



**UNIVERSITY OF COLOMBO**



**STRATEGIC PLAN  
2024 - 2028**

## TABLE OF CONTENT

	Page No
<b>Foreword</b>	01
<b>Introduction</b>	02
<b>Historical Perspective</b>	04
<b>SWOT Analysis</b>	15
<b>Vision and Mission, Core Values</b>	19
<b>Goals and Objectives of the University</b>	20
<b>Action Plan</b>	23
<b>Organizational Structure</b>	52

## FOREWORD



The University of Colombo is the pioneer and forerunner of Higher Education & Research in Sri Lanka. Over the past two years, the University of Colombo (UOC) was ranked 1st among Sri Lankan Universities by Webometrics Rankings. The Times Higher Education World University Rankings 2023 placed the University of Colombo within the 601 – 800th Universities among 1799 Universities in 104 countries; and by subject: Clinical, Pre-Clinical & Health was placed within 301 – 400th & 1001+th place in Physical Sciences respectively. Additionally, the University of Colombo was ranked among the 1001 – 1200th by the QS World University Rankings 2023 and became Island 1st among Sri Lankan universities as well.

In keeping with the policy of the Ministry of Higher Education, the University of Colombo has presented the Fourth Strategic Plan. The Strategic Planning Committee appointed by the Council for 2012-2016 comprised of the Vice Chancellor, Rector, Deans, Registrar, Bursar, Council nominees and some Senior academics and administrators of the University. This Plan together with its activities and implementation plan was constantly reviewed based on the activities undertaken.

The Rector, Deans, Directors, Senior Administrative Officers, and Academics of the Faculty of Management & Finance met periodically and evaluated the goals, objectives and targets achieved and updated the Strategic Plans annually since 2015. Accordingly, the Strategic Plan for the years 2024 - 2028 was prepared. With the commitment and diligence of the staff it is my sincere belief that the University of Colombo will be successful in achieving the Goals and Objectives, as envisaged in the updated Strategic Plan.

University of Colombo adopted and promoted Sustainable Development Goals in the year 2022. As stated in the 17th SDG Goal, the University promoted Partnerships with domestic and international Universities, Institutions, and multilateral organizations.

I take this opportunity to express my sincere gratitude to all those who contributed towards the preparation of this Strategic Plan and I am confident that the entire University community will contribute maximally to achieve the envisaged.

Senior Professor H D Karunaratne  
Vice Chancellor

# INTRODUCTION

## The University of Colombo

Deriving its heritage from the Ceylon Medical College which was established in 1870 and the Ceylon University College established in 1921, the University of Colombo is a sprawling complex located in the very heart of the metropolitan city of Colombo, Sri Lanka.

In keeping with its motto "Buddhi Sarvathra Bhrajate", the Sanskrit verse for "Wisdom Enlightens", the University of Colombo strives to maintain academic excellence in all areas of study. The University of Colombo has ten (10) Faculties, one Campus, one School and six (6) Institutes altogether consisting of 77 academic departments and several Centers & Units. The University offers many undergraduate and postgraduate study courses in the fields of Arts, Science, Medicine, Management, Law, Education, IT, Aesthetic Studies, Molecular Biology, Technology, Nursing, etc. In addition, the University also offers several other services, such as library services, career guidance, staff development, IT services and services for differently abled students.

Student life is enhanced by a plethora of extra-curricular activities offered on Campus. The well-developed playground and the modern gymnasium offer sportsmen and sportswomen the opportunity to explore and develop their abilities to the fullest. The New Arts Theatre is often the arena for spotlighting the dramatic / musical / aesthetic talents of our student population.

Today, the University of Colombo has a multi-cultural and multi-ethnic student and staff population, fostering social harmony, cultural diversity, equal opportunity and unity. With a proud history of over one hundred and forty-nine years, it continues in its endeavor to meet the challenge of maintaining its position as the University with a Modern and International Outlook. The strategic location of the University offers competitive advantage by delivering value proposition for its stakeholders being the "metropolitan university". Its central location in the commercial capital city of Sri Lanka provides easy access to a wide range of cultural, entertainment and business facilities for both the local and international community. The

University of Colombo is the pioneering benchmark of Higher Education in Sri Lanka.

The "Cyber Campus" - Centre for Open & Distance Learning cater to the students who seek higher education but could not enter the state universities by the merit-based selection at the Advanced Level examination. They get opportunities via external degree programs & extension courses by departments, centres and units. The vibrant International Office of the University functions as the hub for international collaboration enabling the University to diverse the reach beyond the borders.

The Confucius Institute of the University of Colombo facilitate the acquisition of knowledge and proficiency in Chinese language and culture while the Centre for Contemporary Indian Studies (CCIS) promotes activities connected with developing knowledge about contemporary studies in India, in Sri Lanka.

## Annual Research Symposium

The Annual Research Symposium was initiated as a regular event in 2008 with the aim of disseminating new knowledge acquired through research conducted by the academic community of the University. The symposium also promotes healthy interaction between the Faculties and Institutes of the University of Colombo. Each year the abstracts of papers presented at this symposium are published as *'Proceedings of the Symposium'*. This represents the bulk of research work carried out in the University in that particular year.

## University of Colombo e-Repository

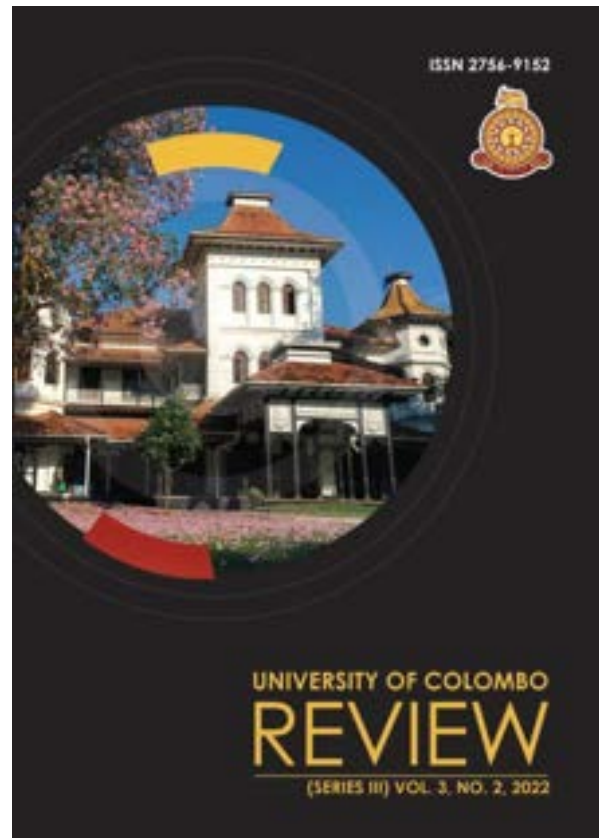
University of Colombo Electronic Repository (UCER) is a collection of scientific research publications by researchers at the University of Colombo, Sri Lanka. This e-Repository serves to manage, preserve and make available the academic works of the faculty, postgraduate students and other research groups. The collection includes faculty publications, masters and doctoral theses. The repository is updated regularly, and new works are added to the collection on a continuous basis.



## INTRODUCTION

### University of Colombo Review (UCR)

The University of Colombo Review (UCR) (Series III) is a double-blind peer-reviewed scholarly journal that publishes articles from all academic disciplines. It is an open-access journal which abides by internationally accepted research and publication ethics and is funded, hosted and published by the University of Colombo, Sri Lanka, as its flagship scholarly publication. The journal is steered by an independent editorial board that consists of members nominated by each faculty of the University and approved by the University Senate. It also has an international advisory board that is similarly constituted. It is currently published bi-annually in May and November, in both print and online formats.



## HISTORICAL PERSPECTIVE

The history of higher education in Sri Lanka is closely linked with that of the University of Colombo, which traces its beginnings to the establishment of the Ceylon Medical School in June 1870. In 1880 the School was raised to the status of a College, permitting it to award the Licentiate in Medicine and Surgery (LMS), and in 1889 the College was recognized by the General Medical Council of the United Kingdom, making holders of its license eligible to practice in Great Britain.

Although Ceylon enjoyed a well-developed system of primary and secondary education of the end of the 19th century, there were hardly any opportunities for the study of the Arts and Sciences beyond secondary school level. The Colombo Academy, later known as Queens College and eventually as Royal College, was the most prestigious secondary school at that time. It was first affiliated to the University of Calcutta, and later prepared students for the external examinations of the University of London.

In the last quarter of the 19th century, agitation for the provision of higher education in the island and the establishment of a University began. This agitation gathered momentum by the beginning of the 20th century. The University Association, formed in 1906 by a group of western educated elite, urged for the establishment of a national University. Owing to the persistent demands of the Association the Government decided to establish a University College in 1913. Thus, the Ceylon University College was established in 1921 at the College House premises.

The University of Ceylon was formed in 1942, by amalgamating the Ceylon Medical College founded in 1870 and the Ceylon University College founded in 1921. The central Campus was established at Thurstan Road, and the Medical Faculty remained at Kynsey Road. In 1952 the University of Ceylon started to relocate to Peradeniya. Initially, the Department of Law, and the Faculties of Agriculture and Veterinary Studies were shifted to Peradeniya. These were followed by larger faculties such as the Faculties of Arts and Oriental Studies. The Engineering Faculty and part of the Faculty of Science were also moved subsequently in different periods

while the Medical Faculty and the Science Faculty continued to remain in Colombo. In 1962, a separate Medical Faculty was established in Peradeniya.

In 1920, the government purchased the '*Regina Walauwa*', now named '*College House*'. The University College was formally opened in January 1921. College House, the then '*Regina Walauwa*', which is today considered a national heritage site, was a family house that belonged to Arthur de Soysa, the grandson of the philanthropist Sir Charles Henry de Soysa.

By 1950, the University of Ceylon had a reputation as an important centre of excellence in the Commonwealth. The Higher Education Act of 1966 established a National Council for Higher Education (NCHE) and later, under the University of Ceylon Act No. 1 of 1972, all universities were brought under one umbrella and made Campuses of a single university established as the University of Sri Lanka. The University of Ceylon, Colombo was named the Colombo Campus of the University of Sri Lanka. This system prevailed until 1977, when University autonomy was weakened and resulted in the Universities Act No. 16 of 1978 in which all Campuses of the then single University became independent Universities. Accordingly, the University of Colombo, Sri Lanka regained its autonomy in 1978.

