

FOREWARD

The University of Colombo is the oldest as well as the highest ranked university in Sri Lanka. During the past one & half years' time, the University of Colombo has been able to achieve the highest world rank that a Sri Lankan university could achieve during its higher education history. The University of Colombo was ranked among the top 300 in the prestigious Times Higher Education BRICS & Emerging Economics Rankings 2017 on 30th November 2016. The inclusion of the University of Colombo in the BRICS & Emerging Economies ranking is a significant achievement, as it indicates the University's ranking as one of the top 300 institutions in the 50 countries included in the analysis. Notably, the Times Higher Education BRICS & Emerging Economies University Rankings 2017 only includes institutions in countries classified as "advanced emerging", "secondary emerging" or "frontier" by the FTSE. Being a University in a country with a developing economy, achieving this ranking among renowned institutions worldwide is indeed a commendable feat. In addition, The Times Higher Education World University Rankings 2016-2017 placed the University of Colombo within the top 980 universities in the world. It is the only global university performance table to judge world class universities across all of their core missions – teaching, research, knowledge transfer and international outlook.

In keeping with the policy of the Ministry of Higher Education, the University of Colombo Fourth Strategic Plan was prepared for the period of 2012 -2016 by the Strategic Planning Committee appointed by the Council which comprised with 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.

From the time I took over the Office of the Vice-Chancellor in August 2015, the Rector, Deans, Directors, Senior Administrative Officers and Academics of the Faculty of Management & Finance periodically met and evaluated the goals, objectives and targets achieved. A SWOT analysis was carried out. This helped us to identify our Strengths, Weaknesses, Opportunities and Threats in the changing environment of the Higher Education. Based on the outcome of the SWOT analysis, the Strategic Plan for the years 2017 to 2021 that is presented here has been prepared. It is my sincere belief that the University of Colombo will be successful in achieving the Goals and Objectives fully, as envisaged in the revised Strategic Plan 2017-2021.

I take this opportunity to express my sincere gratitude to all those who contributed in the preparation of this Strategic Plan and I would like to extend a special thanks to the Dean/ Management & Finance and the academics of the Faculty of Management & Finance for their enormous support in preparation of this Plan. I am confident that the entire University community will contribute to their maximum strength in achieving the Goals, objectives and targets as envisaged in the Strategic Plan.

Senior Professor Lakshman Dissanayake

Vice Chancellor

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INTRODUCTION

The University of Colombo

Deriving its heritage from the Ceylon Medical School which was established in 1870 and the Ceylon University College which was established in 1921, the University of Colombo is a sprawling complex located in the heart of the capital 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 nine (9) Faculties with fifty five (55) Academic Departments, a Campus, a School, six (6) Institutes and several Centres and Units. Many undergraduate and postgraduate study courses in the fields of Arts, Science, Medicine, Management, Law, Education, IT, Aesthetic Studies, Molecular Biology. etc are conducted by the University. In addition, the University also offers several other services, such as library services, career guidance, staff development, 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 women the opportunity to exploit 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, multi-ethnic student and staff population, fostering social harmony, cultural diversity, equal opportunity and unity and with a proud history of over one hundred and forty six years continues in its endeavour to meet the challenge of maintaining its position as the University with a Modern and International Outlook. The strategic location of the University offers complete 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 local and international community. The University of Colombo has also gained international recognition as it is ranked 45th in South Asia, and number 1 in Sri Lanka.

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 licence eligible to practice in the Great Britain.

Although Ceylon enjoyed a well-developed system of primary and secondary education at 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 the establishment of a national University. Owing to the persistent demands of the Association the Government decided in 1913 to establish a University College. 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 of Arts and Oriental Studies. The Engineering 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 in 1972, 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 as a result, a new Act was introduced in 1978. Under the Universities Act No. 16 of 1978 all Campuses of the then single University became independent Universities. Accordingly, the University of Colombo, Sri Lanka regained its autonomy in 1978.

It had 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, the Institute of Workers' Education and the Institute of Indigenous Medicine 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, National Institute of Library and Information Sciences and the Institute of Agro-technology and Rural Sciences were established in 1999, 2003, and 2008 respectively.

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

In addition to the fifty five (55) Academic Departments of the nine Faculties, UOC has established some special centres linked to Faculties with expertise drawn from the civil society. These Centres are Career Guidance Unit, Social Policy Analysis and Research Centre, Colombo University Community Extension Centre (CUCEC), Research and Evaluation Centre (NEREC), Centre for the Study of Human Right (CSHR) and Staff Development Centre (SDC). The Centres undertake research studies and provide community based extension programs in a range of subject areas such as Human Rights, Community Development and Regional Development and Staff Development.

The University has buildings with well-equipped class rooms, laboratories, computer labs, staff and student rest rooms, auditoriums and etc. Some Faculties have well established learning centers and well equipped conference rooms. Gymnasium and the Fitness Center are under the Department of Physical Education which is used by both staff and the Students. The Library Network of University of Colombo consists of the Main Library, which is the hub of the network, and two branch libraries in the Faculties of Medicine and Science. The Main Library provides professional support on request, to the libraries in the Sri palee Campus and the Faculty of Graduate Studies. The University has eight hostels which provided accommodation for the students. New Arts Theater is a place where esthetic activities carried out.

THE UNIVERSITY TODAY

The university consists of a campus, a school, six (6) institutes and nine (9) Faculties with fifty five (55) Academic Departments.

