

Empowering Rajans through a Professional Approach

Master Plan
Dharmaraja College

Developed by the Old Boys' Union

This Master Plan has been developed as per the
'Guidelines for School-Level Planning' released by the
Ministry of Education

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Chapter 1

Background

Dharmaraja College, one of the top primary and secondary education providers in Sri Lanka, completed 131 years of service to the nation this year. The role played by Dharmaraja College in the Buddhist revival and in the introduction of Sinhala medium education are well known and recorded in history. With the contributions of national leaders such as Sir D.B. Jayatilaka, P. de S. Kularathna, S.L.B. Amaranayake and L.H. Meththananda and the stewardship of great educationists like S.A. Wijayatilake, A.P. Gunaratne, and S.M. Keerthiratne, Dharmaraja College over a century has established a unique culture shaped by norms and values that signify the Dharmaraja ethos and brand — giving the school pride of place in the primary and secondary education ecology of the country.

1.1 Dharmaraja College in the history of progressive education reform in Sri Lanka

From its inception Dharmaraja College was a trend setter in education in the country. At a time when educational opportunities for Sinhala and Buddhist students were limited, Dharmaraja was established by a group of pioneering educationists and philanthropists to fulfil the needs of this community. Dharmaraja College started by Col. Henry Steel Olcott on 30th June 1887, is today a school campus with over 50 acres in the heart of the Kandy city and has all the facilities of a national college with over 4000 students and over 300 staff. The College is surrounded by the Temple of the Tooth, Kandy Lake and the beautiful Udawatte Forest Reserve.

To clear the land for the new school, Wadugodapitiya Punchirala Korale — the Kapu Mahatthaya of Natha Devalaya cut down a Bo tree overnight. This subversive act lost him his government posts and privileges and his lands were confiscated. Cutting down a sacred Bo tree to start a Buddhist school may seem paradoxical, but it was an indication of the unconventional path chosen by the pioneers who began this school — a spirit that still guides the school as it faces new challenges in the twenty first century.

In the 1940s the then Principal Mr. Meththananda identified a new threat. Sinhala Buddhist students from underprivileged backgrounds were being converted to Christianity through the offer of better educational opportunities in missionary schools. Since Buddhist schools such as Ananda and Dharmaraja only catered to upper and middle-class students who could afford relatively high school fees,

Sinhala Buddhists from underprivileged backgrounds were attracted to missionary schools. In order to cater to this student group, the Elementary Department was inaugurated in 1940.

From their inception Buddhist schools operated as private schools under the Theosophical Society. Only limited financial support was provided by the government. Mr. Meththananda initiated the struggle to recognize Dharmaraja as a state school and thereby ensure state financial patronage and long-term stability for the school. Within this challenging context the Kandy Educational Front was formed in 1957. The Educational Front began public lobbying for the government takeover of Dharmaraja. However, the Buddhist Theosophical Society also resisted this move and attempted to retain its control over the school. Mr. Thevarapperuma the then Principal of Dharmaraja led a long and sustained battle against this decision and presented the case to the Senior Assistant Secretary to the Ministry of Education Dr. Ananda Guruge (a distinguished old boy). Ultimately, Dharmaraja and also Ananda College were declared government schools on 1st December 1960. The story of Dharmaraja, therefore, is one of struggle and achievement that was moulded by a group of committed educationists who had the courage to think and act in unconventional ways to meet the challenges of their time. Today's challenge remains the same — to think creatively and out-of-the-box to position the school competitively in a rapidly changing social and educational context.

1.2 Need for a Master Plan

The historical role of Dharmaraja has been unorthodox and the school has played a decisive role at difficult and crucial junctures in the history of the Sri Lankan education system. It is the opinion of the **Rajans Professional Collective** that Dharmaraja and the Sri Lankan education system as a whole is currently facing a number of challenges. Therefore, unless we intervene now, Dharmaraja would become just another school and lose its position as a thought and change leader.

With the increasing politicisation and commodification of the education system, the erosion of the values in society in general and ignorance of norms, the Rajans community has keenly felt the need for a Master Plan for Dharmaraja College. This need has been discussed for the last two decades but no pragmatic initiative was launched despite one or two false starts.

The need for a Master Plan became evident during the last few years due to a number of factors. Cuts in state financial allocations, red-tape and bureaucratic barriers to carrying out development activities and unplanned changes to staff, all indicated the need for a Master Plan to streamline and strategize the school's activities.

Within this context the **Rajans Professional Collective** began an organized dialogue to develop a Master Plan for the College in 2016 with the objective of first identifying the key challenges facing the school and then to provide long term solutions for identified issues, and finally, to prepare Dharmaraja to face the new cultural and technological changes in the country and to position the school

as a leader for the next century. The significant support provided by the Principal and the staff and also the President of the OBU and his team in the Old Boys' Union was instrumental in developing this Master Plan. We believe that with the support of the Principal, academic staff and the OBU this Master Plan will provide the road map to maintain Dharmaraja College as one of the leading education providers in the country and to take the college to even greater heights than what it has achieved in the past.