It comprised of the faculties of Medicine, Arts, Science, Education and Law. A Faculty of Graduate Studies was created by an Ordinance of the UGC in 1987 to further strengthen post-graduate education. Subsequently, the Faculty of Management and Finance was established in the year 1994. The Sri Palee Campus of the University was established by a Gazette notification in 1996. Institutes with financial autonomy were created by the earlier Act of 1972. When the single university was dissolved in 1978, the Postgraduate Institute of Medicine (PGIM), the Institute of Workers' Education (IWE) and the Institute of Indigenous Medicine (IIM) were affiliated to the University of Colombo. The Institute of Computer Technology (ICT) was established in 1987. Subsequently, the Institute of Biochemistry, Molecular Biology and Biotechnology (IBMBB), National Institute of Library and Information Sciences (NILIS) and

## **HISTORICAL PERSPECTIVE**

the Institute of Agro-technology and Rural Sciences (IARS) were established in 1999, 2003, and 2008 respectively. Further, Faculty of Technology (FOT), Faculty of Nursing (FON) and Postgraduate Institute of Indigenous Medicine (PGIIM) were established in 2017.

The University has recognized the importance of linking with alumni-especially in the industry and the private sector, through the concept of voluntary mentoring and internal placements facilitated by the Career Guidance Unit (CGU). Subsequently, the ICT was renamed as the University of Colombo School of Computing (UCSC) in 2002 and the IWE was renamed as the Institute of Human Resource Advancement (IHRA) in 2006.

The Staff Development Centre (SDC) of UOC was established to develop the human resource sector in the University system. SDC provides in-service training for the academic and administrative staff. It has expanded the services to cover other Universities in the country and has received international accreditation for some programmes.

In addition to the sixty-eight (68) Academic Departments of the nine (09) Faculties, UOC has established some special centres linked to faculties with expertise drawn from the civil society. These Centres are Career Guidance Unit (CGU), Social Policy Analysis and Research Centre (SPARC), Colombo University Community Extension Centre (CUCEC), National Education Research and Evaluation Centre (NEREC) and Centre for the Study of Human Rights (CSHR). The Centres undertake research studies and provide community-based extension programmes in a range of subject areas such as Human Rights, Community Development and Regional Development.

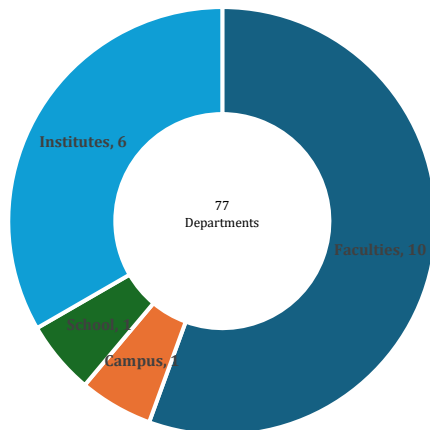
The University has buildings with well-equipped classrooms, laboratories, computer labs, staff and student rest rooms, auditoriums etc. Some faculties have well-established learning centres and well-equipped conference rooms. The gymnasium and the Fitness Centre are under the Department of Physical Education, which is used by both staff and students. The Library Network of the University of Colombo consists of the Main Library, which is the main hub of the network, and four (04)

branch libraries in the Faculties of Nursing, Medicine, Science, and Technology. The Main Library also provides professional support to the libraries in the Sri Palee Campus, Faculty of Graduate Studies and IARS. The University has thirteen (13) permanent hostels & two (02) temporary hostels which provide accommodation for the students.



## THE UNIVERSITY TODAY

The university currently consists of a Campus, a School, six (6) Institutes and ten (10) Faculties with seventy-seven (77) academic departments.



The Department of Mathematics building in the Faculty of Science is known as the '*Tower*', which is the icon of the University.



## Central Administration

The Central Administration office is located at '*College House*', No.94, Cumaratunga Munidasa Mawatha, Colombo 3. The offices of the Vice-Chancellor & the Registrar are also located at the same premises.





## THE UNIVERSITY TODAY

### Distribution of Student Population

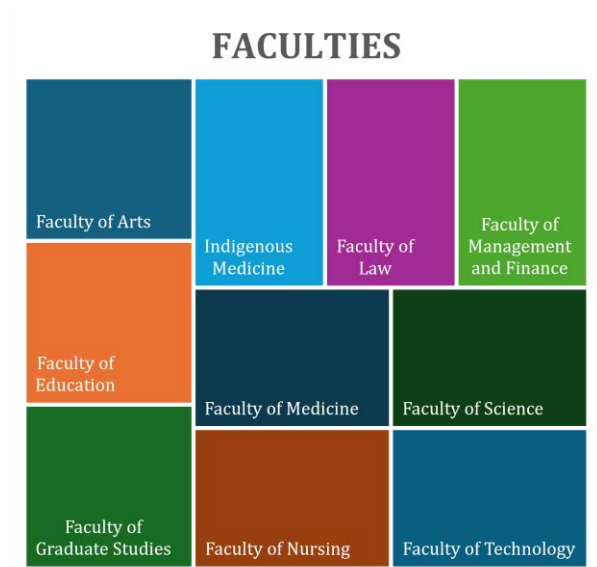
The distribution of the student population of the University in the year 2023 among the faculties and institutions is shown in the table below [as at 30-06-2023]

Name of Faculty/ Institute	Student Numbers				Total
	Undergraduate	Postgraduate	Certificate Courses	Diploma Courses	
Faculty of Arts	2,694	865	125	163	3,847
Faculty of Education	230	394	-	-	624
Faculty of Graduate Studies	-	2,358	-	-	2,358
Faculty of Indigenous Medicine	1,263	-	-	-	1,263
Faculty of Law	1,216	513	150	150	2,032
Faculty of Management & Finance	2,718	700	-	399	3,817
Faculty of Medicine	1,499	171	31	-	1,701
Faculty of Nursing	519	-	-	-	519
Faculty of Science	2,112	789	-	-	2,901
Faculty of Technology	1,385	-	-	-	1,385
Sri Palee Campus	721	251	-	-	972
Centre for Open Distance Learning – External	604	-	-	-	604
IBMBB	-	167	-	-	167
PGIM	-	3,781	-	-	3,781
PGIIM	-	33	-	-	33
UCIARS	1,183	-	-	-	1,183
IHRA	504	388	1,703	478	3,073
UCSC	1,085	192	124	5,007	6,408
UCSC – External (BIT)	5,701	-	-	-	5,701
NILIS	-	36	50	399	485
<b>Total</b>	<b>23,434</b>	<b>10,638</b>	<b>2,183</b>	<b>6,599</b>	<b>42,854</b>

# THE UNIVERSITY TODAY

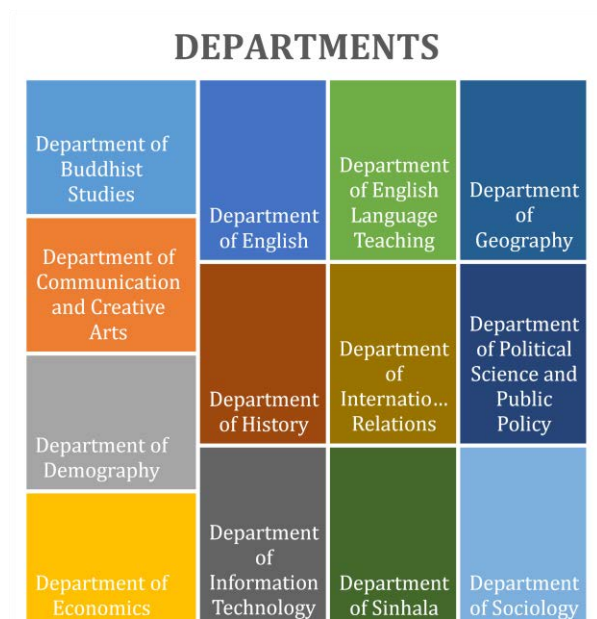
## Faculties

University of Colombo has following ten (10) Faculties.

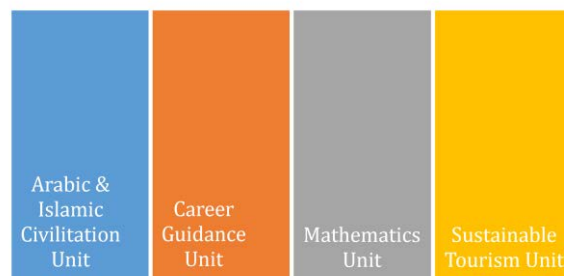


### Faculty of Arts<sup>1</sup>

Faculty of Arts is the largest Faculty in the University of Colombo in terms of student population. The faculty offers courses in the fields of Social Sciences and Humanities in three languages. Apart from the Bachelor of Arts Degree Programmes (Honors and Study Streams) several Departments offer courses & programmes from Certificate level to Doctoral level degrees. The Faculty has thirteen (13) Academic Departments and several units as depicted below.



## UNITS



The Faculty has one hundred sixty-five (165) permanent academic staff members: twelve (12) Senior Professors, twenty-four (24) Professors, four (04) Associate Professors, seventy-three (73) Senior Lecturers, ten (10) Senior Lecturers Transitional / Lecturers Unconfirmed and forty-two (42) Lecturers / Probationary Lecturers.

### Faculty of Education<sup>2</sup>

The Faculty of Education conducts the Bachelor of Education Honors degree programme which is offered collaboratively with the Faculty of Arts of the University of Colombo. Students for this programme are selected from the Faculty of Arts based on the performance of their first-year examinations.

Bachelor of Education students study from both the Faculty of Arts and the Faculty of Education. The Faculty of Education conducts the Bachelor of Education degree program in three media.

The faculty conducts postgraduate Diplomas in Education, Counselling, Drama & Theatre and Teaching of English as Second Language. The postgraduate degree programs include Master of Education, MPhil and PhD in Education. The Faculty has four Academic Departments as depicted below.



## THE UNIVERSITY TODAY

The Faculty has a National Level Centre named, National Education Research and Evaluation Centre (NEREC) which conducts studies commissioned by the Ministry of Education, World Bank, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH [German Corporation for International Cooperation GmbH] (GIZ), National Science Foundation (NSF), United Nations Children's Fund (UNICEF) etc.

The Faculty has thirty (30) members on the academic staff consisting of three (03) Professors, fourteen (14) Senior Lecturers, and thirteen (13) Lecturer/ Probationary Lecturers.

### Faculty of Graduate Studies<sup>3</sup>

The Faculty of Graduate Studies (FGS) of the University of Colombo is a pioneer Graduate Faculty in Sri Lanka. It was established in terms of the Faculty of Graduate Studies Ordinance No. 03 of 1987 (subsequently amended as the Faculty of Graduate Studies Ordinance No. 05 of 2020) made by the University Grants Commission under the Universities Act 16 of 1978.