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 Vice-Chancellor’s office is also located at the same premises.

Campus - Sri Palee Campus

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 namely, Performing Arts, Mass Media, Computer Studies and Language Studies.

Institutes

The **six** institutes of the university are as follows;

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

School

The University of Colombo School of Computing (UCSC) provides IT education ranging from Diplomas to postgraduate degrees.

Centers

The five centers of the university are as follows

- Centre for Contemporary Indian Studies
- Centre for the Study of Human Rights
- National Education Research and Evaluation Centre
- Staff Development Centre
- Social Policy Analysis and Research Centre
- University Community Extension Centre

Distribution of Student Population

The distribution of the student population of the University among the faculties and institutions is shown in Table 1.

Table 1: Distribution of the student population

Name of Faculty/Institute	Student numbers		Total
	Undergraduates	Postgraduates	
Faculty of Arts	2584	824	3408
Faculty of Education	336	1363	1699
Faculty of Law	1059	305	1364
Faculty of Medicine	1227	134	1361
Faculty of Management & Finance	2086	1082	3168
Faculty of Science	1653	571	2224
Faculty of Graduate Studies	-	1469	1469
Sri Palee Campus	651	44	695
IBMBB	-	54	54
PGIM	-	1281	1281
IARS	44	-	44
IIM	436	-	436
IHRA	678	423	1101
UCSC	763	373	1136
NILIS	-	92	92
Total	11,517	8015	19,532

Faculties

At present, University of Colombo has nine Faculties. They are

Faculty of Arts	Faculty of Education	Faculty of Law
Faculty of Management & Finance	Faculty of Medicine	Faculty of Science
Faculty of Graduate Studies	Faculty of Technology	Faculty of Nursing

Faculty of Arts

Faculty of Arts is the largest in the University of Colombo in terms of student enrolment. The Faculty offers courses in the field of Social Sciences in three media. Apart from Bachelor of Arts degree programs, several Departments offer courses for Diploma, Masters and Doctoral degrees. The faculty has Ten academic Departments and several Units, as mentioned below,

- Department of English
- Department of Economics
- Department of Demography
- Department of Geography
- Department of History
- Department of International Relations
- Department of Political Science & Public Policy
- Department of Sinhala
- Department of Sociology
- Department of Buddhist Studies

- English Language Teaching Unit
- Journalism Unit
- Mathematics Unit
- Computer Unit
- Support Centre for Students with disabilities

The Faculty has 141 permanent academic staff members; 04 Senior Professors, 20 Professors, 02 Associate Professors, 59 Senior Lecturers, 20 Lecturers and 36 Probationary Lecturers.

Faculty of Education

The Faculty of Education conducts the Bachelor of Education degree program which is offered collaboratively with the Faculty of Arts of the University of Colombo. Students for this course are selected from the Faculty of Arts on the performance of their first year examinations. They study the core course at the Faculty of Arts and specialization courses at the Faculty of Education. The Faculty of Education conducts the Bachelor of Education degree program in three media. In addition, the Departments of Social Science Education, Science and Technology Education,

Humanities Education and Educational Psychology contribute in conducting the postgraduate programs at the Faculty. The Faculty has Four Departments and one centre.

- Department of Humanities Education
- Department of Educational Psychology
- Department of Social Science Education
- Department of Science and Technology Education
- National Education Research and Evaluation Centre (NEREC)

The Faculty has 32 members on the academic staff consisting of 01 Senior Professors, 03 Associate Professors, 10 Senior Lecturers, 07 Lecturers and 11 Probationary Lecturers.

Faculty of Law

The Faculty of Law Offers the Bachelor of Laws course in three media. In addition, the Faculty conducts a Master of Laws program, MPhil and PhD Programs in Law. Apart from this, the Centre for the Study of Human Rights (CSHR) conducts many outreach educational programs, seminars and workshops and training programs. The Faculty of Law has three Departments and one Centre.

- Department of Private & Comparative Law
- Department of Public & International Law
- Department of Commercial Law
- Centre for the Study of Human Rights (CSHR)

The Faculty has 37 permanent members in the academic staff comprising 01 Professor, 19 Senior Lecturers, 04 Lecturer and 13 Probationary Lecturers and 01 Instructor.

Faculty of Management & Finance

The Faculty of Management and Finance offers Bachelor of Business Administration (BBA) special degree with seven areas of specialization in English medium. Apart from the bachelor degree, the Faculty conducts Diploma, MBA, MPhil and PhD programs. The Faculty has Seven Departments and several Units.

- Department of Accounting
- Department of Business Economics
- Department of Finance
- Department of Human Resources Management
- Department of International Business
- Department of Management and Organisation Studies
- Department of Marketing
- Hospitality and Leisure Management Unit
- Research Degrees Unit
- Postgraduate and Mid-career Development Unit

- Innovation and Entrepreneurship Development Unit
- Career Guidance Unit
- Academic Affairs Unit
- IT Unit

There are 72 members in the permanent academic staff comprised 03 Professors, 02 Associate Professors, 43 Senior Lecturers, 7 Lecturers and 17 Probationary Lecturers.

