STRATEGIC PLAN
2019-2023

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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 2019 to 2023 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 2019-2023.

I take this opportunity to express my sincere gratitude to all those who contributed in the preparation of this Strategic 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

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 six (56) Academic Departments, a Campus, a School, seven (7) Institutes and several Centers and Units. Many undergraduate and postgraduate study courses in the fields of Arts, Science, Medicine, Management, Law, Education, IT, Aesthetic Studies, Molecular Biology, Technology, Nursing. 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 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 completive 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 recognition as it is ranked 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 license 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. Further, Faculty of Technology, Faculty of Nursing and Postgraduate Institute of Indigenous were established in 2017.

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 six (56) 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) and Centre for the Study of Human Right (CSHR). 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.

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 are carried out.

THE UNIVERSITY TODAY

The university consists of a campus, a school, seven (7) institutes and nine (9) Faculties with fifty six (56) 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)
- Postgraduate Institute of Indigenous Medicine (PGIIM)

School

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

Centers

The Nine 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
- Centre for Research Development
- Centre of Gender and Equality
- Centre for Environmental Initiatives

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	Certificate Courses	Diploma Courses	
Faculty of Arts	2144	1363	628	361	4496
Faculty of Education	348	1461	80	-	1889
Faculty of Law	1000	183	85	156	1424
Faculty of Medicine	1069	43	33	6	1112
Faculty of Management & Finance	1914	266	16	293	2489
Faculty of Nursing	1611	-	-	-	1611
Faculty of Science	93	237	-	34	364
Faculty of Technology	175	-	-	-	175
Faculty of Graduate Studies	-	2993	-	103	3096
Sri Palee Campus	632	87	145	22	886
IBMBB	-	56	14	-	70
PGIM	-	4022	-	-	4022
IARS	621	-	-	-	621
IIM	1119	-	25	10	1154
IHRA	661	732	4562	252	6207
UCSC	857	500	283	-	1640
NILIS	-	98	184	405	687
Total	**12244**	**12041**	**6055**	**1642**	**31943**

Faculties

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

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

Faculty of Arts

Faculty of Arts is the largest Faculty in the University of Colombo in terms of student enrolment. The Faculty offers courses in the field of Social Sciences and Humanities in three medium. Apart from Bachelor of Arts Degree Programs (Special and Study Streams) several Departments offer courses for Diploma, Masters and Doctoral degrees. The Faculty has eleven Academic Departments and several units as mentioned below.

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

  - o Arabic and Islamic Civilization Unit
  - o Computer Unit (Teaching Unit and Student Computer Unit)
  - o Journalism Unit
  - o Mathematics Unit
  - o Support Center for Student with disabilities

The Faculty has 146 permanent academic staff members: 04 Senior Professors, 20 Professors, 02 Associate Professors, 76 Senior Lecturers, 10 Lecturers, 30 Probationary Lecturers, 04 Instructors

Faculty of Education

The Faculty of Education conducts the Bachelor of Education Honors degree program which is offered collaboratively with the Faculty of Arts of the University of Colombo. Students for this program are selected from the Faculty of Arts on the performance of their first year examinations. They study the academic courses at the Faculty of Arts and specialization courses in Education at the Faculty of Education. The Faculty of Education conducts the Bachelor of Education degree program in three media. The Faculty has finalized a Bachelor of Education Honors Degree in Primary Education, intending for a direct intake from UGC in 2018.

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 Faulty has four departments:

- Department of Educational Psychology
- Department of Humanities Education
- Department of Social Science Education
- Department of Science & Technology

The Faculty has a **National Education Research and Evaluation Centre (NEREC)** which conducts studies commissioned by the Ministry of Education, World Bank, GIZ, NSF, UNICEF etc.

The Faculty has 34 members on the academic staff consisting of 01 Senior Professor, 03 Associate Professors, 12 Senior Lecturers, 04 Lecturers and 14 Probationary Lecturers.

Faculty of Graduate Studies

The Faculty of Graduate Studies (FGS) of the University of Colombo is a pioneer Graduate Faculty in Sri Lanka. It was established by the Universities Act 16 of 1978 and the Faculty of Graduate Studies Ordinance No. 3 of 1987. Led by the Dean of the faculty and managed by the Faculty Board of the Graduate Studies. Faculty of Graduate Studies is accountable to the senate and the council of University of Colombo. The mandate of the FGS is to "sponsor, coordinate and regulate postgraduate studies and specialized in multi – disciplinary research carried out within the University of Colombo." FGS has shown a

tremendous progress in terms of academic leadership, market dominance, innovativeness, student enrolment, new product development, image building, networking and administrative efficiency. It is demand driven and committed to promote growth and development through human capital development.