Chapter 2

Master Plan

2.1 Vision

Preparing an educated, judicious and value-conscious Rajan who fits well with the requirements of the future world of work and possesses a balanced all-round personality.

2.2 Mission

Developing Dharmaraja College to become a provider of education that promotes the development of students through the implementation of the full-curriculum in keeping with national educational goals to produce citizens who can face and overcome the challenges of a changing world.

2.3 Overall objective

Ensuring students overall development as true Rajans and ensuring that the Rajan ethos is articulated and realized in a manner consistent with the needs and challenges of twenty-first century Sri Lanka.

2.4 Specific objectives for hard skills development

- Strengthening the education programme by assisting both students and teachers
- Improving the standard of sports through quality coaching and encouraging student participation
- Streamlining the college co/extra-curricular activities and outreach programmes through efficient planning and support
- Developing infrastructure facilities to support the smooth operation of the college

2.5 Specific objectives for soft skills development

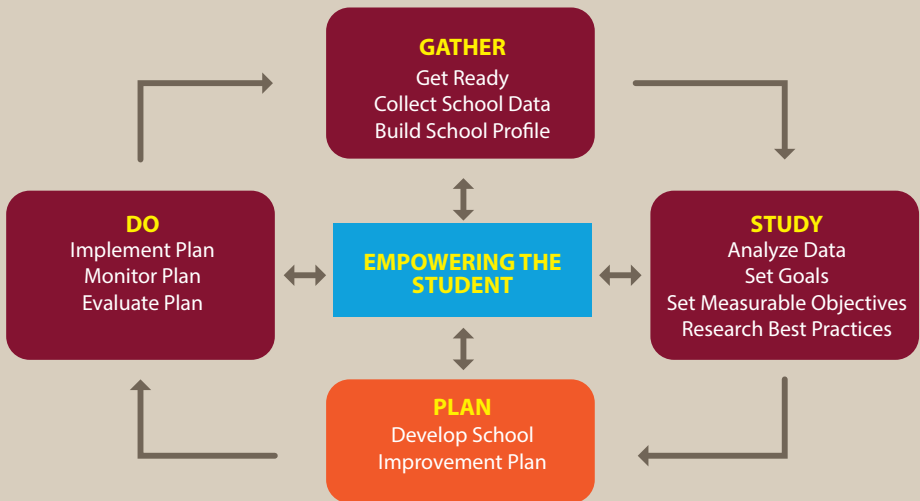
- Making students aware of the college history and its core values
- Further strengthening the unique culture of Dharmaraja
- Improving student discipline in a context of rapid social transformation
- Enhancing students' personality so they are competitive in the employment market

2.6 Consultative process

Initial discussions for this plan were generated by a group of

professionals including the senior officers of the OBU in mid-2016. Subsequent sessions conducted by other professional groups both locally and overseas added value to the initial ideas and further strengthened the commitment to continue with the initiative. This led to further brainstorming sessions conducted with other OBU groups and these ideas and suggestions were fed into a core group established under the direct supervision of the OBU President. These discussions were enriched with ideas and proposals made by past principals, deputy principals and educational specialists. The entire process followed the model outlined in the diagram below.

MODEL FOLLOWED



Thereafter, with the blessings and the support of Old Boys' Union, a comprehensive workshop was held with the participation of the Principal and a few invited staff members and also with the participation of more than 150 Old Rajans. During this workshop, based on the ideas and suggestions collected up to that moment, a number of key thrust areas were identified, and sub groups were formed to work on each thrust area. With these subgroups, more workshops were held and brain storming sessions were conducted to identify the priority needs of the school. The feedback from the Principal and College staff was collected in another workshop and finally there was a collective agreement on eight thematic areas (see Annex I) to be considered in developing projects for the Master Plan. The Master Plan presented today (see Annex II) to the Rajans community and to the Principal and the staff is the culmination of the entire process described above.

2.7 Way forward

The Dharmaraja College Master Plan will be operationalized under eight thematic areas. Each of these themes represent a critical area for the development of the school and the success of the overall plan depends on looking at these themes as inter-linked domains which cannot be treated in isolation. The success of one theme depends on how well the other themes are planned and executed. The ultimate vision of the Master Plan is to revitalize the school and position it as one of the key primary and secondary education providers in the country and a school that is innovative and creative in its responses to the challenges of education in Sri Lankan society in the twenty-first century.

Under the Master Plan, a common fund of approximately Rs. 100 million will be established and necessary amendments to the Old Boys' Union Constitution will be made to regulate the fund. Money from the fund will be strictly restricted to activities that are defined in the Master Plan and a rigorous approval and monitoring process will be established to ensure the efficient disbursement and utilization of funds. Regular updates of activities executed under the Master Plan will be available on the www.rajans.lk website along with financial details of utilization of the fund. The fund will be audited by the official auditors appointed by the OBU. The fund will be later converted to a Trust which will be constituted with representatives from the OBU, the school administration and core members from the Master Plan Steering Committee.