The vision of the Faculty of Graduate Studies is to “To be a centre of excellence, creativity, and innovation within the realms of postgraduate education and research for the betterment of society” and the mission is to “To foster the enrichment of knowledge, skills, attitudes and human capital for sustainable development through postgraduate education and research.” The Faculty of Graduate Studies offers thirty-one (31) programs, including Executive Diplomas, Postgraduate Diplomas, and Masters Programs (both with coursework and research options).

They also have a Master of Philosophy in Clinical Psychology and an interdisciplinary MPhil/PhD program aimed at advancing knowledge and human capital for the country's development. These programs are available both online and onsite, on weekdays and weekends, and are aligned with the Sri Lanka Qualifications Framework (SLQF) in terms of entry qualifications, exit levels, and the volume of learning required for degree awards.

The Faculty of Graduate Studies has embarked on teaching, learning and research on achieving Sustainable Development Goals (SDGs) in the country with many new course modules incorporated in the postgraduate degree programmes offered. As the premier Faculty of Graduate Studies in the country, it produces many postgraduate students qualified with academic excellence and skills required for sustainable development of Sri Lanka and the world. The Faculty publishes the Colombo Journal of Multi- Disciplinary Research (CJMR) and conducts Annual Research Conference and Women's Day Symposium to disseminate new knowledge.

In order to achieve the agenda 2030 SDG's, FGS, Colombo offers study programmes on Human Rights, Gender and Women's Studies, Counseling and Psychosocial Support, Conflict and Peace Studies, Labour Relations and Human Resource Management, Development Studies, Manufacturing Management, Business Studies, Information Systems Management, Public Administration, Environment Management, and Technology and Innovation Management.

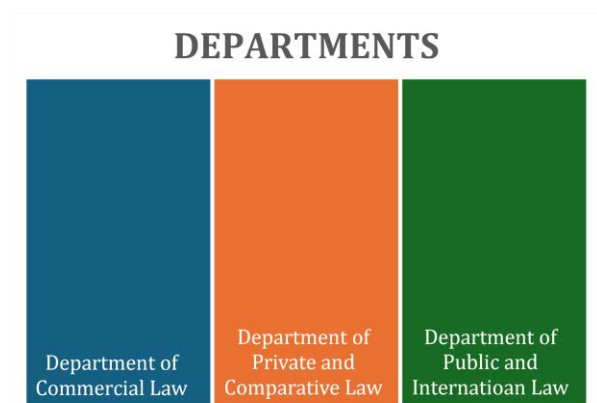
### Faculty of Law<sup>4</sup>

The Faculty of Law of the University of Colombo is the only fully-fledged Faculty dedicated to the teaching of Law in the entire traditional state-run university system of this country. It offers the undergraduate programme leading to the award of the Bachelor of Laws degree in all three languages, and also offers the Master of Laws, Master of Philosophy and Doctor of Philosophy degrees. In addition, the faculty conducts short courses as certificate courses on various topics of legal interest.

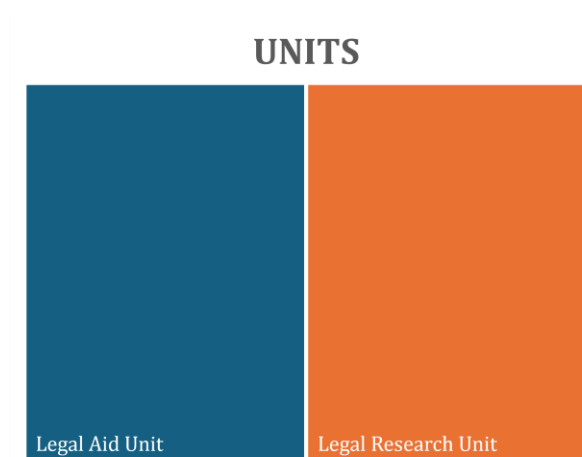
The Centre for the Study of Human Rights is established under the Faculty of Law. The centre conducts a large number of programmes and workshops aimed at promoting the study and appreciation of human rights throughout our nation. The Faculty has three Academic Departments as depicted below.



## THE UNIVERSITY TODAY



It also has the following two newly established units.



The Faculty is comprised of fifty-two (52) permanent members, which includes nine (09) Professors, fourteen (14) Senior Lecturers, five (05) Senior Lecturers Transitional / Lecturers Unconfirmed and twenty-four (24) Lecturers / Probationary Lecturers.

### Faculty of Management & Finance<sup>5</sup>

The Faculty of Management and Finance offers Bachelor of Business Administration (BBA) special degree in nine (9) areas of specialization in English medium. These specialization areas are Accounting, Finance, Business Economics, Human Resources Management, Marketing, Management and Organization Studies, Business Administration, International Business and Tourism and Leisure Management. Apart from the bachelor's degree, the Faculty offers Diplomas, MBAs, MPhils and PhDs. The Faculty has seven Departments and several Units.



There are eighty-one (81) members in the permanent academic staff comprising of two (02) Senior Professors, seventeen (17) Professors, three (03) Associate Professors, forty-one (41) Senior Lecturers, seven (07) Senior Lecturers Transitional/ Lecturers Unconfirmed and eleven (11) Lecturers/ Probationary Lecturers.

### Faculty of Medicine<sup>6</sup>

The Faculty of Medicine offers the Bachelor of Medicine/Bachelor of Surgery (MBBS) and the Bachelor of Science (BSc) in Physiotherapy in the English medium. Apart from the bachelor's degrees, the faculty conducts Diplomas, Masters and PhD programmes. The faculty has twenty (20) Departments.

## THE UNIVERSITY TODAY

DEPARTMENTS			
Department of Anatomy	Department of Biochemistry and Molecular Biology	Department of Physiology	Department of Parasitology
Department of Microbiology	Department of Psychiatry	Department of Surgery	Department of Obstetrics and Gynecology
Department of Forensic Medicine and Toxicology	Department of Pediatrics	Department of Medical Technology	Department of Pharmacology
Department of Pathology	Department of Medical Humanities	Department of Community Medicine	Department of Medical Education
Department of Clinical Medicine	Department of Family Medicine	Department of Allied Health Sciences	Department of Anesthesiology and Critical Care

The teaching staff consists of one hundred seventy (170) permanent members with sixteen (16) Senior Professors, forty-nine (49) Professors, one (01) Associate Professor, sixty-four (64) Senior Lecturers, thirteen (13) Senior Lecturers Transitional / Lecturers Unconfirmed and twenty-seven (27) Lecturers / Probationary Lecturers.

In addition to the departments, the faculty also has several units related to student teaching, including the Virtual and Distance Learning Centre and the Skills Laboratory. Curriculum support is also provided by the Audio-Visual Unit, IT Unit, Language Unit, Simulation Centre, the Quality Assurance Cell, and the Curriculum Implementation Unit.

The Faculty's main teaching hospital is the Colombo Group of Hospitals that includes the National Hospital of Sri Lanka, De Soysa Maternity Hospital, Castle Street Hospital for Women, and the Lady Ridgeway Children's Hospital. In these hospitals the faculty teaching

staff provide honorary health care services to the public by providing specialist consultation services in Clinical Medicine, Surgery, Paediatrics, Obstetrics and Gynecology, and Psychiatry. This includes on- call services, care of inpatients in the University wards, operations including transplantation, supervision of deliveries and services through outpatient clinics. The judicial services provided by the Department of Forensic Medicine includes conducting postmortems and court appearances as expert witnesses. In addition, the Department of Community Medicine functions as the Medical Officer of Health for the Pitakotte area, the Department of Family Medicine has a family practice in Maradana and several other departments provide drug information and monitoring, laboratory diagnostics, imaging, and genetic testing. Services to the community and expert guidance and advocacy on health issues are also provided through special units including the Health and Wellness Unit, Sports and Exercise Medicine Unit, and the Centre for Combating Tobacco.

Several special units have forged ahead in research including the Human Genetics Unit, the Diabetic Research Unit, the Parasitic Diseases Research Unit, the Health Systems Research Unit, the Tropical Medicine Research Unit, the Snake Venom Unit, the Animal House, the Rural Health Research Centre, and the Health Development and Research Unit. Postgraduate training is provided by the departments and the university teaching units in the Colombo group of hospitals. The Research Promotion and Facilitation Centre supports staff and postgraduate students. The faculty hosts two World Health Organization Collaborating Centres, in Occupational Health and in Medical Education.

### Faculty of Nursing<sup>7</sup>

Faculty of Nursing of the University of Colombo offers a four-year (04) bachelor's degree programme Bachelor of Science in Nursing (BScN). The Faculty of Nursing comprises of following three academic departments. These three departments are as follows.

## THE UNIVERSITY TODAY

### DEPARTMENTS



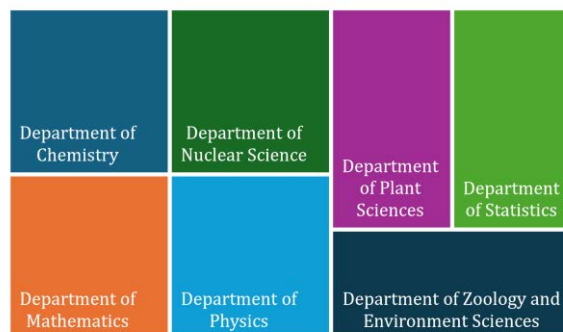
These three (03) departments are mainly responsible for conducting the Nursing degree programme with the help of the existing Faculties of the University of Colombo. In addition, two units, English Language Training Unit and Nurse Education Unit will be established within the Faculty of Nursing in order to strengthen the basic knowledge and skills of our undergraduates in the respective areas to ensure their smooth progression and successful completion of the study programme.

The faculty has seventeen (17) members on the academic staff consisting of two (02) Professors, six (06) Senior Lecturers, two (02) Senior Lecturers Transitional/ Lecturers Unconfirmed and seven (07) Lecturers/ Probationary Lecturers.

### Faculty of Science<sup>8</sup>

The Faculty of Science offers Bachelor of Science (BSc) degree in many subjects. A comprehensive range of subject combinations are available for the general degree while special degree programmes are available in several subject areas. The faculty together with the School of Computing of the University provides computing as a subject for all the students and also offers several joint special degree programmes. The faculty conducts several postgraduate programs leading to the Master of Science degree, and postgraduate diplomas. In addition, a Science & Technology Cell has already been set up to strengthen its links with the industry. The faculty has Seven (07) Departments, a Career Guidance Unit and two (02) ITU Units.

### DEPARTMENTS



The Faculty of Science has one hundred seventeen (117) academic staff comprising of thirteen (13) Senior Professors, twenty-three (23) Professors, fifty-nine (59) Senior Lecturers, twelve (12) Senior Lecturers Transitional/ Lecturers Unconfirmed and ten (10) Lecturers/ Probationary Lecturers.