Faculty of Graduate Studies conducts twenty nine (29) Postgraduate programs and four (4) non – Postgraduate Diplomas. Among the programmes offered there are four (4) Executive Diplomas, thirteen (13) Postgraduate Diplomas and thirteen (13) Masters Programmes, one (1) MPhil Programme (Master of Philosophy in Clinical Psychology) and highly structured interdisciplinary MPhil/PhD programme. Resource Persons are drawn mainly from Senior Academic Staff of the University of Colombo, and a few from the Industrial Sector.

These study programmes cover wide range of subjects such as Human Rights, Development Studies, Labour Relations, Human Resource Management, Conflict Resolution and Peace Building, Manufacturing Management, Counseling and Psychosocial Support, Japanese Studies, American Studies, Women's Studies, Business Management, Information System Management, Public Administration, Environment Development and Marketing. The target group of Executive Diploma is junior executives with the objective of providing access to higher education for non-degree holders.

In terms of academic qualifications, postgraduate diplomas and Masters' degree programmes account for 82% and the rest is shared by MPhil/PhD (10%) and Executive Diploma (7%) programmes. The female participation is around 39% and it varies quite significantly across programmes by area of specialization. For example, female students account for 90% of enrolment in MPhil in Clinical Physiology and Counselling and Psychosocial Support programmes while female share is around 15% in programmes on Manufacturing Management. All programmes are now aligned with Sri Lanka Qualifications Framework giving credit values and are approved by the University Grants Commission.

Faculty of Law

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 or 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 Faculty of Law was instrumental in establishing the Centre for the Study of Human Rights in the University of Colombo. This Centre is attached to the Faculty of Law for the purpose of conducting its academic and administrative activities efficiently. 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 of Law is comprised of three departments. They are:

- The Department of Commercial Law
- The Department of Private & Comparative Law
- The Department of Public & International Law

It also has two newly established units. They are:

- The Legal Aid Unit.
- The Legal Research Unit.

The Faculty is comprised of 37 permanent members, which include 01 Professor, 19 Senior Lecturers, 04 Lecturers and 13 Probationary Lecturers.

Faculty of Management & Finance

The Faculty of Management and Finance offers Bachelor of Business Administration (BBA) special degree in nine 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 degree, the Faculty offers Diplomas, MBAs, MPhils and PhDs. 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 Organization Studies
- Department of Marketing

  - Research Degrees Unit
  - Postgraduate and Mid-career Development Unit
  - Innovation and Entrepreneurship Development Unit
  - Career Guidance Unit
  - Academic Affairs Unit

There are 74 members in the permanent academic staff comprised 03 Professors, 02 Associate Professors, 49 Senior Lecturers, 1 Lecturers and 19 Probationary Lecturers.

Faculty of Medicine

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 degrees, the Faculty conducts Diploma, Masters and PhD programmes. The Faculty has seventeen Departments:
- 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 Psychiatry
- Department of Surgery & Anesthesiology

- Department of Obstetrics and Gynecology
- Department of Pediatrics
- Department of Clinical Medicine
- Department of Medical Education
- Department of Pharmacology
- Department of Medical Humanities
- Department of Allied Health Sciences

The teaching staff consists of 157 permanent members with 10 Senior Professors, 35 Professors, 5 Associate Professors, 60 Senior Lecturers, and 47 Lecturers. In addition to the departments, the Faculty also has several units related to student teaching, including the Family Medicine Unit and the Virtual and Distance Learning Centre. 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. 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.

Several special units have forged ahead in research and these include 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. The Research Promotion and Facilitation Centre supports staff and postgraduate students. Services to the community and expert guidance and advocacy on health issues are provided through departments, specialized laboratories, and through special units including the Health and Wellness Unit, Sports and Exercise Medicine Unit, and the Centre for Combating Tobacco. The Faculty hosts two World Health Organization Collaborating Centres, in Occupational Health and in Medical Education.

Faculty of Nursing

Faculty of Nursing of the University of Colombo offers a four year bachelors degree in nursing (BScN). The Faculty of Nursing comprises of three academic departments. These three departments are as follows.

I.   Department of Basic Science/ Social Science for Nursing

II.   Department of Clinical Nursing

III.   Department of Fundamental Nursing

These three departments are mainly responsible for conducting the Nursing degree programme with the help of 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 undergraduates in the respective areas to ensure their smoother progression in and successful completion of the study programme.