In operationalizing the Master Plan, a Standard Operating Procedure (SOP) will be followed. A Master Plan Steering Committee school administration, OBU members, members of the Master Plan Core Team and SDS will screen projects and prioritize them. Thereafter, project proposals will be handed over to Subject Matter Experts (SMEs) for the relevant theme to conduct a feasibility study and report to the Master Plan Steering Committee for approval and budgetary allocation. Finally, it will then be transferred to the Executive Committee of the OBU for their review and approval. SMEs for each thematic area mentioned above will be identified as mentioned in the SOP. Thereafter, a relevant team will be appointed to implement and manage the project. Once completed each project will be formally handed over to the school. Post-project there will

be a debriefing and evaluation process whereby the OBU will be able to identify strengths and weaknesses in the process and fine tune it for better performance in future. A summarized report of each project, its key outcomes and financial details will be shared with the school and uploaded in the official website.

Activities not covered by the Master Plan may be proposed and executed by interested groups of old boys but funds for such activities will need to be sourced from elsewhere. Such activities should also follow the procedure outlined above and requires the approval of the Master Plan Steering Committee.

The following thematic areas are covered under the overall vision of the Master Plan.

1. Dharmaraja Identity and Reputation



What is meant by Dharmaraja identity and reputation is that the product of the school — a Rajan — should aspire to a unique identity that embodies the core values of the school. A product of Dharmaraja should be someone unafraid to challenge social convention and to stand against populist trends to assert the Buddhist values by which the school has defined itself for over 130 years. A Rajan should be proud of his Rajan identity, be compassionate, sensitive but at the same time be a leader who leads by example. He should be a productive citizen of the society that he belongs to — whether in Sri Lanka or overseas — and someone who respects and recognizes diversity and inclusivity. A Rajan should be confident but not arrogant and elitist. As professionals

or entrepreneurs, Rajans should be socially conscious and be aware of their responsibilities and commitments to the society they live in. They should embody the true spirit of giving in the Buddhist tradition and be ever-prepared to work for the benefit of others and society.

Maintaining the Dharmaraja identity also requires that a certain brand identity regarding the college is maintained in all its activities. It is the responsibility of all stakeholders: old boys, teachers, administrators and students — to safeguard this identity in all activities relating to the school. Any event that carries the name Dharmaraja should align itself with the Dharmaraja ethos and has to be handled in a professional manner that is reflective of the Dharmaraja brand.

2. Academic Performance



Dharmaraja has always distinguished itself in the academic performance of its students. The school has consistently maintained high levels of achievement at public examinations in Sri Lanka and a large number of Rajans enter the state university system every year in various disciplines. In a system that is becoming even more competitive Dharmaraja must ensure that its academic standards are maintained. However, at the same time it is necessary to understand in today's context that academic performance is not determined by performance at examinations alone. Given the challenges in state education in the country, many students now pursue non-traditional means of obtaining higher education qualifications. The school needs to recognize this reality and equip students with the knowledge and ability to pursue these non-traditional means of

attaining academic qualification and accreditation. There is also a critical need to balance the competitiveness of academic performance with the values of giving and compassion described in theme one. Academic competitiveness should not be seen as mutually exclusive from the idea of a sensitive and giving Rajan — the two need to co-exist and thrive.

3. Personal Social and Spiritual Development



In today's context many educationists, society leaders, etc., will agree that there is a serious lack of concern about the social and spiritual development of students within education. Driven by larger pressures about employability and the competitive examination culture in the country, the spiritual and personal and social growth of students is neglected. Teaching of religion as a subject is not the answer to this problem. Spiritual growth of students must be integrated into school culture and mainstreamed into a range of activities students engage in school. In addition to the traditional view of spiritual growth which is largely associated with religion, there is also a need to attend to psycho-social needs of students through professional counselling services. Overall, a Rajan product needs to be someone who is spiritually rich and is able to see value in life and society that is not merely material or commercial.

4. Career Guidance



This theme is connected to Academic Performance. The two are closely interlinked. In today's world of work academic

qualifications alone are no guarantee of successful or gainful employment. It is very important that the school is able to expose students from a young age to a diversity of career and entrepreneurial options available in society. Traditionally the Sri Lankan education system prepares students for a limited set of professions. However, a school like Dharmaraja has a responsibility to prepare students for a much broader range of careers. The one-career-for-life mentality needs to be challenged and students need to be given the confidence and ability to re-skill themselves and remain competitive in the job market. At the same time there are a range of non-traditional career paths available in Sri Lanka and overseas and students should be made aware of these and the school should foster attitudinal change so that students will see such careers as viable options.

5. ICT and International Collaboration



Under this theme the use of ICT for education will be explored in depth. Within the Sri Lankan education system student exposure to ICT remains limited. The definition of ICT in most contexts is the use of a computer and various software for daily uses. However, ICT in today's world saturates every aspect of human life and there is a need to expose students to this diversity and provide them with the skills to engage in ICT in a wide range of activities. One way in which students can be encouraged to engage with ICT more directly is through the use of an Online Learning Management System (LMS).

As part of this theme it is also envisaged that the School's and the

OBU's online presence will be significantly enhanced. The school needs to have a much bolder and vibrant online presence and the potential of ICT needs to be more efficiently exploited to draw upon the resources of old boys located in various parts of the world.