Faculty of Medicine

The Faculty of Medicine offers Bachelor of Medicine/Bachelor of Surgery (MBBS) in English medium. Apart from the bachelor degree, the Faculty conducts Diploma and Masters programs. The Faculty has seven Departments and several Units. The Faculty of Medicine has Seventeen Departments, Two centres and Three Units:

- Department of Anatomy
- Department of Biochemistry and Molecular Biology
- Department of Physiology
- Department of Parasitology
- Department of Microbiology
- Department of Forensic Medicine & Toxicology
- Department of Pathology
- Department of Community Medicine
- Department of Psychological Medicine
- Department of Surgery & Anesthesiology
- Department of Obstetrics and Gynaecology
- Department of Paediatrics
- Department of Clinical Medicine
- Department of Medical Education
- Department of Pharmacology
- Department of Medical Humanities
- Department of Allied Health Sciences
- Rural Health Research Centre
- Virtual & Distance Learning Centre
- Human Genetic Unit
- Family Medicine Unit
- Parasitology Research Unit

The teaching staff consists of 141 permanent members with 30 Professors and 05 Associate Professors. Several special units have forged ahead in research and these include the Human Genetics Unit, the Diabetic Research Unit, and the Health Systems Research 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.

Faculty of Science

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 programs 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 programs. 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 Departments a Career Guidance Unit and two ITU Units.

- Department of Chemistry
- Department of Mathematics
- Department of Physics
- Department of Nuclear Science
- Department of Plant Sciences
- Department of Statistics
- Department of Zoology and Environment Sciences

The Faculty of Science has 113 academic staff comprising 07 Senior Professors, 15 Professors, 05 Associate Professors, 61 Senior Lecturers, 06 Lecturers and 19 Probationary Lecturers.

Faculty of Graduate Studies

The mandate of the Faculty of Graduate Studies (FGS) is to “sponsor, coordinate and regulate postgraduate studies and specialized or multi – disciplinary research carried out within the University of Colombo.” FGS conducts Executive Diplomas, Postgraduate Diplomas, Masters, and MPhil/PhD programs in English medium. Certain programs are offered in m-Learning mode. Resource persons are drawn from the Academic Staff of universities and practitioners from the Industry.

Faculty of Technology

The establishment of the Faculty of Technology at the University of Colombo has been Gazetted by Extraordinary Gazette No 2002/32- 18th January 2017.

- Department of Instrumentation and Automation Technology
- Department of Environmental Technology
- Department of Agricultural Technology
- Department of Information and Communication Technology

Faculty of Nursing

The establishment of the Faculty of Technology at the University of Colombo has been Gazetted by Extraordinary Gazette No 2002/32- 18th January 2017.

- Department of Basic Science and Social Science for Nursing
- Department of Fundamental Nursing
- Department of Clinical Nursing

INTERNATIONAL COLLABORATION OF UNIVERSITY OF COLOMBO

University of Colombo has numerous international collaborations spanning across the globe in 05 continents and in about 30 countries including Australia, Canada, Germany, Japan and USA where they have diverse programs from short term to long term. At present, there are 51 collaborative programs and projects where most programs are been conducted under a frame work of signed agreement. The University of Colombo has currently enrolled several foreign students in full time undergraduate programs, postgraduate programs, student exchange programs and joint research projects.

RESEARCH – UNIVERSITY OF COLOMBO

The University of Colombo is a leading university in the country, with a strong team of scholars in diverse fields. On average, 200-300 papers are published each year in peer-reviewed journals authored by academic staff of the University of Colombo, many in high quality indexed journals.

The University of Colombo is the most prolific in terms of research output among all universities in the country, with the highest research output and the highest number of research collaborations with overseas institutions. The University of Colombo has an institutional citation count of 13760. In 2015, the President's Awards for Scientific Publication was awarded to 33 academics from the University of Colombo for their outstanding contributions to research in 2013 and 45 of University of Colombo scientific affiliates were record President`s awards in 2016 for their research published in 2014. The most prestigious university award for research, the CVCD Excellence Awards have been won by six academics from the University of Colombo since the inception of the awards in 2006. In addition, academics have received numerous prestigious local and international awards for research.

The University of Colombo actively supports and promotes high quality research, by providing research funding, funding for publications, and travel grants for researchers. In the year 2015, the University of Colombo awarded a sum of 57 million as University Research Grants. These grants provide funding to academics to conduct high quality research projects of national importance. In addition, academics of the University have been successful in obtaining many grants from local and international funding agencies, including the National Research Council and the National Science Foundation. The research output of the University of Colombo is showcased on its website, and an institutional publications repository provides access to the abstracts and full texts of publications.

SWOT ANALYSIS

A detailed analysis on the Strengths, Weaknesses, Opportunities and Threats (**SWOT**) has been conducted prior to formulate the strategies for the University. The political, economic, Sociocultural and Technology environment were taken into account in assessing the external environment. Then Goals, Objectives and Strategies are developed to achieve the Vision and Mission of UoC. A summary of the SWOT analysis is given below.

