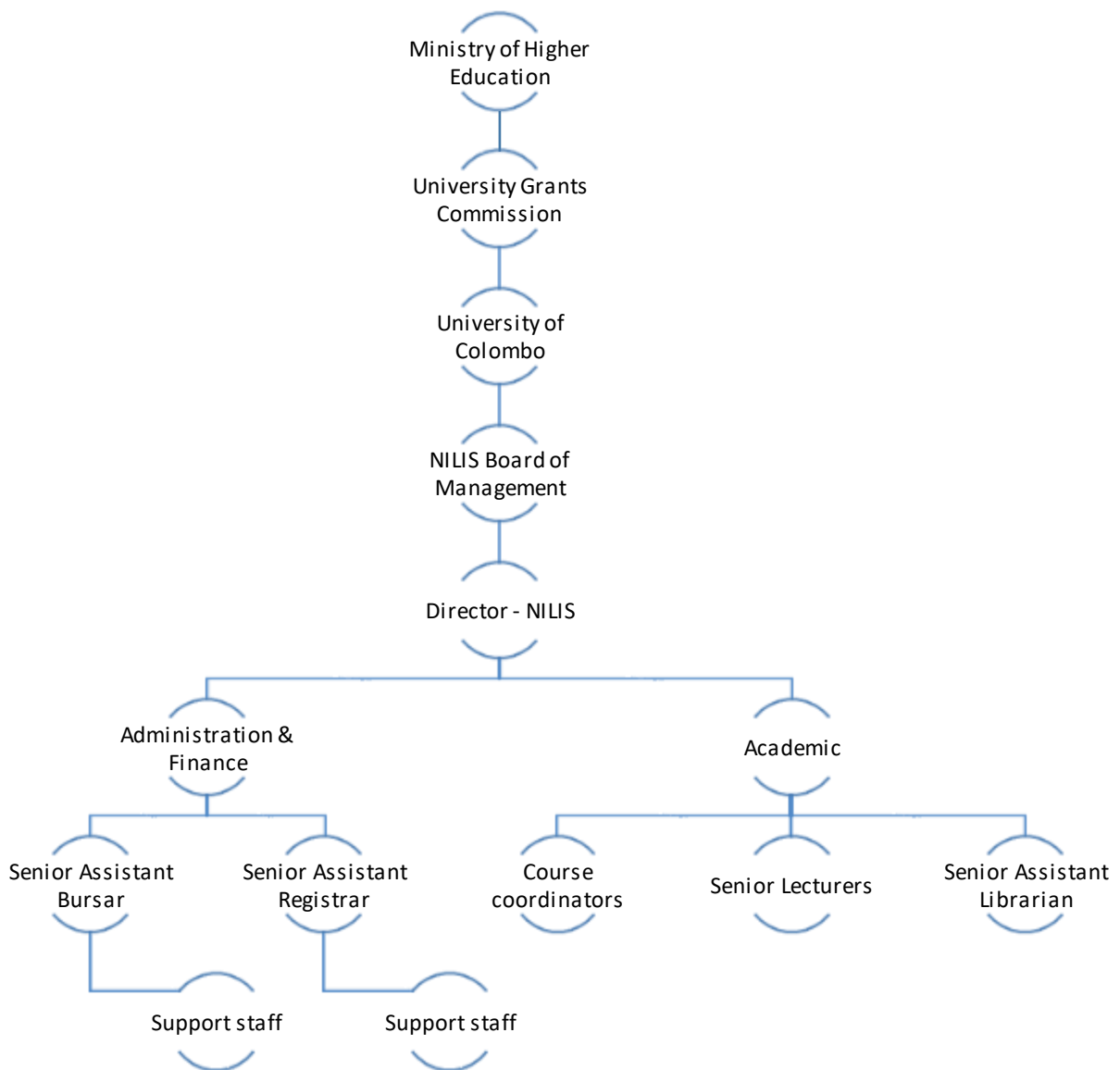| Administration & Finance		Academic		
Senior Assistant Bursar	Senior Assistant Registrar	Course coordinators	Senior Lecturers	Senior Assistant Librarian
Support staff	Support staff			

Fig.5 The organizational structure of NILIS, University of Colombo.

Director-NILIS reports to the NILIS Board of Management and to the Senate. The Director is a member of the University Senate, and several other high-level committees.

The Chairman, NILIS Board of Management is the University Grants Commission member who becomes the SCOLIS Chairman of UGC, Sri Lanka. The Board is comprised of representatives from the Ministry of Higher Education, University Grants Commission, National Library of Sri Lanka, and the Sri Lanka Library Association, and the Dean of the Faculty of Education. NILIS board minutes are reviewed and approved by the highest academic and administrative bodies of the University of Colombo.