The Faculty has 11 members on the academic staff consisting of 1 Professor and 10 Senior Lecturers

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 112 academic staff comprising 13 Senior Professors, 12 Professors, 04 Associate Professors, 65 Senior Lecturers and 18 Lecturers.

Faculty of Technology

Established in 2017, the Faculty of Technology is one of the youngest faculties of the University of Colombo. In 2018, the Faculty commenced its academic programs in Agricultural Technology, Environmental Technology & Automation Technology to 175 students who have qualified for university entrance from the G.C.E. (A/L) technology stream. These academic programs are supported by four academic departments namely,

• Department of Agricultural Technology

• Department of Environmental Technology,

• Department of Information & Communication Technology and

• Department of Instrumentation & Automation Technology

Currently, the academic staff of the Faculty comprises 12 permanent members with 01 Senior Professor, 07 Senior Lecturers and 04 Probationary Lecturers. This number is expected to grow with the increase of student intake of the Faculty to its full capacity. Through its academic programs, the Faculty of Technology aims to foster a strong research and innovation culture among its students who will graduate as technology professionals.

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 ethic 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.

- **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.

- **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.

- **Poor Building Design for Teaching and Tearing 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 favor 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 2019-2023

VISION AND MISSION STATEMENTS

VISION

To be a center 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 industry and community

CORE VALUES

- Academic freedom
- Learner Centeredness & Lifelong Learning
- Critical Thinking
- Creativity, Innovation & Exploration
- Integrity & Ethical Behavior
- Good Governance, Accountability & Responsibility
- Diversity, Inclusiveness, Equality & Mutual Respect
- Professionalism, Commitment & Competence
- Collegiality
- Environmental Responsibility

Table 1: Goals and objectives of the University of Colombo

	Goals	Objectives	Strategy
GOAL 1	Achieving excellence in teaching and learning	• To use appropriate technologies and pedagogies to enhance graduate attributes	• Strengthen graduate attributes through effective teaching and learning systems
		• To upgrade the quality of academic programs in par with global standards	• Establish a systematic review of academic programs
GOAL 2	Achieving excellence in research and innovation	• To strengthen research, innovation and publications	• Strengthen mechanisms to improve research, innovations and publications • Facilitate knowledge and technology transfer
GOAL 3	Providing improved infrastructure facilities	• To upgrade physical and visual environment	• Optimal use of existing facilities • Improve and expand physical infrastructure facilities
		• To enhance social environment	• Improve and expand sports and recreation facilities • Promote social harmony
		• To promote environmental sustainability	• Introduce and practice sustainable environmental initiatives
GOAL 4	Managing human capital	• To create a pool of competent staff	• Recruit high caliber staff • Develop and retain staff
GOAL 5	Ensuring good governance	• To practice good governance at all levels	• Strengthen and maintain effective management systems
GOAL 6	Fulfilling social responsibility	• To identify and address needs of the society	• Strengthening engagement with public • Improving collaboration/partnership with governmental, non-governmental and civil society organizations • Encouraging contribution to national level policy dialogue
GOAL 7	Ensuring global visibility	• To achieve regional and global recognition	• Promoting international collaborations • Encouraging to obtain membership in academic/professional associations • Encouraging academic excellence

Table 2: Key Performance Indicators

	KPI		Years					
			2018	**2019**	**2020**	**2021**	**2022**	**2023**
1.	Achieving excellence in teaching and learning	Employability index	52%	57%	62%	67%	72%	77%
		No. of students completed postgraduate programs	3030	3180	3339	3505	3680	3864
2.	Achieving excellence in research and innovation	No. of publications	1075	1100	1125	1150	1175	1200
		Research grants received (Rs.)	25 million	30 million	35 million	40 million	45 million	50 million
3.	Providing improved infrastructure facilities	Facility Condition Index	70%	75%	75%	80%	85%	85%
		ICT Index						
		Environmental Performance Index	50%	55%	60%	65%	70%	75%
4.	Managing human capital	Human Capital Index	99.12%	100%	100%	100%	100%	100%
5.	Ensuring good governance	Organization Climate Index	73%	76%	79%	82%	85%	88%
		Index of effective utilization and distribution of finance	80%	82%	84%	86%	88%	90%
6.	Fulfilling social responsibility	Social Impact Index	97%	100%	100%	100%	100%	100%
7.	Ensuring global visibility	No. of International collaborations	26	31	36	41	46	51
		World University Ranking (Times Higher Education)	Within Top 1000					