6. Sports, Physical Education and Co/Extra Curricular Activities



The focus here is to develop a broad program to uplift the sports and physical education areas of the school. Sports should not be seen as ancillary to the activities of the school but an integral part of education. The presence of Dharmaraja in all sporting domains needs to be enhanced and the physical and human resources necessary to develop sports in the school needs to be provided. In addition, the range and scope of co/extra-curricular activities in the school needs to be expanded. Connected to the theme of academic performance co/extra-curricular activities should not be seen as an additional burden or activities of lesser importance but a core-part of a well-rounded education. This also relates to the idea of building a Rajan identity. A Rajan product should not be a bookish individual simply interested in text-book knowledge but a mature individual who has a range of skills that allow him to deal with the challenges of life effectively.

7. Staff Welfare and Development



Next to students the greatest human resource a school has is its staff. The school and the OBU has a responsibility to ensure that the staff have the resources and working environment in

which they are happy and productive. Being a state school, there are limitations as to what the school or OBU can do for staff welfare. However, within these limits it is possible to contribute actively towards staff welfare and development. At the same time the OBU with its wide range of human resources can also contribute to the Continuous Professional Development (CPD) of staff members. The more such opportunities are provided the more students will benefit from higher quality teaching and learning. Just as we look at the whole person growth of students we should be looking at the whole person growth of staff so they can contribute more productively to the teaching and learning environment of the school.

8. Infrastructure Development



Dharmaraja college requires an integrated physical infrastructure development plan which takes into consideration the school's medium and long term requirements. The 53-acre campus of Dharmaraja is unique in both its size and varied topography in the education system in Sri Lanka. Even some universities in the country do not hold such extensive or varied land resources. The physical landscape of the school is therefore one of its primary assets.

At the moment the school has a number of physical infrastructure facilities such as the swimming pool and auditorium which have enhanced the school-going experience for students. However, there needs to be a more visionary plan to upgrade existing infrastructure and to acquire new infrastructure where necessary. It is also

necessary to regulate and systematically utilize the land resources of the school in a sustainable manner and in a way that aesthetic appeal and practical utility are balanced effectively. Twenty-first century land-use management and architectural principles need to be applied in the planning and execution of new infrastructure projects.

Annex I

Key Themes

1. Dharmaraja Identity and Reputation

- i. Inculcate the Rajans' tradition and ethos in every member of the college family including staff, student body, OBU, SDS and parents.
- ii. Impress upon every member of the college family that he/she represents the school be it within the school or outside the school environment and his/her actions and demeanor should be in accordance with the school ethos.
- iii. Impress upon every member of the college family to safeguard the school's reputation.
- iv. Impress upon every member of the college family to exercise restraint and discipline.

2. Academic Performance

- i. Upgrade library facilities and services.
- ii. Conduct academic workshops and seminars as appropriate.
- iii. Develop infrastructure facilities to facilitate an increase in Grade 6, OL/AL student intake.
- iv. Provide opportunities for innovation.
- v. Conduct regular innovation and creativity workshops to encourage students to innovate and think creatively and establish a fund to facilitate students to pursue innovative and creative ideas.
- vi. Improve A/L and O/L results. Improve competency level of grade 5 students.
- vii. Establish a fund to support needy students.

3. Personal, Social & Spiritual Development

- i. Facilitate an assessment of the student body to form a baseline with respect to psychological maturity, aspirations, goals and challenges.
- ii. Conduct workshops on leadership, language and communication.
- iii. Facilitate a monthly motivational talk by a role model.
- iv. Develop a social responsibility programme inclusive of

civic responsibilities.

- v. Develop a spiritual improvement programme.
- vi. Establish a desk for student counselling and mentoring.

4. Career Guidance

- i. Provide vocational training guidance for needy OL/AL candidates.
- ii. Provide guidance for professional career development.
- iii. Hosting job fares with the support of corporate sector partners.
- iv. Creating a job bank via the Rajan's Professional Collective for school leavers.
- v. Conduct workshops for job seekers.
- vi. Establish a desk to support students with information, motivation and support to develop their CVs, covering letters and necessary documents.

5. ICT & International Collaboration

- i. Facilitate an assessment of the existing infrastructure and generate a remediation plan.
- ii. Provide support to increase operational efficiency through ICT.

- iii. Facilitate industry internships after OL and AL.
- iv. Introduce an LMS (Learning Management Systems) for students.
- v. Establish an online member database and link all local and overseas OBUs.
- vi. Build and maintain a consolidated official, authorized and relevant website for the school with links to all OBU branches.
- vii. Provide “dharmaraja.lk” e-mail addresses for staff members via Google/Microsoft cloud platforms.
- viii. Facilitate international tours for top performing students and cultural troops as appropriate.
- ix. Liaise with overseas OBUs.

6. Sports, Physical Education and Co/Extra-Curricular Activities

- i. Contribute to facility improvement and introduce new sports activities.
- ii. Facilitate the selection and engagement of coaches of suitable caliber and draft annual goals in partnership with the school authorities (Principal, POG, MIC, etc.).
- iii. Establish a Rajans Sports Academy.