### Faculty of Technology<sup>9</sup>

The Faculty of Technology was established in 2017. This is one of the youngest faculties of the University of Colombo. In 2018, the faculty commenced its academic programmes in Agricultural Technology, Environmental Technology and Automation Technology to one hundred seventy-five (175) students who qualified for university entrance from the G.C.E. (A/L) technology stream. Another one hundred seventy-five (175) students were admitted to the faculty to the above three disciplines in 2019. With the admission of fifty (50) more students to the Information and Communication Technology degree programme in 2020, the student intake of the faculty has increased to two hundred twenty-five (225). The academic programmes of the faculty are supported by four academic departments depicted below.

### DEPARTMENTS





## THE UNIVERSITY TODAY

Currently, the academic staff of the faculty comprises of twenty-seven (27) permanent members with 01 Senior Professor, three (03) Professors, ten (10) Senior Lecturers, five (05) Senior Lecturers Transitional/ Lecturers Unconfirmed and eight (08) Lecturers/ Probationary Lecturers. This number is expected to grow with the increase of student intake of the faculty to its full capacity. Through its academic programmes, the Faculty of Technology aims to foster a strong research and innovation culture among its students who will graduate as technology professionals.

### Faculty of Indigenous Medicine<sup>10</sup>

The Faculty of Indigenous Medicine of the University of Colombo (FIM) was established by an order of Gazette Extraordinary No 2319/22 – on Wednesday, February 13, 2023, as the 10th Faculty of the University. Six new departments were established in the Faculty of Indigenous Medicine, as depicted below.

#### DEPARTMENTS

Department of Ayurveda Medicine and Indigenous Medicine	Department of Dravyaguna Vignana and Swastavritta	Department of Unani Pharmacology
Department of Ayurveda Surgery, ENT, Ophthalmology and Gynecology, Obstetrics and Pediatrics	Department of Basic Principles, Ayurveda Anatomy and Physiology	Department of Unani Clinical Medicine

In addition to the Departments, FIM has several other units namely the Postgraduate and Mid-career Development Unit, Internal Quality Assurance Cell – IQAC, Unit of Research and Development of Natural Products (URDNP), Indigenous Medical Education Unit, Career Guidance Unit (CGU), Professorial Unit (PU) and Information Technology Unit.

Undergraduate and postgraduate training is offered in the Departments and Ayurveda National Hospital, Borella, Sri Lanka.

FIM offers a Bachelor of Ayurveda Medicine and Surgery (BAMS) degree and a Bachelor of Unani Medicine and Surgery (BUMS) degree in the English medium. Apart from the undergraduate programmes FIM conducts a range of

postgraduate and mid-career programmes under the Postgraduate and Mid-career Development Unit. Currently, the academic staff of the Faculty comprises of eighty-four (84) permanent members with eleven (11) Professors, two (02) Associate Professors, fifty (50) Senior Lecturers, two (02) Lecturers Unconfirmed and nineteen (19) Lecturers/ Probationary Lecturers.

### Sri Palee Campus<sup>11</sup>

The Sri-Palee Campus of the university was established by Gazette Notification No. 928/1 in June 1996, under the name of Western Campus. The name was changed to Sri Palee Campus in September 1998. The Campus is located at Wewala, Horana in the Kalutara District. It has four departments as shown below.

#### DEPARTMENTS

Department of Computer Studies	Department of Languages	Department of Mass Media	Department of Performing Arts
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### Institutes

The Six institutes of the university are as follows.

#### INSTITUTES

University of Colombo Institute for Agro-Technology and Rural Sciences (UCIARS)	Institute of Human Resource Advancement (IHRA)	Postgraduate Institute of Medicine (PGIM)
Institute of Biochemistry, Molecular Biology & Biotechnology (IBMBB)	National Institute of Library and Information Sciences (NILIS)	Postgraduate Institute of Indigenous Medicine (PGIIM)

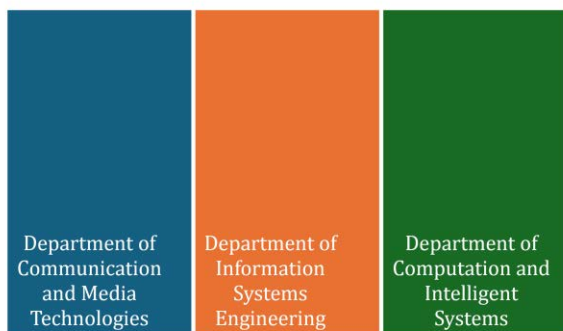
Each of the above Institute has its own individual Strategic Plan and Action Plan.

## THE UNIVERSITY TODAY

### University of Colombo School of Computing (UCSC)<sup>12</sup>

The University of Colombo School of Computing (UCSC) provides IT education ranging from Diplomas to Postgraduate Degrees. The UCSC is fully equipped with nine (09) student laboratories, two (02) multimedia laboratories, two (02) research laboratories and a campus wide fiber network with the goal to prepare students for careers in Information and Communication Technology as Software Developers, Systems Analysts, Network Administrators, Database Administrators, Web Developers, IT Managers, IT Strategic Planners and IT Policy Makers. The School comprises of following three departments:

#### DEPARTMENTS



The centers of the university are as follows:

#### CENTERS



The cells of the university are as follows:

#### CELLS



## SWOT ANALYSIS

A detailed analysis on the Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted prior to formulating the strategies for the University. The political, economic, sociocultural, and technological environments were taken into account in assessing the external environment. The Goals, Objectives and Strategies are developed to achieve the Vision and Mission of UOC. A summary of the SWOT analysis is given below.

### Strengths

- \* **Top Ranked University in Sri Lanka, in all recognized ranking bodies with global recognition**
- \* **Academics of the University being ranked among top 2% of world scientists in the 'Updated Science-Wide Author Databases of Standardized Citation Indicators.'**
- \* **Historical Advantage** – Being the direct successor of the first University College and of the University of Ceylon located in the same premises, the University of Colombo has the historical advantage to benefit from the associated good will and image. It is therefore internationally recognized as the first University of Sri Lanka. It was then established as the Ceylon Medical College in 1870 and now celebrates one hundred fifty (150) years in the same premises as the Faculty of Medicine of the University of Colombo.
- \* **International Reputation** – University of Colombo is being recognized as the pioneer of Higher Education in Sri Lanka
- \* **Locational Advantage** – Since the University is located in the heart of the City of Colombo, the administrative and business capital of the country, the University is easily accessible to both undergraduate and postgraduate students. This advantage has facilitated the University to specialize in academic areas such as Medical Sciences, Physical Sciences, Management Studies, Finance and Business Economics, and ICT offering both Undergraduate and Postgraduate Studies.
- \* **Highly Qualified Academic Staff** – University of Colombo has a group of highly qualified and experienced academic staff. Most staff members have academic and professional training and experience in reputed institutions in Sri Lanka and overseas. Accordingly, University of Colombo has the potential for conducting both Undergraduate and Postgraduate Programmes in many fields of study.
- \* **Competent Administrative Staff** – The members of the administrative staff of the University of Colombo are highly competent and experienced. They are in a position to take any challenge with regard to future developments of the University.
- \* **Fully Equipped Library** – The Central library of the University of Colombo is one of the best libraries in the country with a total collection of about 230,000 books. The annual addition is in the range of 5,000 to 6,000 books. It consists of the main Library and Faculty Libraries.
- \* **Specialized Centres/ Institutes of Education** – Several specialized Centres of the University cater to a wide clientele. Notable among them are the Staff Development Centre, Colombo University Community Extension Centre, and the Centre for Study of Human Rights.
- \* **Credibility of the Students** - Students have a high degree of confidence in the degree programmes and the academic staff. The multidisciplinary nature of faculties provides a variety of special degree programmes for students.



## SWOT ANALYSIS

- \* **Foreign Collaborations** - Successful international collaboration with leading foreign universities, frequent presence of foreign scholars and partners with national and international corporate sector organisations have enhanced the ability to offer academic and professional courses of high standards.
- \* **Multicultural Engagements** – This enables the University to enhance community harmony and to connect the three (03) main ethnic groups in Sri Lanka.
- \* **Strong links with Foreign Universities** – Through the International Unit, the University has established links with overseas universities for mutual benefits.
- \* **Up to date curricula with global standards** – updated with academic & industry requirements.
- \* **Strong Alumni Associations** – The presence of a profound alumni association comprising of those who are both willing and able to contribute to the University is of utmost support to the University.
- \* **A good relationship with stakeholders** - By maintaining a good relationship with stakeholders, the university has upheld its standards and reputation, leveraging their support and contributions to enhance educational quality, research endeavours, and community engagement.
- \* **Excellence in research & innovation** - Excellence in research and innovation serves as a formidable strength for the University, attracting top talent and funding opportunities. It enables the institution to stay at the forefront of knowledge creation and application, driving academic prestige, industry partnerships, and societal impact.
- \* **Blended learning environment** - The university's adoption of a blended learning environment stands as a significant strength, providing students with a dynamic and adaptable approach to their education.
- \* **Good governance & accountability at all levels** - The university's strong commitment to good governance and accountability at all levels is a key aspect in ensuring transparency and effective leadership.
- \* **Existence of Strong Digital Infrastructure**

## Weaknesses

- \* **Limited Space for Expansion** – Annual intake of students is on the rise. However, the available facilities are unable to meet the rise in demand. This has resulted in an inadequacy of not only class rooms to conduct courses but also other essential facilities to maintain a high standard of education.
- \* **Inadequate Student accommodation** – With the overall growth of student numbers over the years and increase of female student proportion, followed by the Easter bombings and Covid-19, providing lodging for female students are a challenge for the University. Rural students living far from Colombo face difficulties in finding lodging places within the city. Additionally, a large number of female students are facing many challenges with city life.

## SWOT ANALYSIS

- \* **Suboptimal Design for Teaching and Learning Environment** - Most of lecture halls have not been designed to promote an interactive teaching – learning culture.
- \* **Suboptimal Green Environment** – Limited Green environment development and integration.
- \* **Inadequate staff accommodation** – A limited number of accommodation facilities are provided for university staff.
- \* **Insufficient IT facilities for students**

## Opportunities

- \* **High demand for collaborations with the industry**
- \* **Positive image of the University of Colombo** – The demand from both undergraduate and postgraduate students for placements in the University of Colombo is high. This leads to an opportunity for the University to adjust its priorities and emphasis in favor of courses that are in high demand.
- \* **High tendency for lifelong learning** - There is a high tendency for education of all ages. Graduate enrollment is becoming a significant portion of the University's enrollment.
- \* **Growing trend towards E-learning orientation** - Demand for E -learning is growing.
- \* **High demand for collaborations with world class universities** – being the top ranked university in the island, the demand for international collaborations is high.
- \* **Demand for offshore campuses**
- \* **Growing attraction of Foreign students** - Being a metropolitan University there is a high demand to open up the University for foreign students.
- \* **Conducive Education Policies** - Government encourages education as a thrusting area for economic development.