All academic functions of the institute are overseen by the Academic Committee, which again is comprised of external experts in library sciences, information management, and ICT, in addition to the senior NILIS officers and the academic staff.

Within the organization, the finance and administration divisions are managed by the Senior Assistant Bursar, and the Senior Assistant Registrar respectively. The Academic Staff function as course coordinators and teachers. Also, nearly 40 professionals in the sphere work together as the visiting faculty.

Board of Management

Prof Premakumara de Silva	Chairman/ NILIS
Dr Pradeepa Wijetunge	Director/ NILIS
Dr Kapila Bandara	Dean/ Education
Prof KP Hewagamage	Nominee of UGC
Dr Nayana Wijesundera	Nominee of UGC
Dr Chithraka Wickramaarachchi	Nominee of UGC
Dr CC Jayasundara	Nominee of / SCOLIS
Mr WJ Jeyaraj	Nominee of / SCOLIS
Mr W Sunil	Director General / NLDSB
Dr RD Ananda Tissa	President/ Sri Lanka Library Association
Ms HDC Janaki	Nominee of MOE
Ms Geethani Kannangara	Nominee of State Ministry of Skills Development, Vocational Education, Research & Innovation
Ms DT Sutharshan	Nominee of Treasury

In Attendance:

Mr JP Wipularatna	SAR/NILIS
Ms HSVSM Jayasekara	SAB/NILIS

Academic Committee

Dr Pradeepa Wijetunge	Director (Chairperson)
Prof MK Weerasinghe	Head/Department of Library and Information Sciences, University of Kelaniya
Mr GP Senaviratne	Nominee of BOM
Dr Nayana Wijayasundera	Nominee of BOM
Dr CC Jayasundara	Nominee of BOM
Ms RC Kodikara	Nominee of SCOLIS
Dr GR Padmasiri	Nominee of SCOLIS/ Coordinator - MPhil/PhD Program
Dr Ruwan Gamage	Senior Lecturer/ NILIS
Mr W Sunil	Director General/ NLDSB
Mr UP Alahakoon	Senior Assistant Librarian/ NILIS
Ms MPP Dilhani	Nominee of SLLA

In Attendance:

Mr JP Wipularatna	SAR/NILIS
Ms HSVSM Jayasekara	SAB/NILIS

Senior Staff of NILIS

Dr Pradeepa Wijetunge	Director
Mr Prasanna Ranaweera	Senior Lecturer
Dr Ruwan Gamage	Senior Lecturer
Mr Uditha Alahakoon	Senior Assistant Librarian
Mr JP Wipularatna	Senior Assistant registrar
Ms HVSM Jayasekara	Senior Assistant Bursar

Present Performance

Courses Offered (In Comparison with the Ten Levels of the Sri Lanka Qualifications Framework)

NILIS offers postgraduate, diploma, and certificate courses in Library and Information Sciences, Teacher Librarianship, and Information Management. In addition, the institute conducts a range of short courses on Office Management, Office IT, English and Information Literacy.

The duration of these courses varies. MPhil/PhD courses span over 4 years. One 2-year Masters Course is available in Library and Information Science (MLS). MTL, MIM, PGTL, PGDIM and PGLIS are one-year courses which include a research component. These courses tally with the Sri Lanka Qualifications Framework (SLQF) as given below.

Table 2: Courses conducted by NILIS and the corresponding level in the Sri Lanka Qualifications Framework.

SLQF Level	Description	Courses Available
1	Certificate	ACL (Advanced Certificate in Librarianship)
2	Diploma Part I	DLIM (Diploma in Library and Information Management) DSL (Diploma in School Librarianship) DPL (Diploma in Public Librarianship)
4	Higher Diploma	HDLIM 1 (Higher Diploma in Library and Information Management Part 01) HDLIM 2 (Higher Diploma in Library and Information Management part 2)
5	Bachelors	NA
6	Bachelors Hons	NA
7	PG Diploma	PGTL (Postgraduate Diploma in Teacher Librarianship) PGLIS (Postgraduate Diploma in Library and Information Sciences)
8	Masters	PGDIP (LIS)/MLS (Postgraduate Diploma in Library and Information Science Leading to Master of library & Information Science MTL (Masters in Teacher Librarianship)
9	MPhil	MPhil (Master of Philosophy)
10	PhD	PhD (Doctor of Philosophy)