Goal 1 – Achieving excellence in teaching and learning

Objective 1.1: To use appropriate technologies and pedagogies to enhance graduate attributes

Strategy 1.1.1: Strengthen graduate attributes through effective teaching and learning systems

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
1.1.1.1	Promoting interactive methods in teaching - learning process	Rector, Deans, Directors, Heads, Coordinators	No. of interactive sessions in courses	All courses	All courses	All courses	All courses	All courses	SDG targets – 4.4
			Number of courses in a program incorporating blended learning (Cumulative)	20% of the courses	30% of the courses	40% of the courses	50% of the courses	60% of the courses	
			Number of academics attended to training and workshops on interactive teaching (Cumulative)	20% of academic staff	25% of academic staff	30% of academic staff	35% of academic staff	40% of academic staff	

1.1.1.2	Widening access to ICT resources	VC, R, Rector, Deans, Directors	No. of students per computer	18	15	12	10	05	SDG targets – 9.c
			Availability of university wide Wi-Fi facilities	65%	70%	75%	80%	100%	
			Percentage of students accessed LMS	50%	60%	70%	90%	100%	
1.1.1.3	Promote access to information resources through modern technology	R, Rector, Deans, Librarian, Directors, Heads	No. of Information literacy programs conducted	10 programs	10 programs	10 programs	10 programs	10 programs	SDG targets – 9.c
			No. of students accessed to virtual training programs on information literacy	50% of students	100% of students	100% of students	100% of students	100% of students	
1.1.1.4	Establishment of the Cyber Campus	VC, R, Rector, Deans, Librarian, Director, Heads	Percentage of Completion	30%	40%	60%	80%	100%	SDG targets – 4.3, 4.a, 9.c
1.1.1.5	Integrating IT into library services	Librarian	Level of automation of the library services	60%	70%	80%	90%	100%	SDG targets – 4.a, 9.c

1.1.1.6	Integrating IT into Registration & Examination work	R, SAR/Exams	Level of automation of the Registration & Exam work	60%	70%	80%	90%	100%	SDG targets – 9.c
1.1.1.7	Increasing university-industry collaborations to enhance graduate attributes	Rector, Deans, Directors, Heads, Career Guidance Coordinators	Percentage of internships provided for undergraduate students	65%	70%	75%	80%		SDG targets – 8.3, 4.4
			No. of industry exposure provided through field trips, industry visits, off campus assignments	1/year/student	1/year/student	2/year/student	2/year/student		
1.1.1.8	Promoting community based service learning projects	Rector, Deans, Heads	No. of Projects	1/Faculty	1/Faculty	2/Faculty	2/Faculty	2/Faculty	SDG targets – 4.4

Strategy 1.1.2:		Establish a systematic review of academic programs							
1.1.2.1	Reviewing curricula periodically to meet the stakeholders' needs	Rector, Deans, Directors, Heads, Coordinators	Frequency of curriculum revision	Once in 3-5 years					SDG targets – 16.7
			No. of meetings held with stakeholders	1/Year/ Faculty	1/Year/ Faculty	1/Year/ Faculty	1/Year/ Faculty	1/Year/ Faculty	
			Frequency of obtaining feedback from students	1 Programme/ Year/ Faculty	1 Programme/ Year/ Faculty	1 Programme/ Year/ Faculty	1 Programme/ Year/ Faculty	1 Programme/ Year/ Faculty	
1.1.2.2	Mapping programs with SLQF	Rector, Deans, Directors, Heads	Percentage of programs mapped	75%	80%	90%	100%	100%	SDG targets – 4.4
1.1.2.3	Nurturing students on logical and critical thinking	Rector, Deans, Directors, Heads	No of teaching learning activities promoting critical thinking such as case based studies/ simulations, Intellectual Debates	2/subject	3/subject	4/subject	5/subject	5/subject	SDG targets – 4.4
			No, of assessment with critical thinking component	1/ program	1/ program	1/ program	1/ program	1/program	

1.1.2.4	Encouraging research on national and international issues	Rector, Deans, Directors, Heads	No. of presentations made	12/Faculty	15/Faculty	17/Faculty	20/Faculty		SDG targets 9.5
1.1.2.5	Increasing the number of postgraduates and doctorial students in the faculty	Rector, Deans, Directors, Coordinators of the programs	No. of postgraduate research students registered per year	20/Faculty	25/Faculty	30/Faculty	35/Faculty	40/Faculty	SDG targets 8.3, 9.5