## Threats

- \* **Difficulty of attracting & retaining talented staff** – There is a high Demand for qualified staff from foreign and local universities and institutions. Due to relatively low compensation there is a difficulty in attracting and retaining the best talents.
- \* **Diverse student ideologies** – Clash of interests of the students or the stakeholders and the external problems.
- \* **Competition from Non state Universities** – Mushrooming of foreign & non state universities with substandard quality has an overall negative effect on university education.
- \* **Prolonged Approval Processes** - Introduction of degree programs and academic units are getting delayed due to the lengthy external approval process. The foreign collaborations in study and research has now become laborious since clearances from several levels need to be obtained for signing MoUs and agreements (Government red tapes).

## SWOT ANALYSIS

- \* **Administrative Complexities** - Ambiguous, inflexible regulatory environment with the outdated University Act and too many overlapping administrative circulars restrict the independent decision-making ability and delays the smooth functioning of the faculties
- \* **Graduate Unemployment**
- \* **Limited funding for the University**
- \* **Government imposed recruitment embargo**
- \* **High impact from the economic crisis** - In light of the ongoing economic crisis, the university is currently facing challenges in managing its overhead costs and attracting high- caliber students.

## VISION AND MISSION, CORE VALUES

### Vision

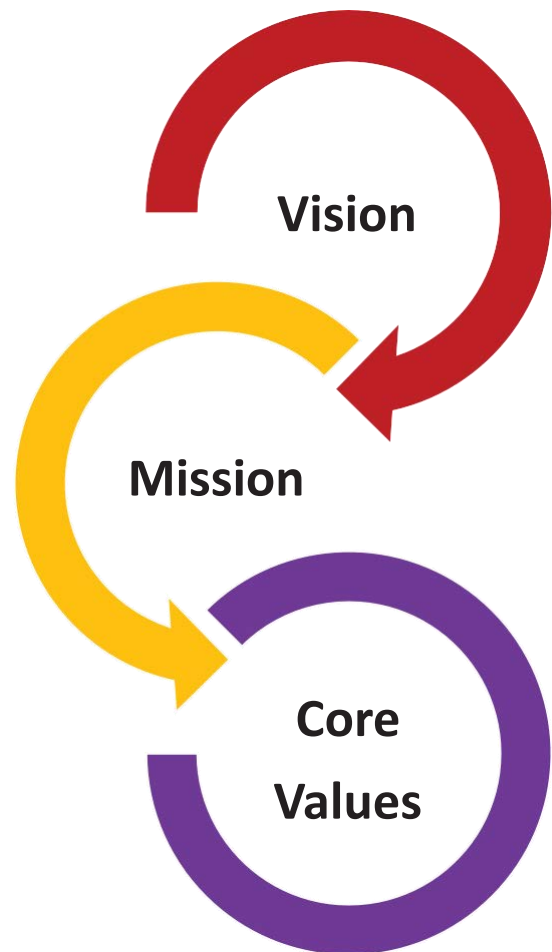
To be a centre of global excellence in education, research and stakeholder engagement to enrich human potential for the betterment of society.

### Mission

To discover and disseminate knowledge; enhance innovation; and promote a culture of broad inquiry throughout and beyond the university through engagement and collaboration with the industry community.

### Core Values

- \* Academic freedom
- \* Learner Centeredness and Lifelong Learning
- \* Critical Thinking
- \* Creativity, Innovation and Exploration
- \* Integrity and Ethical Behaviour
- \* Good Governance, Accountability and Responsibility
- \* Diversity, Inclusiveness, Equality and Competence
- \* Collegiality
- \* Environmental Responsibility
- \* Research Policy and Value addition to education
- \* Producing good citizens beyond limiting only to education





# GOALS AND OBJECTIVES OF THE UNIVERSITY OF COLOMBO

## Goals:

The University envisages the following in the destination of its five-year journey:

1. Excellence in teaching and learning
2. Excellence in research, innovation, and industry/ society collaboration
3. Excellence in capital and infrastructure facilities
4. Excellence in responsible management



The University of Colombo has a strong commitment to addressing SDGs on research, teaching and learning and community development at both national and global levels.



**SUSTAINABLE DEVELOPMENT GOALS**

## GOALS AND OBJECTIVES OF THE UNIVERSITY OF COLOMBO

Goals		Objectives	Strategy
<b>GOAL 1</b>	Excellence in teaching and learning	1.1. To produce globally competitive graduates	1.1.1. Strengthen graduate attributes through fostering independent learning, critical thinking and being a lifelong learner 1.1.2. Facilitating the learner enhancement through personality development, mentoring and career guidance
		1.2. To adopt modern andragogical approaches to enhance learning	1.2.1. Engagement in Continuous Professional Development (CPD) of staff 1.2.2. Strengthening quality assurance practices 1.2.3. Promoting advance learning approaches powered by digital transformation
		1.3. To expand regional and global networks	1.3.1. Promoting international collaborations 1.3.2. Encouraging the establishment of links with regional and global academic/ professional organisations 1.3.3. Encouraging participation in international events and extra-curricular activities 1.3.4. Improving global rankings
		1.4. Expansion of domains of learning	1.4.1. Developing new domain based on market needs, research findings and experience
<b>GOAL 2</b>	Excellence in research, innovation, and industry/ society collaborations	2.1 To increase the engagement in research activities	2.1.1. Including a strong research culture 2.1.2. Ensuring the highest levels of research ethics and integrity 2.1.3. Strengthening global visibility in research
		2.2 To promote innovations and knowledge transfers from university industry	2.2.1. Optimising the functionality of the University business linkage facility 2.2.2. Upgrading/ establishing state of the art laboratory facilities and related research support

## GOALS AND OBJECTIVES OF THE UNIVERSITY OF COLOMBO

<b>GOAL 3</b>	Excellence in capital and infrastructure facilities	3.1 To upgrade human capital aligning with strategic requirements	3.1.1. Enhancing the capacity of the staff 3.1.2. Enhancing the engagement of human capital
		3.2 To improve physical capital	3.2.1. Adopting an effective maintenance system with emphasis on preventive maintenance 3.2.2. Reviewing and upgrading the physical facilities 3.2.3. Promoting use of renewable energy to maintain physical infrastructure
		3.3 To facilitate digital transformation and upgrade virtual capital	3.3.1. Increasing the availability and access to the latest digital infrastructure and resources 3.3.2. Promoting digital office practices
<b>GOAL 4</b>	Excellence in responsible management	4.1 To enhance sustainability practices	4.1.1. Aligning activities with Sustainable Development Goals (SDGs) 4.1.2. Promoting a sustainability reporting and evaluation system 4.1.3. Ensuring green practices 4.1.4. Strengthening the financial management system
		4.2 To strengthen professional and ethical conduct	4.2.1. Enhancing professionalism in activities 4.2.2. Operating within an agreed code of ethics and work norms
		4.3 To promote responsible practices	4.3.1. Promoting transparency, integrity, fairness, trust, and good governance 4.3.2. Enhancing grievance handling and a feedback system 4.3.3. Strengthening networking with Alumni Associations 4.3.4. Strengthening quality assurance practices

## ACTIONS DIRECTED BY STRATEGY, THEIR ACCOUNTABILITY, KPI AND TARGETS

### Goal 1 – Excellence in teaching and learning

#### Objective 1.1: To produce globally competitive graduates

#### Strategy 1.1.1: Strengthen graduate attributes through fostering independent learning, critical thinking and being a lifelong learner

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.1.1.1	Reviewing curricula periodically in the current global context	R <sup>1</sup> / Deans	No. of brainstorming sessions held to global practices by each faculty per year	2	2	2	2	2	SDG targets 4.4 and 16.7
			Interval of reviewing the curriculum per faculty in years	Once every five (5) years					
1.1.1.2	Improving pedagogies to promote logical and critical thinking	R <sup>1</sup> / Deans	No. of interactive sessions held to improve logical and critical thinking (per year)	2	3	4	5	6	SDG target 4.4
1.1.1.3	Enhancing student engagement activities	HoDs <sup>2</sup>	No. of engagement activities organised per academic year per department	1	1	1	1	1	

1. R – Rector, 2. HoDs – Heads of Departments



**Objective 1.1: To produce globally competitive graduates**

**Strategy 1.1.2: Facilitating the learner enhancement through personality development, mentoring and career guidance**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.1.2.1	Strengthening Student mentoring programmes	R <sup>1</sup> / Deans	No. of students per mentor	15	15	15	15	15	SDG target 4.7
			No. of mentoring sessions held per faculty/ per year	4	4	4	4	4	
1.1.2.2	Strengthening Staff mentoring programmes	R <sup>1</sup> / Deans	No. of mentoring sessions held for staff per faculty/ per year	2	2	2	2	2	SDG target 4.c
1.1.2.3	Increase number of personality development activities	R <sup>1</sup> / Deans	No. of personality development activities organized per year per faculty	2	2	2	3	3	
1.1.2.4	Enhance the Career Guidance activities	Director/ CGU <sup>2</sup>	No. of Career guidance sessions held per faculty	5	5	5	5	5	

1. R – Rector; 2. Director/CGU – Director/ Career Guidance Unit

**Objective 1.2: To adopt modern andragogical approaches to enhance learning**

**Strategy 1.2.1: Engagement in Continuous Professional Development (CPD) of staff**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.2.1.1	Enhancing staff development activities	Director/ SDC <sup>1</sup>	No. of staff development events organised	2	3	3	4	4	SDG target 4.c
			No. of staff development areas addressed in the events	2	3	3	4	4	
1.2.1.2	Promoting professional memberships	HoDs <sup>2</sup>	Percentage of staff with professional memberships (as applicable)	10%	15%	15%	20%	20%	