Strengths

- **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. In fact, the predecessor of Faculty of Medicine, the Ceylon Medical School was established in 1870, about 142 years ago in the same premises the Faculty is located presently.
- **International Reputation** – University of Colombo has been ranked as # 1 among local universities and 801 as among world universities.
- **Locational Advantage** – Since it 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. Locational advantage has facilitated the University to specialize in academic areas such as Medical Sciences, Physical Sciences, Management Studies, Finance and Business Economics, and ICT.
- **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 centers of excellence in Sri Lanka and overseas. Accordingly, University of Colombo has the potential for conducting both Undergraduate and Postgraduate Programs in many fields of study.
- **Competent Administrative Staff** – The members of the administrative staff of 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** – Central library of 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 Centers /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 programs and the academic staff. The multidisciplinary nature of faculties provides a variety of special degree programs for students.
- **Foreign Collaboration:** Successful international collaboration with leading foreign universities, frequent presence of foreign scholars and partners with national and international corporate sector organizations have enhanced the ability to offer academic and professional courses of high standards.
- **Medium of instructions in three media** – This enables the University to enhance community harmony and to connect three main ethnic groups in Sri Lanka.
- **Ability to establish links with Foreign Universities** – Through the International Unit, the University has established links with overseas universities for mutual benefits.

Weaknesses

- **Lack of Infrastructure:** The basic infrastructure for students in terms of lecture rooms, laboratories, computer rooms, canteens, road network and drainage system are inadequate.
- **Non Availability of a Student Management Information System**– It is difficult for the administration or any other section to obtain detailed information regarding enrolled students at any given time.
- **Limited Space for Expansion** – Annual intake of students is on the increase. However, the available facilities are not increasing at the same pace. This has resulted in inadequacy of not only class rooms to conduct courses but also other essential facilities to maintain a high standard of education.
- **Politicization of Student Organizations** – This has led to occurrence of student unrest.
- **Insufficient Hostel Facilities** – There is a trend that the gender composition of the undergraduate students changing with the increased proportion of female students. This has created an imbalance with regard to the hostel facilities for the students along with the overall growth of students over the years.
- **Lack of modern technological Facilities:** Lack of proper ICT based infrastructure and MIS system within the university.
- **Poor Building Design for Teaching and Learning Environment:** Most of lecture halls have not been designed to promote interactive teaching – learning culture.
- **Less attractive Green Environment:** Green environment development and integration is lacking.

Opportunities

- **Students Attraction** – The demand from both undergraduate and postgraduate students for placements in University of Colombo is high. This leads to an opportunity for the University to adjust its priorities and emphasis in favour of courses that are in high demand.
- **Continuing Education of People of All Ages** - There is a high tendency for educational of all ages. Graduate enrollment is becoming a significant portion of the University's enrollment.
- **E-learning Penetration:** Demand for E -learning is growing.
- **Appreciating Education for Mid - Career Development:** There is an increasing recognition of Mid-career Development needs of the managerial and executive level employees especially for organizational transformation and development by the corporate organization and other commercial establishments.
- **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 encourage education as a thrusting are for economic development.

Threats

- **Difficulty of Attracting and Retaining Talented Staff** – Demand for qualified staff is high from foreign and local Universities and Institutions. Due to relatively low compensation there is a difficulty in attracting and retaining the best talents.
- **Student Unrest** – Student unrest due to number of reasons affect negatively for smooth operation of Universities.
- **Establishment of Branches of Foreign Universities** – Mushrooming of foreign universities with substandard quality have an overall negative effect for university education.
- **Lengthy Approval Process:** Introduction of degree programs and academic units are getting delayed due to the lengthy external approval process.
- **Administrative Complexities** : Ambiguous, inflexible regulatory environment with outdated University Act and too many overlapping administrative circulars restrict the independent decision making ability and delay the smooth functioning of the faculties

Strategic Plan 2017-2021

VISION AND MISSION STATEMENTS

VISION

A center of excellence of global presence in research, teaching, learning and engagement in the knowledge society

MISSION

To be a benchmark setter in creating, disseminating, and applying multi-disciplinary knowledge in the global presence, producing high quality human competencies for innovation, independent thinking, and entrepreneurship within a collaborative work environment while upholding national values

OUR VALUES

- **Academic freedom** – Subject to the norms and standards of the University, there is freedom to conduct research, to teach, speak and publish without interference.
- **Lifelong Learning and Critical thinking** – The University inculcates lifelong learning and critical thinking of staff and students.
- **Innovativeness & Exploration** – The University is always ready to find new ventures for development.
- **Integrity** - Achievements of the University are based on the transparency of its actions and the integrity of its performance.
- **Responsibility & Accountability** – The University operates with a sense of responsibility and accountability.
- **Diversity & Inclusiveness** – The University continues to operate across a broad spectrum and inclusiveness.
- **Commitment & Competency** – University staff is highly committed to develop and deliver knowledge and working with the highest level of enthusiasm.
- **Team Spirit** – The University has a reputation of working as a team and, therefore, developed a team spirit in all its work.
- **Equal Opportunity** – The University recognizes that its strength and unity comes from providing equal opportunities to everyone, built on the foundations of social justice and equality.

- **Professionalism** – The University expects all students and staff to demonstrate honesty, integrity, attention to detail and conformity.