Goal 2 – Achieving Excellence in Research and Scholarship

Objective 2.1: To strengthen research, innovation and publications

Strategy 2.1.1: Strengthen mechanisms to improve research, innovations and publications

No	Activity	Responsibility	KPI	2019	2020	2021	2022	2023	SDG Goal/ Target
2.1.1.1	Encouraging research by providing incentives	VC, Rector, Deans, Directors, Bursar	Amount. of research grants allocated per year	3% university expenditure	4% university expenditure	5% university expenditure	6% university expenditure	7% university expenditure	SDG targets 9.5
			No of hours reserved for research per person per semester	15% of working works	20% of working works	25% of working works	30% of working works	32% of working hours	
			Percentage of early career academics (<45 years) receiving funding	5%	7%	10%	13%	15%	

2.1.1.2	Recognizing Academics for their contribution in research and development	VC, Rector, Deans, Directors	Percentage of academics receiving awards per year/ per faculty	3%	5%	7%	9%	10%	SDG targets 9.5
2.1.1.3	Integrate research into undergraduate programs	VC, Rector, Deans, Directors	No of students who undertake research as a part of the degree program	50%	60%	70%	80%	90%	SDG targets 9.5
2.1.1.4	Integrate research Postgraduate programs	VC, Rector, Deans, Directors	No of students who undertake research as a part of the degree program	35%	45%	40%	50%	60%	SDG targets 9.5
2.1.1.5	Increasing the number of postgraduates and doctorial students in the faculty	Rector, Deans, Directors, Coordinators of the programs	No. of postgraduate research students graduated	75/year	80/year	85/year	90/year	100/year	SDG targets 8.3, 9.5
2.1.1.6	Ensuring wide dissemination of research outputs	VC, Rector, Deans, Directors, Heads	No. of articles published in indexed/peer reviewed journals	175/ university	200/university	225/ university	250/ university	275/unive rsity	SDG targets 9.5
			No. of new citations/ year (per person/year)	10	12	16	18	20	
			No. of conference presentations	225/	275	325	375	425	
2.1.1.7	Encouraging research on national and international issues	Rector, Deans, Directors, Heads	No. of publications made	27%	30%	32%	35%	40%	SDG targets 9.5
			No of presentations made	12/Faculty	15/Faculty	17/Faculty	20/Faculty		

2.1.1.8	Organizing national and international research conferences/workshops/Symposia	VC, Rector, Deans, Directors	No. of national/international conferences/workshops organized per year	1/Faculty	1/Faculty	1/Faculty	1/Faculty	1/Faculty	SDG targets 9.5

Strategy 2.1.2: Expand facilities and build networks for high caliber research culture

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
2.1.2.1	Develop a centre for research development	Directors/ CRD	No. of programs for continued training in research methodology	01	03	05	08	10	SDG targets 9.5
2.1.2.2	Increasing access for resources	Librarian	No of subscriptions for databases	6	7	8	9	10	SDG targets 9.5
			No. of items in university information repository	4500	5000	5500	6000	6500	
2.1.2.3	Promoting national research collaborations	VC, Rector, Deans, Directors, Heads	No. of national joint research/ publications	12	15	18	20	25	SDG targets 9.5

Strategy 2.3: Facilitate knowledge and technology transfer

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
2.3.1.1	Forming mutually beneficial research collaborations for R&D with industry & corporate sector	VC, Rector, Deans, Directors	No. of projects completed per year	3	3	4	5	6	SDG targets 8.3, 9.5
2.3.1.2	Encouraging commercialization of research and development through development of a Technology Transfer Centre	VC, Rector, Deans, Directors, Heads	No. of patents, inventions, innovations and new products registered	1	3	5	7	10	SDG targets 8.3, 9.5

Goal 3 – Providing improved infrastructure facilities

Objective 3.1: To upgrade physical and visual environment

Strategy 3.1.1 Optimal use of existing facilities

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
3.1.1.1	Optimal usage of lecture halls	Dean, DR, SAR, AR	No. of hours occupied	90%	100%	100%	100%	100%	SDG targets 4.a, 16.6
3.1.1.2	Optimal usage of laboratories	Dean, Head, DR, SAR, AR	No. of hours occupied	90%	100%	100%	100%	100%	SDG targets 4.a, 16.6
3.1.1.3	Optimal usage of Play Ground and Indoor Stadium	Director PE	No. of hours occupied 6am – 8pm	100%	100%	100%	100%	100%	SDG targets 3.4, 16.6
3.1.1.4	Optimal usage of Gymnasium	Director PE	No. of hours occupied 6 a.m.-8.p.m.	100%	100%	100%	100%	100%	SDG targets 3.4, 16.6