1. SDC<sup>1</sup> – Staff Development Centre, 2. HoDs – Heads of Departments

**Objective 1.2: To adopt modern andragogical approaches to enhance learning**

**Strategy 1.2.2: Strengthening quality assurance practices**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.2.2.1	Complying with the standards issued by the UGC <sup>1</sup>	Director/ CQA <sup>2</sup>	Percentage of courses having UGC <sup>1</sup> approval	100%	100%	100%	100%	100%	SDG targets 8.3 and 9.5
1.2.2.2	Enhancing the quality of research	HoDs <sup>3</sup> / Coordinators of Postgraduate Programmes/ Director UBL <sup>4</sup> / DR <sup>5</sup> / SAR <sup>6</sup> / AR <sup>7</sup> MFU <sup>8</sup>	No. of patents registered by UOC <sup>9</sup>	1	1	1	1	1	
			No. of indexed Publications by UOC <sup>9</sup>	550	550	600	650	650	
			No. of Research Grants received (foreign) by UOC <sup>9</sup>	6	8	8	8	8	
			No. of Research Grants received (local) by UOC <sup>9</sup>	6	8	8	8	8	
			No. of Research Grants awarded out of treasury funds by UOC <sup>9</sup>	12	12	15	15	15	
			No. of research students against Postgraduate students by UOC <sup>9</sup>	20%	20%	25%	25%	25%	

1. UGC – University Grants Commission, 2. CQA – Centre for Quality Assurance, 3. HoDs – Heads of Departments, 4. Director UBL – Director University Business Linkage, 5. DR – Deputy Registrar, 6. SAR – Senior Assistant Registrar, 7. AR - Assistant Registrar, 8. MFU – Monitoring Funds Unit, 9. UOC – University of Colombo

**Objective 1.2: To adopt modern andragogical approaches to enhance learning**

**Strategy 1.2.3: Promoting advanced learning approaches powered by the digital transformation**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.2.3.1	Strengthening usage of blended mode in teaching & learning	HoDs <sup>1</sup>	Percentage of Blended Learning content in the course/ programme	50%	60%	70%	75%	100%	SDG target 4.4
1.2.3.2	Enhancing the adoption of PBL <sup>2</sup> approaches	HoDs <sup>1</sup>	Percentage of courses adopted PBL <sup>2</sup>	20%	25%	25%	30%	30%	

1. HoDs – Heads of Departments, 2. PBL – Problem Based Learning



### Objective 1.3: To expand regional and global networks

#### Strategy 1.3.1: Promoting international collaborations

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.3.1.1	Exploring International Collaborations	R <sup>1</sup> / Deans/ Director/ IOUC <sup>2</sup>	No. of discussions held with international delegations	3	4	4	5	8	SDG target 17.17
		Director/ IOUC <sup>2</sup>	No. of foreign collaborations	25	25	30	30	40	
1.3.1.2	Participation of international scholars	R <sup>1</sup> / Deans/ Director/ IOUC <sup>2</sup>	No. of international scholar visits per faculty/ campus	2	4	4	5	6	SDG target 4.c
1.3.1.3	Invitations received by the academics/ professionals of the University of Colombo	R <sup>1</sup> / Deans/ Director/ IOUC <sup>2</sup>	No of foreign invitations received	5	6	6	8	8	SDG target 17.17
1.3.1.4	Involvement of staff with foreign universities	Director/ IOUC <sup>2</sup>	Percentage of staff having involvements with foreign institutions	10%	12%	15%	15%	15%	SDG target 4.c
1.3.1.5	Promoting national research collaborations	R <sup>1</sup> / Deans/ HoDs <sup>3</sup> , Director/ IOUC <sup>2</sup>	No of national research collaborations established during the period	5	6	6	8	8	SDG target 9.5

1. R – Rector; 2. Director/ IOUC – Director/ International Office University of Colombo; 3. HoDs – Heads of Departments

### Objective 1.3: To expand regional and global networks

#### Strategy 1.3.2: Encouraging the establishment of links with regional and global academic/ professional organisations

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.3.2.1	Establishing Links with Regional Academic / professional organisations	R <sup>1</sup> / Deans/ Director/ IOUC <sup>2</sup>	No. of discussions held to establish links	6	8	8	9	9	SDG 17
			No. of MOUs <sup>3</sup> signed during the period	3	4	4	5	8	
1.3.2.2	Establishing Links with other international academic / professional organizations	R <sup>1</sup> / Deans/ Director/ IOUC <sup>2</sup>	No. of discussions held to establish links	6	8	8	9	9	
			No. of MOUs <sup>3</sup> signed during the period	2	2	3	3	4	
1.3.2.3	Conducting knowledge sharing sessions with global scholars/ institutions	R <sup>1</sup> / Deans	No of international knowledge sharing sessions organised during the period	5	6	7	9	10	

1. R – Rector, 2. Director/ IOUC - Director / International Office University of Colombo, 3. MOUs – Memorandum of Understanding

**Objective 1.3: To expand regional and global networks**

**Strategy 1.3.3: Encouraging the participation in international events and extra-curricular activities**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.3.3.1	Encouraging the participation in international competitions	R1/ Deans, Director/ Physical Education Department	No. of participants	20	30	40	50	60	SDG 4
1.3.3.2	Encouraging participation in national and international research conferences/ workshops/ symposia	R1/ Deans	No. of participants	20	30	40	50	60	

1. R - Rector

**Objective 1.3: To expand regional and global networks**

**Strategy 1.3.4: Encouraging the participation in international events and extra-curricular activities**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.3.3.1	Updating the Virtual Profiles of Academics	R1/ Deans, HoDs <sup>2</sup> , Academic Staff members	No. of updates made during the year	2	2	2	2	2	SDG targets 4.3 and 9.5
1.3.4.2	Increasing the number of foreign students	R1/ Deans	No. of foreign students	190	200	250	275	300	
			No. of international promotional campaigns held per year	1	1	1	1	1	

1. R – Rector, 2. HoDs – Heads of Departments

### Objective 1.4: Expansion of domains of learning

#### Strategy 1.4.1: Developing new domains based on market needs, research findings and experience

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
1.4.1.1	Design new academic programmes	R <sup>2</sup> / Deans, HoDs <sup>3</sup>	No. of academic review meetings held per faculty	2	2	2	2	2	SDG target 4.4
			No of programme ideas identified by UOC <sup>1</sup>	3	3	3	3	3	
1.4.1.2	Establishment of Faculty of Engineering	VC <sup>4</sup> , Dean, R <sup>5</sup> , WE <sup>6</sup> , DR <sup>7</sup> /SAR <sup>8</sup> /AR <sup>9</sup> /CWP <sup>10</sup>	Obtaining UGC approval for the Establishment of FOE <sup>11</sup> and the following two (02) departments and two (02) Degree programmes. 1. Department of Computer Engineering 2. Department of Electrical Engineering 3. BSc Eng. in Computer Engineering degree 4. BSc Eng. in Electrical and Electronics Engineering degree	100%	-	-	-	-	SDG targets 4.4 and 8.2



			Completion of resource requirement for Phase 1	50%	80%	100%	-	-	
			Expansion of Phase 2 – Introduction of two (02) new degree programmes			10%	30%	50%	
1.4.1.3	Enhancing multidisciplinary approaches for academic programmes	R <sup>2</sup> / Deans, HoDs <sup>3</sup>	No. of multidisciplinary academic programmes in operation	4	6	6	8	8	SDG target 4.4

1. UOC – University of Colombo, 2. R – Rector, 3. HoDs – Heads of Departments, 4. VC – Vice Chancellor, 5. R – Registrar, 6. WE – Works Engineer, 7. DR – Deputy Registrar, 8. SAR – Senior Assistant Registrar, 9. AR – Assistant Registrar, 10. CWP – Capital Works and Planning, 11. FOE – Faculty of Engineering

## Goal 2 – Excellence in research, innovation, and industry/ society collaborations

### Objective 2.1: To increase the engagement in research activities

#### Strategy 2.1.1: Inculcating a strong research culture

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
2.1.1.1	Conduct research training workshops/programmes/seminars	R <sup>1</sup> / Deans	No. of academic review meetings held per faculty	2	2	2	2	2	SDG target 9.5
2.1.1.2	Recognising research excellence through awards/incentives	R <sup>1</sup> / Deans	No. of researchers received research awards during the year per faculty	3	3	3	3	3	
			Percentage of funds allocated for research out of the total recurrent expenditure budget for the year	8%	10%	10%	12%	12%	
2.1.1.3	Promoting collaborative research	R <sup>1</sup> / Deans, HoDs <sup>2</sup> , Academic Staff	No. of collaborative research projects per year	20	25	25	30	30	
2.1.1.4	Expanding/ enhancing research infrastructure	R <sup>1</sup> / Deans, HoDs <sup>2</sup> ,	No. of modern research laboratories available	3	3	4	4	5	SDG target 4
		Librarian	No. of research Databases / Journals subscribed	5	5	5	5	5	

1. R – Rector; 2. HoDs – Heads of Departments

2.1.1.5	Install and customize the ' <i>Koha Library Management System</i> ' to Main Library and all Branch Libraries	Librarian	No. of Libraries that are introduced to the ' <i>Koha Library Management System</i> '	2	-	-	-	-	SDG target 4
2.1.1.6	Provide access to the ' <i>OPAC</i> ' <sup>1</sup> through the Main Library and each faculty library	Librarian	No. of Libraries which are provided with the ' <i>OPAC</i> ' <sup>1</sup> facilities	2	-	-	-	-	
2.1.1.7	Update the collection by adding new editions of the recommended teaching & learning materials	Librarian	No. of new editions of e-books/ printed books purchased/ donated each year	1500	1600	1700	1700	1700	
2.1.1.8	Provide library support to the library users	Librarian	No. of awareness programmes conducted	25	25	25	25	25	
			No. of hours for research support lectures	140	160	160	160	160	

1. OPAC - Online Public Access Catalog

**Objective 2.1: To increase the engagement in research activities**

**Strategy 2.1.2: Ensuring the highest levels of research ethics and integrity**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
2.1.2.1	Enhancing the role of the Ethics Review Committees	R <sup>1</sup> / Deans, Ethics Committees	No. of meetings held per faculty	3	3	3	3	3	SDG targets 8.3 and 9.5
2.1.2.2	Encouraging the publications in the accepted list of journals	HoDs <sup>2</sup>	Ratio of Research papers per staff member (annual)	2	2	2	2	3	SDG target 9.5
			Percentage of research papers in indexed journals against total research publications during the year	10%	12%	15%	20%	20%	

1. R – Rector, 2. HoDs – Heads of Departments

**Objective 2.1: To increase the engagement in research activities**

**Strategy 2.1.3: Strengthening global visibility in research**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
2.1.3.1	Encourage securing competitive research grants	HoDs <sup>1</sup>	No. of meetings held per department	3	3	3	3	3	SDG target 9.5
			No. of research grant applications made during the year	10	15	15	20	20	
2.1.3.2	Updating the IR <sup>2</sup> database of the University	Librarian	No. of Updates per year (Number of new papers added to the IR <sup>2</sup> )	750	900	1100	1100	1100	SDG 4
2.1.3.3	Develop the University of Colombo Research Portal	Librarian	Percentage completed	100%	-	-	-	-	