Goals, Strategic Objectives, Strategies

Goals	Strategic objectives	Strategy
Goal1: Achieving excellence in teaching/learning and research in LIS	1.1 To use appropriate pedagogies, andargogies and technologies to enhance quality of teaching/learning	1.1.1 Strengthen the quality of NILIS students through effective teaching /learning system.
	1.2 To upgrade the standards of the education programs in par with university standards.	1.2.1 Establish a systematic review process of academic programs
		1.2.2 Strengthen the access to information in the library
		1.2.3 Establish and promote new education programs
		1.2.4 Strengthen the quality of the PG Programs
	1.3 To strengthen research and publications.	1.3.1 Strengthen the mechanism of research and publication
Goal 2: Providing improved infrastructure and human capital	2.1 To upgrade physical / visual environment.	2.1.1 Improve and expand infrastructure facilities.
	2.2 To upgrade social environment	2.2.1 Promote multicultural/multi religious social events
	2.3 To create a pool of competent staff	2.3.1 Recruit high caliber staff
		2.3.2 Form a pool of excellent visiting faculty
		2.3.3 Provide continuous training for the staff
	2.4 To promote sustainable environmental initiatives	2.4.1 Introduce & practice sustainable environmental initiatives
Goal 3: Ensuring good governance	3.1 To practice good governance at all levels	3.1.1 Strengthen and maintain effective management system
		3.1.2 Strengthen Financial sustainability of NILIS
Goal 4: Fulfilling the social responsibility and ensuring national and international visibility	4.1 To identify and address the training needs of the library & Information society of Sri Lanka	4.1.1 Conduct programs to a wider user community
	4.2 To achieve national recognition	4.2.1 Promote NILIS in the national context
	4.3 To achieve international recognition	4.3.1 Promote NILIS in the international context.
		4.3.2 Establish the presence of NILIS in international academic / professional bodies

Goal 1: Achieving excellence in teaching/learning and research in LIS

Objective	Strategy	Activity	Responsibility	KPI
1.1 To use appropriate pedagogy, andragogy, and technology to enhance quality of teaching/learning	1.1.1 Strengthen the quality of NILIS students through effective teaching /learning system.	1.1.1.1 Promoting interactive methods in teaching/learning	D / CC / SL /VF	No. of interactive sessions in programs
		1.1.1.2 Integrate Information Literacy into programs	D / CC / SL /VF	No. of Information Literacy sessions in programs
		1.1.1.3 Widening access to ICT resources	D / CC / SL /VF	No. of on-site students per computer
		1.1.1.4 Widening access to information resources	D / SAL	No. of books per student
1.2 To upgrade the standards of the education programs in par with university standards.	1.2.1 Establish a systematic review process of academic programs	1.2.1.1 Review & revise existing Curricula	D / SL / CC /SAL	No. of revised curricula
		1.2.1.2 Review & revise existing By-Laws	D / SL / SAL	No. of revised By-Laws
		1.2.1.3 Mapping curricula with SLQF Levels	D / CC / SL /VF	No. of curricula matched
	1.2.2 Strengthen the access to information in the library	1.2.2.1 Upgrade the library databases to enable easy access to library material	SAL	No. of users and catalogue records in the database
	1.2.3 Establish and promote new education programs	1.2.3.1 Design and implement a bachelor's program in Information Management.	D / CC / SL / Curriculum Dev. Committee	Development of the curriculum & By-Law
		1.2.3.2 Increase the number of PG students	CC	No. of students
New Addition	1.2.4 Strengthen the quality of the PG Programs	1.2.3.3 Obtain approval of the Centre for Quality Assurance for the restructured Master of Library and Information Science (ML&IS) and Postgraduate Diploma in Library and Information Science (PGDip (L&IS))	D / CC / SAR	Obtaining final approval of the QAC by December 2023.
1.3 To strengthen research and publications.	1.3.1 Strengthen the mechanism of research and publication	1.3.1.1 Encourage student research on national and international issues	D / CC / SL /VF	No of research topics
		1.3.1.2 Increasing the no. of PG and doctoral students	Course coordinators	No. of students
		1.3.1.3 Encourage teachers to apply for research awards	D/SL/SAL	No. of university / national / international awards
		1.3.1.4 Encourage publications by the academic staffs & students	D/SL/SAL	No. of publications / presentations
		1.3.1.5 Organising national / international conferences,symposia and workshops	D/SL/SAL/SAR/SAB	No. of national/international conferences,symposia and workshops

D-Director, CC- Course coordinators, SL-Senior Lectures of NILIS, SAL- Senior Asst. Librarian, VF-Visiting Faculty