- iv. Encourage students to participate in sports activities and establish a booster programme to assist students with high potential.
- v. Provide incentives to organize co/extra-curricular activities and encourage students to participate.
- vi. Organize collaborative and competitive encounters within the school and between schools.
- vii. Establish/revise the code of ethics for all (students, coaches, staff and parents) engaged in sports at Dharmaraja college.

7. Staff Welfare and Development

- i. Facilitate and conduct workshops (teacher training) as required.
- ii. Facilitate medical camps for staff and their families.
- iii. Facilitate a process for the staff to avail the support of the OBU for assistance regarding their personal matters pertaining to the benefit of the college.
- iv. Assist teachers seeking further academic growth.
- v. Facilitate the construction of onsite staff quarters.
- vi. Organise an annual teacher symposium to provide a platform for past and present teachers to interact and share their experience/knowledge.

8. Infrastructure Development

- i. Facilitate a site survey and generate a survey plan and a layout plan.
- ii. Conceptualise a 25-year property development and management plan for Dharmaraja College with zoning giving due consideration to the environment.
- iii. Facilitate an environment, health, safety and risk assessment of all immovable infrastructure and develop remediation plans as required.
- iv. Develop a water management programme.
- v. Improve the general sanitation system in the school compound.
- vi. Assist the school to create the position of a Property/ Premises Manager, to keep all movable and immovable infrastructure in good order.
- vii. Facilitate the improvement of existing infrastructure to meet a minimum standard.

Annex II

Proposed Projects

Master Plan

Theme	Projects	Major Deliverables	
1	Dharmaraja Identity and Reputation	Standardizing Name Boards	Establish a standardized system for all the name boards and directions within the college premises
	Branding Meththananda Building	A Series of Speeches by Eminent Personnel of DRC and other Olcott Schools	Use this iconic building in communications material to provide publicity
	“Damrada Urumaya”	DRC Corporate Branding	Conduct speeches on a regular basis targeting students, teachers and parents
	DRC Archives Improvement	DRC Archives Improvement	Standardizing all the documentations and selection criteria for annual programmes
	Booklet on DRC Identity and National Responsibility	DRC Archives Improvement	Launch and maintain a flagship product to build Rajans’ corporate reputation
	DRC Archives Improvement	DRC Archives Improvement	Produce a video documentary on Dharmaraja College
	DRC Archives Improvement	DRC Archives Improvement	Develop a rich archive to preserve the history of Dharmaraja College
	DRC Archives Improvement	DRC Archives Improvement	Establish a mechanism to receive important archival material on a regular basis
	DRC Archives Improvement	DRC Archives Improvement	Arrange students to visit/use the archives systematically
	DRC Archives Improvement	DRC Archives Improvement	Print and distribute the booklet among new students at grade 1, grade 6 and grade 12

	Time Line										Budget (LKR)	Remarks
	Year 1		Year 2		Year 3		Year 4		Year 5			
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec		
											500,000	With names of great Rajans, Past Principals, etc
											200,000	2 speeches per quarter
											100,000	Intention is to create and maintain a high reputation among the general public
											500,000	To be used as promotional/ educational material
											50,000	
											200,000	

Master Plan			
Theme	Projects	Major Deliverables	
2	DRC Quarterly E-newsletter	Establish the newsletter committee	
		Develop an e-mail distribution list	
		Produce an e-newsletter and disseminate quarterly among the key target audience	
	Library Improvement Programme	Conduct a needs assessment for all the 3 libraries	
		Provide modern facilities	
	Crash Programme to Boost Academic Performance by 50% by 2020	Establish a committee on 'Academic Targets of Rajans' including teachers, professionals and parents	
		Conduct programmes with model question papers targeting the exams annually	
		25% increase in results	
	Academic performances	Academic Motivational Talk Series by Educational Specialists	Conduct seminars
		Scholarship Programme	Establish Rajans Scholarship Fund for needy students
Award 75 scholarships to needy students on academic merit			
Promoting and Facilitating a Series of Formative Assessments		A comprehensive and a practical formative assessment system is in place	
Development of Smart Class Rooms		Identify 6 Classes from different sections	
	Convert these 6 class rooms in to Smart Class Rooms with all the necessary facilities		

	Time Line										Budget (LKR)	Remarks
	Year 1		Year 2		Year 3		Year 4		Year 5			
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec		
											50,000	
											5,000	
											As per the assessment	
											100,000	
											150,000	
											1,875,000	Rs 25,000/- per student
												Expect a gradual improvement in student performance
											600,000	

Master Plan			
Theme	Projects	Major Deliverables	
2	Academic performances	Language Centre Establishment	Establish a well equipped language centre as per international standards
			Develop an annual programme
			Create a fund to run the Centre
			Establish a model to sustain the centre
		Primary Section Education Development Programme (with SDS)	Develop a plan
			implement at least 2 short term tasks
			implement at least 2 medium term tasks
		Additional Support to Students' Academic Programme	Conduct academic workshops for scholarship, O/L and A/L students annually
			Conduct programmes on motivation and exam techniques for scholarship, O/L and A/L students annually
			Print and distribute coloured handouts among A/L students to motivate them to attend the classes
		Providing Assistance to Increase Student Intake for Grade 6 and A/L	Support the School by providing necessary infrastructure facilities
		Innovation and Creativity Improvement Programme	Conduct workshops annually to encourage students to innovate and think creatively
Establish a fund to facilitate students to pursue extraordinary ideas			