1. HoDs – Heads of Departments, 2. IR - Institutional Repository

**Objective 2.2: To promote innovations and knowledge transfers from university to industry**

**Strategy 2.2.1: Optimising the functionality of the University business linkage facility**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
2.2.1.1	Expanding the activities of UBL <sup>1</sup> and other related institutions	Director/UBL <sup>1</sup>	No. of awareness programmes conducted	2	2	3	3	3	SDG target 9.5
2.2.1.2	Increasing the number of collaborative events with the industry	Director/UBL <sup>1</sup>	No. of collaborative events during the year	2	2	3	3	4	
			No. of industry organisations in the network	12	15	18	20	20	
2.2.1.3	Encouraging commercialization of University research findings	Director/UBL <sup>1</sup>	No. of communications per year	10	12	16	20	20	SDG target 9.5
			No. of completed commercialisations during the year	1	2	2	3	3	
2.2.1.4	Increasing the awareness on UBL <sup>1</sup> among staff members	Director/UBL <sup>1</sup>	No. of awareness sessions conducted per year	4	4	4	4	4	

1. UBL – University Business Linkage



**Objective 2.2: To promote innovations and knowledge transfers from university to industry**

**Strategy 2.2.2: Upgrading/ establishing state of the art laboratory facilities and related research support**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
2.2.2.1	Regularly reviewing existing Laboratory facilities	HoDs <sup>1</sup>	No. of reviews per year	2	2	2	2	2	SDG target 4.a, 16.6
			No. of Updates initiated	1	1	1	1	1	
2.2.2.2	Training the staff on state of the art laboratory facilities	R <sup>2</sup> / Deans	No. of training sessions conducted per year	2	2	2	2	2	
2.1.3.3	Develop the University of Colombo Research Portal	Librarian	Percentage of the relevant staff trained	60%	80%	90%	90%	90%	

1. HoDs – Heads of Departments, 2. R - Rector

### Goal 3 – Excellence in capital and infrastructure facilities

#### Objective 3.1: To upgrade human capital aligning with strategic requirements

##### Strategy 3.1.1: Enhancing the capacity of the staff

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
3.1.1.1	Introducing regular staff training programmes	Director/ SDC <sup>1</sup>	No. of training sessions per year	10	12	12	12	12	SDG 4, SGD targets 8.2 and 8.5
			No. of areas of training per year	5	6	6	6	6	
3.1.1.2	Allocating resources for staff development	VC <sup>2</sup> / R <sup>3</sup>	Proportion of funds allocated for staff development per head	100/=	100/=	150/=	150/=	200/=	
3.1.1.3	Networking for staff development	Director/ SDC <sup>1</sup>	No. of networking social events per year	2	2	2	3	3	
3.1.1.4	Participation in international conference/workshop/training programmes	Librarian	The number of National and International conferences/ workshops/ training programmes participated per year by the library staff (Academic and Non-Academic)	150	150	150	150	150	
			Number of publications per year by the library staff	30	30	30	30	30	
3.1.1.5	Enhance IT infrastructure facilities/ services to the library users	Librarian	Enhance the Wi- Fi coverage of the library studying areas	100%	-	-	-	-	

1. Director / SDC – Director/ Staff Development Centre, 2. VC – Vice Chancellor; 3. R –Registrar

**Objective 3.1: To promote innovations and knowledge transfers from university to industry**

**Strategy 3.1.2: Upgrading/ establishing state of the art laboratory facilities and related research support**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
3.1.2.1	Increasing the recognition of achievements of the staff	VC <sup>1</sup> / R <sup>2</sup> , R <sup>3</sup> /Deans	No of events organised for the recognition of staff achievements	5	5	5	5	5	SDG targets 4.a, 16.6
			No of recreational activities organised for staff	2	2	2	2	2	

1. VC – Vice Chancellor; 2. R – Registrar; 3. R – Rector

**Objective 3.2: To improve physical capital**

**Strategy 3.2.1: Adopting an effective maintenance system with emphasis on preventive maintenance**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
3.2.1.1	Preventive maintenance	WE <sup>1</sup>	No of preventive maintenance site visits by a technical staff member	64	64	65	66	67	SDG target 9.1
3.2.1.2	Breakdown repair with minimal downtime	WE <sup>1</sup>	Average lead time of a repair work (days)	7	7	7	6	5	

1. WE – Works Engineer

### Objective 3.2: To improve physical capital

#### Strategy 3.2.2: Reviewing and upgrading the physical facilities

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
3.2.2.1	Widening access for disabled persons	R <sup>1</sup> / Dean, DR <sup>2</sup> /CWP <sup>3</sup>	No. of discussions held to upgrade disabled access	2	2	2	2	2	SDG 4, SDG target 8.5
			No. of disabled access facilities per building	1	1	1	1	1	
3.2.2.2	Identifying the required upgrades	R <sup>1</sup> / Deans, WE <sup>4</sup>	No. of review discussions held	2	2	2	2	2	SDG target 9.1
			No. of upgrades identified	3	3	3	3	3	
			No. of facilities improved	2	2	2	2	2	
3.2.2.3	Acquiring and promoting modern equipment and tools	Head/ Coordinator of the programme	No. of updates introduced per year	4	4	4	4	4	

1. R – Rector; 2. DR – Deputy Registrar; 3. CWP – Capital Works and Planning branch; 4. WE – Works Engineer

### Objective 3.3: To improve physical capital

#### Strategy 3.3.1: Increasing the availability and access to latest digital infrastructure and resources

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
3.3.1.1	Identifying alternative sources of digital infrastructure and resources	D <sup>1</sup> / NOC <sup>2</sup> , Manager/ NOC <sup>2</sup>	No. of discussions held per year	10	10	10	10	10	SDG 4, SDG target 9.1
3.3.1.2	Widening access to digital infrastructure and resources	Dean/ Director	Percentage of WI-FI coverage for staff and students	50%	60%	70%	80%	90%	
3.3.1.3	Promoting the use of available digital infrastructure and resources	D <sup>1</sup> / NOC <sup>2</sup> , Manager/ NOC <sup>2</sup>	No of communications made during the year	4	4	4	4	4	
			No of potential users contacted during the year	120	160	200	300	300	
			No of training sessions conducted during the year	2	2	2	2	2	

1. D – Director, 2. NOC – Network Operations Centre

### Objective 3.3: To improve physical capital

#### Strategy 3.3.2: Promoting digital office practices

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
3.3.2.1	Increasing the use of paperless communication methods	VC <sup>1</sup> / R <sup>2</sup> , Director/ NOC <sup>3</sup> , Divisional Heads	No. of communications made for encouraging the use of paperless communication during the year	4	4	4	4	4	SDG 12
3.3.2.2	Promoting online meeting practice	Deans/ Directors/ HoDs <sup>4</sup> or Coordinators	No. of online meetings against the total number of meetings	60%	80%	100%	100%	100%	
3.3.2.3	Promoting the use of online technology for administrative activities	DR <sup>5</sup> / SAR <sup>6</sup> / AR <sup>7</sup>	No. of other platforms for online methods	4	4	4	4	4	
3.3.2.4	Digitalisation of office documents which need to be photocopied in the library	Librarian	Percentage completion of digitalisation of the documents that need to get photocopied	40%	50%	50%	50%	50%	

1. VC – Vice Chancellor, 2. R – Registrar, 3. Director/ NOC – Director/ Network Operations Centre, 4. HoDs – Heads of Departments, 5. DR – Deputy Registrar, 6. SAR – Senior Assistant Registrar, 7. AR – Assistant Registrar

## Goal 4 - Excellence in responsible management

### Objective 4.1: To enhance sustainability practices

#### Strategy 4.1.1: Aligning activities with sustainable development goals (SDGs)

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
4.1.1.1	Increasing SDGs awareness among stakeholders	Director/ IOUC <sup>1</sup>	No. of explanatory sessions conducted for SDG adoption	4	4	4	4	4	Overall SDG Framework
			No. of participants in awareness sessions for SDG adoption	400	500	700	800	800	
4.1.1.2	Promoting SDG related activities	R <sup>2</sup> / Deans, HoDs <sup>3</sup>	No. of events conducted towards SDGs per faculty	2	2	2	2	2	
4.1.1.3	Aligning curricula/ research activities with SDGs	HoDs <sup>3</sup>	Percentage of course outlines incorporating SDGs	25%	40%	50%	60%	60%	

1. - Director/ IOUC – Director/ International Office University of Colombo, 2.R – Rector, 3. HoDs – Heads of Departments



**Objective 4.1: To enhance sustainability practices**

**Strategy 4.1.2: Aligning activities with sustainable development goals (SDGs)**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
4.1.2.1	Introducing a reporting system for sustainability activities	Director/ IOUC <sup>1</sup> , Director/CEI <sup>2</sup>	No. of reports received	10	10	10	10	10	Overall SDG Framework
4.1.2.2	Introducing a sustainability reviewing system	Director/ IOUC <sup>1</sup> , Director/CEI <sup>2</sup>	No. of meetings held to review sustainability activities	6	6	6	6	6	
4.1.2.3	Training the University staff on the sustainability reporting and evaluating system	Director/ IOUC <sup>1</sup> , Director/CEI <sup>2</sup>	No. of training sessions per year	2	2	2	3	3	

1. Director/ IOUC – Director/ International Office University of Colombo, 2. Director/ CEI – Director / Centre for Environmental Initiatives

### Objective 4.1: To enhance sustainability practices

#### Strategy 4.1.3: Ensuring green practices

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
4.1.3.1	Diversifying the energy sources	VC <sup>1</sup> / R <sup>2</sup> / B <sup>3</sup> , Director/CEI <sup>4</sup> , WE <sup>5</sup> , DR/CWP <sup>6</sup>	No. of discussions on the adoption of alternative energy sources	4	4	4	4	4	SDG 7 and SDG 11
			No. of presentations/ awareness sessions on alternative energy sources	2	2	2	2	2	
4.1.3.2	Aligning waste management system with green practices	Director/ CEI <sup>4</sup>	No. of waste management systems with green practices	2	2	2	2	2	
4.1.3.3	Promoting the green coverage	Director/ CEI <sup>4</sup> , Curator	No. of initiatives introduced to promote green coverage	5	7	8	10	10	
4.1.3.4	Replace all bulbs with led bulbs in the Libraries	Librarian	Percentage of LED bulbs replaced from the total number within libraries	40%	40%	40%	40%	40%	