Table 1: Goals and objectives of the University of Colombo

Goals		Objectives	Strategy
GOAL 1	Achieving excellence in facilitation towards teaching and learning	<ul style="list-style-type: none"> • To use modern technology and pedagogies for dissemination of knowledge 	<ul style="list-style-type: none"> • Strengthen knowledge dissemination through multi-mode and modern teaching and learning systems
		<ul style="list-style-type: none"> • To upgrade the quality of academic programs to reach global standards 	<ul style="list-style-type: none"> • Establish a systematic review of academic programs and develop collaborative and inquiry-based teaching and learning
GOAL 2	Achieving excellence in facilitation towards research and scholarship	<ul style="list-style-type: none"> • To promote scholarly research among academics and students 	<ul style="list-style-type: none"> • Expand facilities and build networks for high caliber research culture
GOAL 3	Achieving a conducive built environment and supportive culture	<ul style="list-style-type: none"> • To upgrade physical environment and infrastructure 	<ul style="list-style-type: none"> • Expand the infrastructure facilities and office environments for future necessities
		<ul style="list-style-type: none"> • To enhance conducive social environment 	<ul style="list-style-type: none"> • Enhance the social integrity and harmony within University Community
GOAL 4	Enhancing human capital	<ul style="list-style-type: none"> • To strengthen competencies of the academic, and nonacademic staff 	<ul style="list-style-type: none"> • Source, train and develop all staff to adhere to global professional standards
GOAL 5	Enhancing learning supportive governance and management environment	<ul style="list-style-type: none"> • To enhance supportive management systems 	<ul style="list-style-type: none"> • Strengthen transparent, efficient and effective management systems
GOAL 6	Enhancing effectiveness of social responsibility for the betterment of the society.	<ul style="list-style-type: none"> • To share and utilize the academic knowledge and experiences for the benefit of community 	<ul style="list-style-type: none"> • Establish and maintain networks and programs for fulfilling community needs

Table 2: Key Performance Indicators

KPI		2016	2017	2018	2019	2020
		1	Gross Enrolment Ratio	5.86%	5.9%	6%
	World Rank (<i>Webometrics</i>)	1946	1900	1700	1500	1300
	South Asian Rank	45	40	35	30	25
	Times Higher Education Ranking	801-980	790	760	730	700
2	Employability Of Graduates					
	Facility of Law	100%	100%	100%	100%	100%
	Faculty of Medicine	100%	100%	100%	100%	100%
	Faculty of Science	100%	100%	100%	100%	100%
	Faculty of Management & Finance	80%	100%	100%	100%	100%
	Faculty of Arts	60%	65%	70%	75%	80%
3	Capital Budget Utilization	100%	100%	100%	100%	100%
4	Infrastructure Provided (Hostel Facility Provided for eligible student)	35%	38%	40%	43%	45%
5	Proportion of PhD holders among academics	50%	52%	53%	55%	56%
6	Foreign Student enrolment	54	60	64	67	72

Goal 1 – Achieving Excellence in Facilitation Towards Teaching and Learning

Objective 1.1: To use of modern technology and pedagogies for dissemination of knowledge

Strategy 1.1: Strengthen knowledge dissemination through multi-modes and modern teaching and learning systems

No	Activity	Responsibility	KPI	Performance Targets				
				2017	2018	2019	2020	2021
1.1.1	Promoting interactive methods in teaching learning process	Deans, Directors, Heads, Coordinators	No. of interactive sessions in courses	All course modules	All course modules	All course modules	All course modules	All course modules
			Use LMS for interactive learning	10% of the courses	20% of the courses	30% of the courses	40% of the courses	50% of the courses
1.1.2	Widening access to ICT resources	Vice Chancellor, Registrar, Directors, Deans	No. of students per computer	15	12	10	08	05
			Availability of university wide WiFi facilities	20%	40%	70%	100%	100%
1.1.3	Providing wider access to information and publications	Registrar, Librarian, Deans, Directors, Heads	No. of data bases subscribed	5 DBs	6 DBs	7 DBs	8 DBs	10 DBs
1.1.4	Promoting multimode delivery and evaluation methods	VC, D/SDC, Deans, Heads	No. of staff training programs conducted	2/year/member	3/year/member	4/year/member	5/year/member	6/year/member
			No. of trained staff (locally/internationally)	30%	40%	50%	70%	80%

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1.1.5	Improving university-industry collaboration	Heads, Career Guidance Coordinators, Deans, Directors/Rector	No. of MOUs No. of Conferences	15/year 3/year	20/year 4 /year	25/year 5/year	30/year 6/year	35/year 7 /year
1.1.6	Promoting student-staff exchange programs with other universities	VC/Deans, Directors, Heads,	No. of agreements No. of Students and Staff exchanged	5 5/Faculty	6 6/Faculty	7 8/Faculty	9 10/Faculty	10 12/Faculty
1.1.7	Promoting community based service learning projects	Heads / Deans	No. of Projects	1/Faculty	2/Faculty	3/Faculty	4/Faculty	5/Faculty
1.1.8	Promoting web based dissemination methods	Heads, Deans, Directors/Rector	No. of web based sessions conducted	1/Faculty	2/Faculty	3/Faculty	4/Faculty	5/Faculty

Objective 1.2 : To upgrade the quality of academic programs to reach global standards

Strategy 1.2: Establish a systematic review of academic programs and develop collaborative and inquiry-based teaching and learning

1.2.1	Reviewing curricula periodically and revised as necessity with the need of stakeholders	Heads, Coordinators, Deans, Directors/Rector	No of program reviewed	20% of the programs in the Faculty	40% of the programs in the Faculty	60% of the programs in the Faculty	80% of the programs in the Faculty	100% of the programs in the Faculty
1.2.2	Making research an essential part of the curriculum in line with SLQF	Dean, Director/Rector, Heads	No. of programs with a research component	70%	80%	90%	100%	100%
1.2.3	Nurturing students on logical and critical thinking	Head, Dean, Director/Rector	No of case based studies per subject No of Intellectual Debates	1/subject 1/Faculty	2/subject 1/Faculty	3/subject 2/Faculty	4/subject 2/Faculty	5/subject 3/Faculty