Master Plan

Theme	Projects	Major Deliverables	
3	Personal, Social & Spiritual Development	Baseline Survey on Students' Psychological Status	Conduct assessment of the psychological maturity, aspirations, goals and challenges of the student body Prepare baseline report
		Leadership Development, Communications Skills Enhancement and Etiquette Awareness Training	Conduct training programmes for prefects and for final year students
		Career Guidance, Leadership & Personality Development of Rajans through Outward Bound Training (OBT)	Conduct Training Programmes for students of Grades 6, 9, O/L, A/L and also for the prefects and members of sports teams and school societies
		International Language Day Programme	Organize an annual event
		Assist Student Counseling	Provide support for ongoing activities
		Improving Social and Civic Responsibilities among students	Conduct speeches on social and civic responsibilities Organize a 'Rajans Service Day' CSR campaign annually with the participation of the principal, staff, students, parents and the OBU
		Spiritual Development Programme	Observing sil on Vesak Poya Day made compulsory to all students Organize one hour Dhamma Talk on other poya days falling on week days

	Time Line										Budget (LKR)	Remarks
	Year 1		Year 2		Year 3		Year 4		Year 5			
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec		
											25,000	
											200,000	Two programmes annually
											300,000	
											250,000	
											200,000	
											250,000	
											250,000	

Master Plan		
Theme	Projects	Major Deliverables
3	Personal, Social & Spiritual Development	Exposure Visits to the Universities for 2nd year A/L students Conduct programmes annually
4	Career Guidance	Project to Facilitate Vocational Training Guidance Establish a vocational training unit Conduct vocational training guidance programmes for O/L and A/L students
		'Kick-start Your Career' - Annual Job Fair Establish a committee for organizing the 'Job Fare' Organize a series of mock interviews with potential employers Conduct the job fair annually
		Rajans Job Bank Create an online job bank via the DRC official web portal with the assistance of Rajan's Professional Collective
		Career Development Help Desk Establish a Help Desk to support students in developing their CVs, covering letters and necessary documents
5	ICT & International Collaboration	ICT Infrastructure Improvement Plan Establish the ICT Committee Develop the ICT Infrastructure Improvement Plan Implement the key tasks

	Time Line										Budget (LKR)	Remarks
	Year 1		Year 2		Year 3		Year 4		Year 5			
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec		
											150,000	
											200,000	
											200,000	
											500,000	
											100,000	
											10,000	
											as per plan	

Master Plan

Master Plan			
Theme	Projects	Major Deliverables	
5	ICT & International Collaboration	Official DRC Web Portal	Develop a fully fledged web portal for DRC Establish institutional arrangements to maintain the portal
		LMS	Implement a Learning Management System (LMS) for students
		E-mail addresses to Staff through 'dharmaraja.lk' domain.	Provide "dharmaraja.lk" e-mail addresses for all staff members via Google/ Microsoft cloud platforms
		IT Lab for the Primary Section	Establish a well equipped IT lab
		Rajans Online Member Database	Create an online member database linked with all national/international OBUs
		International Exposure for Rajan Stars	Organize international tours for top performing students and cultural troops in collaboration with OBU branches overseas
6	Sports, Physical Education and Co/Extra Curricular Activities	Needs Assessment for Sports Facility Improvement	A report on the immediate and long-term requirements on sports facility improvements
		Rajans Sports Academy	Establish a fully functional Sports Academy under 'Profit Centre' approach
		Ground Development Project	Complete the ground with all the required facilities for sportsmen Ensure students have an alternative solution to for them to play and enjoy on a day to day basis

Time Line												Budget (LKR)	Remarks
Year 1		Year 2		Year 3		Year 4		Year 5					
Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec				
												100,000	
												To be determined	
												25,000	
												1,600,000	
												As per the opportunities	
												10,000	
												To be determined	

Master Plan

Theme	Projects	Major Deliverables	
6	Sports, Physical Education and Co/Extra Curricular Activities	Code of Ethics for Rajans Sports	Establish/revise the code of ethics for all who (students, coaches, staff and parents) engage in sports
	Rajans Annual Musical Extravaganza	Upgraded 'Susara' musical programme Conducted each year	
	Rajans Toastmasters Club	Establish the Club New students join the club each year	
	Coach Selection, Capacity Building and Maintenance Programme	Establish coach selection criteria Develop an induction programme for Coaches Establish a fund to remunerate coaches during their contract periods Establish a performance based evaluation system for continuation of coaches	
	Professional Support to Masters-in-Charge of all Sports	Establish a committee with the experts of key sports	
	Student Motivation Programme for Sports and Co/Extra-Curricular Activities	Conduct sports/co-extra-curricular activities Conduct introductory/development programmes for primary students and parents annually	