1. VC – Vice Chancellor, 2. R – Registrar, 3. B – Bursar, 4. Director/ CEI - Director/ Centre for Environmental Initiatives, 5. WE – Works Engineer, 6. DR/ CWP – Deputy Registrar / Capital Works and Planning branch

**Objective 4.1: To enhance sustainability practices**

**Strategy 4.1.4: Strengthening the financial management system**

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
4.1.4.1	Identifying issues related to university accounting and financial management system	VC <sup>1</sup> / R <sup>2</sup> / B <sup>3</sup>	No. of discussions held to identify issues in accounting and financial management	10	10	10	10	10	SDGs 8 and 12
			No. of discussions held to resolve audit queries per year	6	6	6	6	6	
4.1.4.2	Adopting improvements to the existing accounting and financial management system of the university	B <sup>3</sup>	No of awareness sessions held on Financial Management system	2	2	2	2	2	

1. VC – Vice Chancellor; 2. R – Registrar; 3. B - Bursar

### Objective 4.2: To strengthen professional and ethical conduct

#### Strategy 4.2.1: Enhancing professionalism in activities

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
4.2.1.1	Enhancing existing administrative processes	R <sup>1</sup> , R <sup>2</sup> / Deans	No. of awareness workshops conducted on administrative procedures	2	2	2	2	2	SDG 8
4.2.1.2	Reviewing academic administrative processes	R <sup>1</sup> , R <sup>2</sup> / Deans, SAR/AE <sup>3</sup>	No. of awareness programmes conducted for academics	2	2	2	2	2	

### Objective 4.2: To strengthen professional and ethical conduct

#### Strategy 4.2.2: Operating within an agreed code of ethics and work norms

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
4.2.2.1	Adopting existing codes of ethics and work norms effectively	VC <sup>4</sup> /R <sup>1</sup> , R <sup>2</sup> / Deans, HoDs <sup>5</sup> , D/ CQA <sup>6</sup>	No. of awareness sessions held	2	2	2	2	2	SDG target 16.6
4.2.2.2	Ensuring the implementation, the code of ethics and work norms	HoDs <sup>5</sup> / Coordinators	No. of meetings held to review the implementation of the code of ethics	4	4	4	4	4	

1. R – Registrar, 2. R – Rector, 3. SAR/ AE – Senior Assistant Registrar/ Academic Establishment, 4. VC – Vice Chancellor, 5. HoDs – Heads of Departments, 6. D/ CQA – Director / CQA

### Objective 4.3: To promote responsible practices

#### Strategy 4.3.1: Promoting transparency, integrity, fairness, trust, and good governance

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
4.3.1.1	Assessing the current accountability reporting practice	Internal Auditor	No. of meetings held to assess the reporting practice	8	6	6	6	6	SDG target 16.6
4.3.1.2	Introducing improvements to the accountability reporting process	Internal Auditor	No. of improvements suggested	5	5	4	4	4	
			No. of improvements introduced	3	3	3	3	3	

### Objective 4.3: To promote responsible practices

#### Strategy 4.3.2: Enhancing the grievance handling and a feedback system

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
4.3.2.1	Strengthening grievance reporting system	VC <sup>1</sup> appointed committee	No. of reviews conducted to assess the grievance reporting system	2	2	2	2	2	SDG target 16.6
4.3.2.2	Strengthening grievance handling systems in faculties	R <sup>2</sup> / Deans	No. of grievance handling committees per faculty	1	1	1	1	1	

1. VC – Vice Chancellor, 2. R– Rector

### Objective 4.3: To promote responsible practices

#### Strategy 4.3.3: Strengthening networking with Alumni Associations

Code	Action	Accountability	KPI	Performance Targets					SDG Goal/ Target
				2024	2025	2026	2027	2028	
4.3.3.1	Engaging the Alumni with university activities	Director/IOUC <sup>1</sup> , R <sup>2</sup> / Deans, DR <sup>3</sup> /SAR <sup>4</sup> /AR <sup>5</sup> , SSA <sup>6</sup>	No. of activities involved	10	10	10	10	10	SDG 4
4.3.3.2	Strengthening Alumni Association activities	DR <sup>3</sup> /SAR <sup>4</sup> /AR <sup>5</sup> , SSA <sup>6</sup> , Director/IOUC <sup>1</sup> , R <sup>2</sup> / Deans	No. of alumni associations	4	4	4	4	5	
			No. of activities conducted by the Alumni Association for the period	10	12	12	15	15	
4.3.3.3	Promoting collaborative activities with the Alumni Associations	DR <sup>3</sup> /SAR <sup>4</sup> /AR <sup>5</sup> , SSA <sup>6</sup> , Director/IOUC <sup>1</sup> , R <sup>2</sup> / Deans	No. of collaborative activities conducted during the period	8	8	8	10	10	

1. Director/ IOUC – Director/ International Office University of Colombo, 2. R – Rector, 3. DR – Deputy Registrar, 4. SAR – Senior Assistant Registrar, 5. AR – Assistant Registrar, 6. SSA – Student and Staff Affairs branch

### Objective 4.3: To promote responsible practices

#### Strategy 4.3.4: Strengthening quality assurance practices

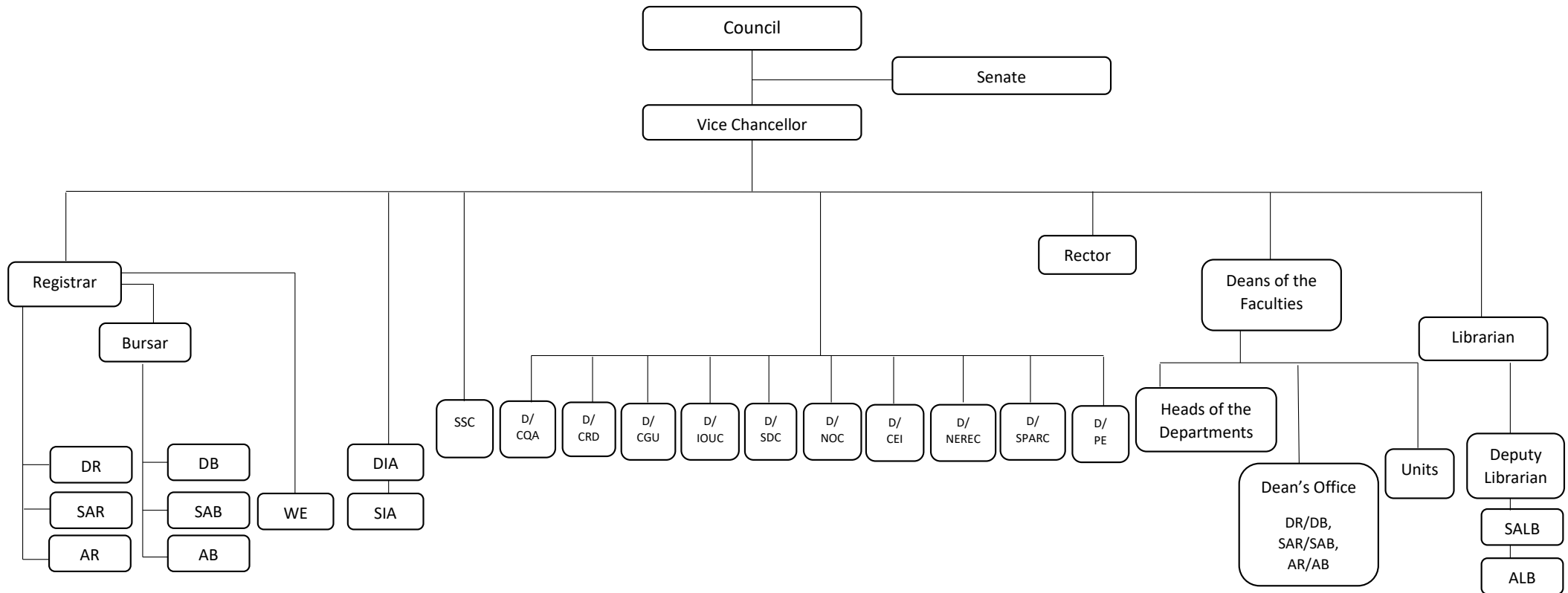
Code	Action	Accountability	KPI	Performance Targets					SDG Goal/Target
				2024	2025	2026	2027	2028	
4.3.4.1	Improving the achievement of institutional quality assurance criteria	R1/ Deans, Director/ CQA <sup>2</sup> , IQACs <sup>3</sup>	Percentage of IR <sup>4</sup> recommendations accommodated by the entities	20% by 20% of the entities	40% by 40% of the entities	60% by 60% of the entities	80% by 80% of the entities	100% by 100% of the entities	SDG 4
4.3.4.2	Improving institutional governance and management	R1/ Deans, Director/ CQA <sup>2</sup> , IQACs <sup>3</sup> , Director/ SDC <sup>4</sup>	No. of awareness programmes conducted	2	2	2	2	2	
		R1/ Deans, Director/ CQA <sup>2</sup> , IQACs <sup>3</sup> ,	Availability of approved divisional (Campus/ Faculty) QA Plan aligning with the University QA Plan/ per faculty	1	1	1	1	1	
			Number of Meetings held by the IQAC <sup>2</sup>	12	12	12	12	12	
			Number of Monitoring meetings held by the CQA <sup>1</sup> Team Leaders	12	12	12	12	12	

1. R – Rector, 2. Director / CQA – Director / Centre for Quality Assurance, 3. IQACs – Internal Quality Assurance Cells, 4. Director/ SDC – Director/ Staff Development Centre



# University of Colombo

## Organizational Structure



D/CQA- Director/Center for Quality Assurance  
 D/CRD – Director/ Centre for Research & Development  
 D/CGU – Director/ Career Guidance Unit  
 D/IOUC – Director/ International Office University of Colombo  
 D/SDC – Director/ Staff Development Centre  
 D/NOC – Network Operations Centre  
 D/CEI – Director/ Centre for Environmental Initiatives

D/NEREC – Director/ National Education Research and Evaluation Centre  
 D/ SPARC- Director/ Social Policy Analysis & Research Centre  
 D/PE – Director/ Physical Education  
 SSC – Senior Student Counsellor  
 DIA – Deputy Internal Auditor  
 DR – Deputy Registrar  
 DB – Deputy Bursar

SIA – Senior Internal Auditor  
 SAR – Senior Assistant Registrar  
 SAB – Senior Assistant Bursar  
 SALB- Senior Assistant Librarian  
 WE – Works Engineer  
 AR – Assistant Registrar  
 AB – Assistant Bursar  
 ALB – Assistant Librarian

## Strategic Plan Preparation Committee 2024 – 2028

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