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1.2.4	Encouraging research on national and international issues	Head, Dean, Director/Rector	No. of presentations made	5/Faculty	7/Faculty	8/Faculty	9/Faculty	10/Faculty
1.2.5	Increasing the number of post-graduates and doctoral students in the faculty	Coordinator of the programs, Dean, Director/Rector	No. of postgraduate research students registered per year	20/Faculty	25/Faculty	30/Faculty	35/Faculty	40/Faculty

Goal 2 – Achieving Excellence in Facilitation towards Research and Scholarship

Objective 2.1: To promote scholarly research among academics and students

Strategy 2. 1: Expand facilities and build networks for high caliber research culture

No	Activity	Responsibility	KPI	Performance Targets				
				2017	2018	2019	2020	2021
2.1.1	Encouraging research providing resources and incentives	VC /Deans/ Directors/ Rector/ /Bursar	Amount. of research grants allocated per year	2% university expenditure	3% university expenditure	4% university expenditure	5% university expenditure	6% university expenditure
			No of hours reserved for research per person per semester	20% of working works	20% of working works	20% of working works	30% of working works	30% of working works
2.1.2	Encouraging academics recognizing their contribution in research and development	VC /Deans/ Directors/ Rector/	No. of rewards per year	5/year	7/year	9/year	10/year	10/year
2.1.3	Encouraging multi-disciplinary research	VC/Deans/Directors/ Rector/ Heads	No. of multi-disciplinary research per year	2/Faculty	3/Faculty	4/Faculty	5/Faculty	6/Faculty
2.1.4	Forming mutually beneficial research collaborations for R&D with universities/ corporates/social institutions	VC/Deans/Directors/ Rector	No. of agreements signed per year	1/Faculty	2/Faculty	3/Faculty	4/Faculty	5/Faculty
1.2.5	Encouraging commercialization of research and development	VC/Deans/Directors/ Rector/Heads	No. of patents, inventions, innovations and new products registered	5/University	7/University	9/University	10/University	10/University
2.1.6	Increasing access for e-resources	VC/Deans/Librarian/ Bursar	No of subscriptions for journals and databases	6	7	8	9	10

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2.1.7	Ensuring widely disseminating of research outputs	VC/Deans/Director/ Rector/Heads	No. of articles publish in index journals	10/Faculty	12/Faculty	13/Faculty	14/Faculty	15/Faculty
			No of index journals	1/University	2 University	1/Faculty	1/Faculty	1/Faculty
2.1.8	Organizing national and international research conferences/workshops	VC/Deans/Director/ Rector/	No. of conferences organized per year	1/Faculty	1/Faculty	1/Faculty	1/Faculty	1/Faculty
2.1.9	Promoting international research collaborations	VC/ Deans, Directors/ Rector/ Heads	No of joint research/publications	1/Faculty	2/Faculty	3/Faculty	4/Faculty	5/Faculty

Goal 3 – Achieving a Conducive Built Environment and Supportive Culture

Objective 3.1 To upgrade physical environment and infrastructure

Strategy 3.1 Expand the infrastructure facilities and office environments for future necessities

No	Activity	Responsibility	KPI	Performance Targets				
				2017	2018	2019	2020	2021
3.1.1	Improving lecture halls	VC /Deans/ Directors/ Rector/ /Bursar/Registrar	Amount of funds located	30% of capital budgets	50% of capital budgets	30% of capital budgets	30% of capital budgets	25% of capital budgets
			No of seats increased for students	300	400	500	600	700
3.1.2	Modernizing lecture theatres (A\C, Multimedia, sounds)	Dean, Director/Rector, registrar	No. of lecture halls with modern facilities	1/Faculty	2/Faculty	2/Faculty	3/Faculty	3/Faculty
3.1.3	Improving library facilities (space, seating facilities, internet connectivity)	V/C/Librarian, Director/Rector	No of readers that can be accommodated at a time	1000	1100	1200	1300	1400
3.1.4	Improving sanitary facilities	VC/Deans, Director/Rector, Registrar	Wash rooms \students ratio	1:50	1:40	1;30	1:25	1:25
3.1.5	Providing facilities for differently abled people	VC, Deans, Director/Rector,	Amounts of funds allocated	1% of capital budgets	1% of capital budgets	1% of capital budgets	1% of capital budgets	1% of capital budgets
3.1.6	Improving medical facilities	VC/Registrar/CMO	Amounts of funds allocated	1 of capital budgets	0.5 of capital budgets	0.5 of capital budgets	0.5 of capital budgets	0.5 of capital budgets