	Time Line										Budget (LKR)	Remarks
	Year 1		Year 2		Year 3		Year 4		Year 5			
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec		
											20,000,000	Rs 4 million per annual programme
											To be determined	

Master Plan

Theme	Projects	Major Deliverables	
6	Sports, Physical Education and Co/Extra Curricular Activities	Strengthening First Kandy Dharmaraja Scout Group	<p>Appoint a committed Master-in-Charge to work in the long run</p> <p>Recruit a Programme Manager and a Caretaker for Lake View Park through the SDS</p> <p>Develop the Lake View Park fully for scouting activities</p> <p>Develop and implement an Annual Programme</p> <p>Develop an e-guidance system</p> <p>Motivate the team to win the Island Merit Flag for the Best Scout Group in Sri Lanka</p>

Time Line												Budget (LKR)	Remarks
Year 1		Year 2		Year 3		Year 4		Year 5					
Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec				
												4,500,000	Main responsibility of the PM is to run the annual programme. Budget includes the salary of the PM and the Care Taker for 5 years
												7,500,000	With facilities to maintain as an International Training Centre
													With the participation of the Principal, the Programme Manager, scouts and parents
												200,000	For scouts, leaders and parent to use as a knowledge base which can track student performance

Master Plan		
Theme	Projects	Major Deliverables
6	Sports, Physical Education and Co/Extra Curricular Activities	Motivate the team to win the Gulam Hussain Flag for the Highest Number of Presidents Scouts Producing Group
		105 years celebrations of Rajans Scouting
		Organize an International Jamboree to celebrate 110 years of Rajans Scouting
	Student Incentivizing Programme for Sports and Co/Extra Curricular Activities	Organize extra classes to cover up missing subject content
7	Career Guidance, Leadership & Personality Development of Principal and the Staff, OBU Reps and Parents through Outward Bound Training	Conduct OBT programmes for all 3 groups
		Conduct a staff training needs assessment
	Teacher Capacity Building Programme	Organize training workshops quarterly
		Establish the Rajans Research Group of teachers and old boys
	Dharmaraja Education Research Conference (DERC)	Conduct a seminar on education research
		Conduct several workshops on research process
Launch the inaugural annual conference of the Rajan's Education and Research Forum		

Time Line												Budget (LKR)	Remarks
Year 1		Year 2		Year 3		Year 4		Year 5					
Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec				
												500,000	
												20,000,000	Will be celebrated in 2023 but preparations starts from 2019 onwards.
												350,000	
												As per the TNA	
												2,500,000	Rs 500,000 annually

Master Plan

	Theme	Projects	Major Deliverables
7	Staff Welfare and Development	“Pradakshina”	Organize a medical camp for staff and their families annually
		Teacher Assistance Programme	Establish a mechanism for the staff to avail the support of the Rajans Professional Collective/OBU on personal matters related to academic growth, transfers, etc.
		Professional Support to Staff on Personal Matters	Print a booklet with contact numbers of Rajans Professionals who can support staff on utility services
			Organize a teacher symposium annually to provide a platform for teachers past and present to interact and share their experience/knowledge
8	Infrastructure Development	25 Year Property Development and Management Plan for DRCK	Introduce a comprehensive insurance scheme for staff and their immediate family members
			Develop the property development plan addressing minimum standards stipulated by the Ministry of Education
			Appoint a School Premises Manager
			Fulfil all safety and hazards free conditions
Initiate short term projects			
Initiate medium term projects			

Time Line												Budget (LKR)	Remarks
Year 1		Year 2		Year 3		Year 4		Year 5					
Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec				
												200,000	
												10,000	
												100,000	
													Need to identify the existing safety issues in the school.
												as per the Master Plan	
												as per the Master Plan	

Master Plan

Theme		Projects	Major Deliverables
8	Infrastructure Development	Preparation of Survey Plan and Layout Plan for DRCK	Conduct a site survey
			Develop the survey plan and the layout plan
			Complete the fencing of the entire land
	Save Dharmaraja Landscape	Save Dharmaraja Landscape	Assess the current built up area for its vulnerability to landslides and identify areas need to be under vegetation in the entire land area
			Develop a comprehensive land zoning plan based on current and future use according to land suitability classes
			Adopt proper soil conservation programme
			Assess the current biological diversity and develop an enhancement plan
			Develop the non-built up area as a natural environment with minimum interference and promote to use it as a education, training and research center
	Staff Quarters Development	Staff Quarters Development	Build 2 Quarters; one for males and another for females with all facilities
	Staff Rooms Improvement Programme	Staff Rooms Improvement Programme	Renovate 4 existing staff rooms with minimum standards
			Establish 3 new staff rooms with minimum standards
	Safe Drinking Water for All	Safe Drinking Water for All	Establish a sound water management system

Time Line												Budget (LKR)	Remarks
Year 1		Year 2		Year 3		Year 4		Year 5					
Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec				
												200,000	
												As per the survey and layout plan	
												To be determined	Need to identify a suitable land and breakdown the work
												400,000	Identify the issues in the existing rest rooms
												1,500,000	
												500,000	