Goal 2: Providing improved infrastructure and human capital

Objective	Strategy	Activity	Responsibility	KPI
2.1 To upgrade physical / visual environment.	2.1.1 Improve and expand infrastructure facilities.	2.1.1 Renovate the Toilet Block	D/SAR/SAB	% of the completion
		2.1.2 Repair the ceilings	D/SAR/SAB	% of the completion
		2.1.3 Establish new computer labs	D/SAR/SAB	No. of Labs
		2.1.4 installing a separate electricity meter	D/SAR/CEB	% of the completion
		2.1.5 Refurbishing and modernizing the lecture halls	D/SAR/SAB	% of the completion
2.2 To upgrade social environment	2.2.1 Promote multicultural/multi religious social events	2.2.1.1 organizing social events	D/CC/Students	No. of events
2.3 To create a pool of competent staff	2.3.1 Recruit high caliber staff	2.2.1.1 Fill the academic cadre vacancy	D/SAR	% of the completion
	2.3.2 Form a pool of excellent visiting faculty	2.3.2.1 Increase the number of expert resource persons	D / CC	no. of experts
	2.3.3 Provide continuous training for the staff	2.3.3.1 Train the permanent & visiting teaching staff	D/SAR/SAB/ SL/SAL	No. of training programms
		2.3.3.2 Train the Executive staff	D/SAR/SAB	No. of training programms
		2.3.3.3 Train the support staff	D/SAR/SAB/ Support staff	No. of training programms
2.4 To promote sustainable environmental initiatives	2.4.1 Introduce & practice sustainable environmental initiatives	2.4.1.1 Promoting green initiatives	D and all staff	No. Of initiatives

D-Director, CC- Course coordinators, SL-Senior Lectures of NILIS, SAL- Senior Asst. Librarian, VF-Visiting Faculty

Goal 3: Ensuring good governance

Objective	Strategy	Activity	Responsibility	KPI
3.1 To practice good governance at all levels	3.1.1 Strengthen and maintain effective management system	3.1.1.1 Submission of financial and non financial reports timely and accurately	D/SAR/SAB	% of completion
		3.1.1.3 Develop Information brochures for all education programs	D / CC	% of completion
		3.1.1.4 Conduct\ statutory meetings regularly	D/SAR/SAB	% of completion
		3.1.1.4 Form a Higher Degrees Committee	D/SAR	Forming the committee
		3.1.1.5 Introduce paperless procedures as much as possible	D/SAR/SAB and other staff	No of new activities converted
		3.1.1.6 Revise the NILIS Ordinance	D/SAR/Sub Committee	% of completion
	3.1.2 Strengthen Financial sustainability of NILIS	3.1.2.1 Conduct income generation short programs	D / SL / SAL / CC	Rs earned
		3.1.2.1 Conduct income generation education programs	D/SAR/SAB / SL/SAL	Rs earned
		3.1.2.3 Strengthen the Institutional Development Fund and other funds	D/SAR/SAB / SL/SAL	Rs earned

D-Director, CC- Course coordinators, SL-Senior Lectures of NILIS, SAL- Senior Asst. Librarian, VF-Visiting Faculty

Goal 4: Fulfilling the social responsibility and ensuring national and international visibility

Objective	Strategy	Activity	Responsibility	KPI
4.1 To identify and address the training needs of the library & Information society of Sri Lanka	4.1.1 Conduct programs to a wider user community	4.1.1.1 Conduct PG and other education programs for Public/School Piriven and other library sectors	D/SL / CC	No. of programs & students
		4.1.1.2 Conduct short term training programs for Public/School and other librarians	D/SL / CC	No. of programs & students
		4.1.1.3 Conduct informative webinars / /lectures related to LIS	D/SL / CC	No. of programs & students
		4.1.1.4 Conduct Community Development Programs	D/SL / SAL/ CC	No. of programs & students
		4.1.1.5 Ensure equitable access to students from all provinces using blended learning model	D/SL / SAL/ CC	No. of provinces covered
4.2 To achieve national recognition	4.2.1 Promote NILIS in the national context	4.2.1.1 Staff engagement in collaborative / advisory activities in the university, national and professional bodies	D/SL / SAL /SAR / SAB	No. of engagements
		4.2.1.2 Develop networks with national professional organisations	D/SL / SAL /SAR / SAB	No. of collaborations
		4.2.1.3 Conduct training programs for external organisations	D/SL / SAL /CC	No. of programs & students
		4.2.1.4 Strengthen the presence of NILIS via Website & social media	D/ SL/ SAR	No. of sites with presence of NILIS
4.3 To achieve international recognition	4.3.1 Promote NILIS in the international context.	4.3.1.1 Staff engagement / membership in international and professional bodies	D/SL/SAL	No. of engagements
		4.3.1.2 Develop networks with international professional organisations	D/SL/SAL	No. of engagements
		4.3.1.3 Visits of international scholars to NILIS and from NILIS	D/SL/SAL	No. of visits
		4.3.1.4 Invitations received by the NILIS staff from international bodies	D/SL/SAL	No. of invitations
		4.2.1.4 Strengthen the presence of NILIS via Website & social media	D/SL/SAL	No. of sites with presence of NILIS
	4.3.2 Establish the presence of NILIS in international academic / professional bodies	4.3.2.1 Obtaining membership in relevant academic / professional associations	D/SL/SAL	No. of memberships

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