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3.1.7	Promoting green and sustainable initiatives	Dean, Director/Rector, Registrar	No. of green initiatives activities introduced	2	4	5	5	5
3.1.8	Developing attractive landscaping and maximum utilization of land	VC/Deans, Directors/Rector, Registrar,	Amounts of funds allocated	1% of capital budgets	1% of capital budgets	1% of capital budgets	1% of capital budgets	1% of capital budgets
3.1.9	Improving office with modern office furniture and equipment	VC/Deans, Directors/Rector, Registrar, Heads	Amounts of funds allocated	1% of capital budgets	1% of capital budgets	1% of capital budgets	1% of capital budgets	1% of capital budgets
3.1.10	Improving ICT facilities for staff rooms, offices and lecture halls	Heads, Coordinator, Deans, Director/Rector	No of rooms and buildings coverage	75%	100%	100%	100%	100%
3.1.11	Common rooms with modern equipment	VC/Deans, Directors/Rector, Registrar,	No of common rooms	1/University	1/faculty	1/faculty	1/faculty	1/faculty
3.1.12	Improving accommodation for students	VC/Directors/Rector, Registrar,	No of students	10%	20%	30%	40%	40%
3.1.13	Improving cafeteria facilities (space, healthy food, etc)	Student counselor Deans, Director/Rector,	No students per total seats available at a time	50%	60%	70%	70%	70%
3.1.14	Improving facilities for physical and mental fitness, and entertainment	VC, Registrar	Availability of facilities	30% of students and staff	40% of students and staff	50% of students and staff	60% of students and staff	70% of students and staff
3.1.15	Enhancing infrastructure facilities for in-door and outdoor sports	Director sports, Registrar, VC,	Availability of indoor sports facilities	20% of students	30% of students	40% of students	50% of students	50% of students
			Availability of Outdoor sports facilities	40% of students	50% of students	60% of students	70% of students	80% of students

3.1.16	Establishment of the Faculty of Technology, Faculty of Nursing, Multi- purpose building	VC, R, WE, AR/CWP	Percentage of project completed annually.	30%	50%	20%		
3.1.17	Construction of the staff quarters	VC, R, WE, AR/CWP	Percentage of project completed annually.	5%	10%	30%	30%	25%
<p>Objective 3.2 To enhance conducive social environment</p> <p>Strategy 3.2 Enhance the social integrity and harmony within University Community</p>								
3.2.1.	Establishing cultural centres	Student counselor Deans, Director/Rector	Availability of Cultural Centre	1/Uni	1/Uni	1/Un	1/Uni	1/Uni
3.2.2.	Organising cultural events	Student counselor Deans, Director/Rector	No of events	03/year/faculty	03/year/faculty	03/year/faculty	03/year/faculty	03/year/faculty
3.2.3	Establishing student societies for recreation activities	Student counselor Dean, Director/Rector	No. of student societies established	1/Faculty	2/Faculty	3/Faculty	3/Faculty	3/Faculty

Goal 4 – Enhancing Human Capital

Objective 4.1 - To strengthen competencies of the academic, and non-academic staff

Strategy 4.1 - Source, train and develop all staff to adhere to global professional standards

No	Activity	Responsibility	KPI	Performance Targets				
				2017	2018	2019	2020	2021
4.1.1.	Planning and implementing academic training and professional development for academic staff	VC/Deans/Directors/ Rector/ Heads	No of training/year	01/faculty	01/faculty	01/faculty	01/faculty	01/faculty
			No of staff trained/year	10%/faculty	20%/faculty	30%/faculty	40%/faculty	50%/faculty
4.1.2	Planning and implementing local and foreign training and professional development for administrative & supportive staff	Registrar/Deans/Directors/Rector/ Heads/ SAR,AE	No of training/year	01/faculty	01/faculty	01/faculty	01/faculty	01/faculty
			No of staff trained/year	10%/faculty	20%/faculty	30%/faculty	40%/faculty	50%/faculty
4.1.3	Participating in academic exchange programs with local and foreign universities and explore opportunities	VC/Deans/Directors/ Rector/ Heads	No of staff participated/year	2/faculty	3/faculty	4/faculty	5/faculty	5/faculty
4.1.4	Implement team building and staff recognition programmes for the staff	VC/Registrar/Deans, SAR/AE	No. of programmes/year	1/year	2/year	3/year	3/year	4/year
4.1.5	Encouraging staff to obtain memberships in recognized academic and professional bodies in order to promote network and professional contacts	/Deans/Directors/Rector/ Registrar/Heads	No of membership obtained	1/faculty	1/faculty	2/faculty	2/faculty	2/faculty
4.1.6	Providing funding and other support to attend local and foreign workshops/ seminars/ conferences training sessions	VC/Deans/Directors/ Rector/ registrar. Bursar/Heads	No of staff attended/year	5/faculty	8/faculty	8/faculty	8/faculty	8/faculty
4.1.7	Implementing appropriate recognition programs to motivate best performers in the areas of research, teaching and administration of the staff	VC/Deans/Directors/ Rector/ Registrar. Bursar/Heads	No of recognition/year	1/faculty	1/faculty	1/faculty	1/faculty	1/faculty

Goal 5 – Enhancing Learning Supportive Governance and Management Environment

Objective 5.1: To enhance supportive management systems

Strategy 5.1: Strengthen transparent, efficient and effective management systems

No	Activity	Responsibility	KPI	Performance Targets				
				2017	2018	2019	2020	2021
5.1.1.	Revising and Establishing an effective performance evaluation system for both academic and no academic staff	VC/Deans, Directors, Rector, Registrar	Availability of Performance evaluation systems	-	01/academics 01/for non-academic			
5.1.2.	Introducing performance based rewards and appreciation system	Deans, Directors , Rector, Bursar, Registrar,	Percentage of completion	80%	85%	90%	95%	100%
5.1.3	Establishing work norms and work ethics for staff	Directors/ SDC, Registrars	No of discussions/meeting held for the purpose	5/year	6/year	7/year	8/year	10/year
5.1.4	Restructuring accounting system to support decentralized financial control over operations	Bursar	Percentage of completion	100%	100%	100%	100%	100%
5.1.5	Revising the existing reporting system of providing divisional information	Bursar	Percentage of completion	100%	100%	100%	100%	100%
5.1.6	Reviewing financial control procedures to support academic and physical development activities	Bursar	Percentage of completion	100%	100%	100%	100%	100%
5.1.7	Introducing new activity based budgeting system to control spending for operations	Bursar	Percentage of completion	100%	100%	100%	100%	100%
5.1.8	Introducing activity based resource allocation system	Bursar	Percentage of completion	100%	100%	100%	100%	100%