Master Plan		
Theme	Projects	Major Deliverables
	School Sanitation System Development	Construct clean toilets with all facilities for all the sections
		Establish a sustainable maintenance mechanism
	Auditorium Development Programme	Develop a plan to address the gaps
		Establish a modern and sustainable sound and lighting system
		Establish toilet facilities with modern equipment
		Establish a maintenance mechanism
		Establish one common notice board for advertising events
		Strengthen the security system further

Time Line											Budget (LKR)	Remarks
Year 1		Year 2		Year 3		Year 4		Year 5				
Jan- Jun	Jul- Dec	Jan- Jun	Jul- Dec	Jan- Jun	Jul- Dec	Jan- Jun	Jul- Dec	Jan- Jun	Jul- Dec			
											2,500,000	Will renovate the existing toilets or build new ones if required
											2,500,000	Rs 500,000 to be paid for laborers annually
											To be determined	

Master Plan			
Theme	Projects	Major Deliverables	
8	Infrastructure Development	Color Washing of Buildings	Colour wash the entire middle section
			Colour wash the two buildings of the Art and Commerce sections
		Re-acquisition of Bilimoria Building and Army Occupied Land	Complete the tasks in collaboration with the Colombo OBU Branch
		Erection of Wadugodapitiya Statue	
		Water Supply to the Play-ground	
		Refurbishment of the College Gymnasium	
		Pavilion Construction	
		Expansion of College Cafeteria	
		Hostel Improvement Programme	
		Establishment of a comprehensive CCTV System	
	Identify the users and their requirement levels		
	Determine the performance specifications		
	Develop the BOQ and identify the budget		
	Establish the security and surveillance system		

Master Plan

Theme		Projects	Major Deliverables
8	Infrastructure Development	Renovation of the Public Address System	Identify the gaps in the existing system and identify the extensions
			Fill the gaps with the modern equipment
			Re-start the student broadcasting programme
			Purchase a mobile loud speaker system for the assembly
		Construction of a Store Room for college furniture	Construct a store room (20'X30') to stack furniture items near the Grade 10 classes.
		Construction of 3 Security Points	Construct security points at the entrance before the pass gate, at the auditorium gate and at the dental clinic
			Man, and sustain the security points
		Carpeting of the Road from the Shrine Room to the Hostel	Carpet the road from the Shrine Room to the Hostel
		College Drainage System and Slope Stability Improvement Project	Develop an assessment report
			Fill the gaps including the drainage system of the ground
Proper Establishment of the Electricity and Telephone Lines in the College Premises	Establish safe and effective electricity lines (by CEB) in the college premises		
	Establish a proper telephone connection system (by SLT) in the college premises		
Construction of Two State of the Art IT Labs for the A/L Section	Construct two well-equipped labs		

Monitoring and Evaluation Mechanism of the Implementation of the Master Plan

Time Line											Budget (LKR)	Remarks
Year 1		Year 2		Year 3		Year 4		Year 5				
Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec			
											As per the needs	
											250,000	
											4,000,000	
											To be determined	Need to breakdown the work accordingly
											To be determined	Need to investigate the current layout of drainage systems and develop accordingly
											To be determined	
											As per the needs	

Master Plan		
Theme	Projects	Major Deliverables
Establishment of the Steering Committee		Appoint a Steering Committee consisting of the school administration, staff and OBU to monitor and advise on the implementation of the Master Plan
		Conduct committee meetings on a regular basis
		Present a report with the progress, issues and recommendations to the OBU quarterly
Appointing the Subject Matter Experts (SMEs)		Appoint a minimum of 10 SMEs for each theme
		Conduct feasibility studies of proposed projects
		Provide recommendations to the Steering Committee
OBU Executive Committee Review		Appoint a representative with relevant experience for each thematic area
		Review the proposals submitted by the Steering Committee and provide approval
Establishment of the Secretariat		Identify a location and appoint a full-time coordinator
		Approve a budget to run the secretariat
		Submit the progress reports on a quarterly basis to the Steering Committee

Time Line											Budget (LKR)	Remarks
Year 1		Year 2		Year 3		Year 4		Year 5				
Jan- Jun	Jul- Dec	Jan- Jun	Jul- Dec	Jan- Jun	Jul- Dec	Jan- Jun	Jul- Dec	Jan- Jun	Jul- Dec			
											40,000	OBU to host meetings and prepare and deliver reports
											1,200,000	OBU to pay the salary of the Coordinator and provide office equipment

Master Plan		
Theme	Projects	Major Deliverables
Setting up of the Mater Plan Implementation Fund		Open a new account under the OBU to receive funds to implement the Master Plan
		Develop SOPs to utilize funds
		Include a special statement in the OBU Constitution to use this fund only to implement the Master Plan
		Invite all Rajans, local/foreign OBU branches, parents and well-wishers to sponsor the Master Plan Implementation
		Launch the Master Plan Implementation
Convert the Master Plan Fund to a Trust Fund		Prepare relevant documents
		Appoint trustees
		Launch the Trust