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5.1.9	Formulating commonly agreed procedures on divisional expenditure	Bursar	Percentage of completion	100%	100%	100%	100%	100%
5.1.10	Establishing an annual reporting system for divisional financial performance	Bursar	Percentage of completion	100%	100%	100%	100%	100%
5.1.11	Introducing a set of standards for controlling efficiencies of divisions	Bursar	Percentage of completion	100%	100%	100%	100%	100%
5.1.12	Establishing a data base management system	ICT Coordinator, Bursar, Registrar	Percentage of completion	100%	100%	100%	100%	100%
5.1.13	Introducing Lean Management initiatives (waste minimization)	VC/Deans, Directors/Rector, Registrar	No of areas identified for lean management No of initiatives introduced	5%	10%	15%	20%	25%
5.1.14	Promoting green and sustainable initiatives	Dean, Director/Rector, Registrar	No. of green initiatives activities introduced	2	4	5	5	5
5.1.15	Reviewing administrative control procedures in a way academic and physical development activities are encouraged	Registrar	Percentage of completion	100%	100%	100%	100%	100%
5.1.16	Introducing paperless financial and administrative control procedures wherever possible using existing database	Bursar, Registrar	Percentage of financial matters operated through paperless mode	20%	30%	40%	50%	50%
			Percentage of administrative matters operated through paperless mode	20%	30%	40%	50%	50%

Goal 6 – Enhancing Effectiveness of Social Responsibility for the Betterment of the Society

Objective 6. 1: To share and utilize the academic knowledge and experiences for the benefit of community

Strategy 6.1 : Establish and maintain networks and programs for fulfilling community needs

No	Activity	Responsibility	KPI	Performance Targets				
				2017	2018	2019	2020	2021
6.1.1	Involvements in community awareness programs	Director SDC, Heads, Deans, Directors/Rector	No. of projects conducted by students	1/Faculty	2/Faculty	2/Faculty	2/Faculty	2/Faculty
			No. of projects conducted by academics	1/Faculty	2/Faculty	2/Faculty	2/Faculty	2/Faculty
6.1.2	Promoting policy based dialogues	Dean, Director/Rector	No of events organized within the university	1/year	2/year	2/year	2/year	2//year
			No of events organized outside the university	1/year	1year	1/year	1/year	1/year
6.1.3	Enhancing contribution to community projects	Dean, Director/Rector	No. of projects conducted by students/Staff	1/Faculty	2/Faculty	2/Faculty	2/Faculty	2/Faculty
6.1.4	Facilitating the improvement of ethnic harmony	Dean, Director/Rector	No of events organized	1/Faculty	2/Faculty	2/Faculty	2/Faculty	2/Faculty
6.1.5	Strengthening relationship with alumni	Dean, Director/Rector	No of events organized within the university	1	1	1	1	1
			No of events organized outside the university	1	1	1	1	1

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6.1.6	Encouraging mutually beneficial R&D agreements	Dean, Director/Rector	No. of MOUs signed	1/Faculty	2/Faculty	2/Faculty	2/Faculty	2/Faculty
6.1.7	Introducing education programs for students in underprivileged areas	Dean, Director/Rector	No of requests/ No of bids offered per year	1/Faculty	1/Faculty	2/Faculty	2/Faculty	2/Faculty
6.1.8	Encouraging participation in poverty and social welfare programs	Dean, Director/Rector	No of events	1/Faculty	1/Faculty	1/Faculty	2/Faculty	2/Faculty
6.1.9	Enhancing contribution towards environmental awareness programs	Dean, Director/Rector	No of awareness programmes conducted	1/Faculty	2/Faculty	2/Faculty	2/Faculty	2/Faculty
6.1.10	Developing networks with policy making bodies	Deans, Director/Rector	No of discussions had with policy makers	1/Faculty	2/Faculty	2/Faculty	2/Faculty	2/Faculty
6.1.11	Enhancing involvement in policy research	Dean, Director/Rector	No of research conducted per year	1/faculty	1/Faculty	2/Faculty	3/Faculty	4/Faculty
6.1.12	Sponsorships by linking projects with corporates	Dean, Director/ Rector/Heads	No of projects per year	1/faculty	1/Faculty	2/Faculty	2/Faculty	2/Faculty
6.1.13	Press release briefings on local, social and business issues	VC/Dean, Director/ Rector/Registers/ Heads	No of press release per year	1/Faculty	2/Faculty	3/Faculty	4/Faculty	4/Faculty
6.1.14	Establish a community support funds	VC/Dean, Director/ Rector/Registers/ Bursar	Availability of Community support funds	Y/N	Y/N	Y/N	Y/N	Y/N

Annexure I

Organizational Structure