Strategy 3.1.2 : Improve and expand physical infrastructure facilities

3.1.2.1	Improving and Modernizing lecture halls/laboratories	VC, R, Rector, Deans, Directors, Bursar, WE	No. of lecture halls/laboratories with modern facilities (wi-fi /Multimedia/sounds/AC etc)	60%	70%	80%	100%	100%	SDG targets 9.1, 9.c
3.1.2.2	Redefining library space	Librarian	Learning commons	1	1	1			SDG targets 4.a, 9.c
			Smart Class rooms		1	1			
			Group Class rooms		1	1	1	1	
			Research commons / Information Commons	1	1	1	1	1	
3.1.2.3	Improving sanitary facilities	VC, R, Rector, Deans, Directors, Bursar, WE	Wash rooms /students ratio	1:45	1:40	1:35	1:30	1:25	SDG targets 6.2
3.1.2.4	Providing facilities for differently abled people	VC, R, Rector, Deans, Directors, Librarian, WE	Proportion of buildings with accessibility	15%	25%	35%	45%	55%	SDG targets 4.5

3.1.2.5	Improving facilities at the Health Centre	VC, R, CMO	No. of major medical equipment's available	5	7	9	10		SDG targets 3.4
3.1.2.6	Mobile Services for outside faculties	VC, R, CMO	No. of services/week	1	1	2	2	3	SDG targets 3.4
3.1.2.7	Development of landscaping with attractive faculty premises	VC, R, Rector, Deans, Directors, Curator	% of available space	30	40	50	60	80	SDG targets 11.7
3.1.2.8	Improving office with modern office furniture and equipment	VC, R, Rector, Deans, Directors, Heads	% of modernized offices / Depts.	60%	70%	80%	100%	100%	SDG targets 9.1
3.1.2.9	Upgrading Common rooms with modern equipment	VC, R, Rector, Deans, Directors,	% of Improvement	60	70	80	100	100	SDG targets 4.a
3.1.2.10	Improving accommodation for students	VC, R, Rector, Directors,	No of students accommodated (% of the total student population)	20%	25%	30%	40%	50%	SDG targets 4.a
3.1.2.11	Improving cafeteria facilities (space, healthy food, etc)	Rector, Deans, Directors, Student counselor	No students per seat available at a time	5	4	3	2	2	SDG targets 3.4
			Modernizing the existing cafeteria facilities (kitchens) % of improvement	45%	50%	60%	65%	70%	

3.1.2.12	Establishment of the Faculty of Technology,, Faculty of Nursing Faculty of Engineering	VC, R, WE, AR/CWP	Percentage of project completed annually.		65%	10%	3%		SDG targets 4.4, 8.2, SDG targets 4.4, 3., SDG targets 4.4, 8.2
3.1.2.13	Construction of HELP ZONE	VC, R, WE, AR/CWP	No of services provided	5%	25%	60%	10%		SDG targets 4.a
3.1.2.14	Construction of University press	VC, R, WE, AR/CWP	Percentage of project completed annually		100%				SDG targets 9.5
3.1.2.15	Construction of west wing building	VC, R, WE, SAR/AR/CWP	Percentage of project completed annually	50%	50%				SDG targets 9.1
3.1.2.16	Construction of ten storied building for the Faculty of Mgt. & Finance	VC, R, WE, SAR/AR/CWP	Percentage of project completed annually	-	-	20%	30%		SDG targets 9.1
3.1.2.17	Construction of statistics building,	VC, R, WE, SAR/AR/CWP	Percentage of project completed annually	5%	65%	7%	5%		SDG targets 9.1
3.1.2.18	Construction of Information learning center, student service center for the Faculty of Science	VC, R, WE, SAR/AR/CWP	Percentage of project completed annually	3%	49%	12%	5%		SDG targets 4.a

3.1.2.19	Construction of seven storied new wing building for Faculty of Arts	VC, R, WE, Dean, SAR/AR/CWP	Percentage of project completed annually	5%	21%	40%	39%		SDG targets 9.1
3.1.2.20	Construction of 17 story building for the Faculty of Medicine	VC, R, Dean, WE, DR, AR/CWP	Percentage of project completed annually	25%	40%	35%			SDG targets 9.1
3.1.2.21	Converting IARS to Faculty of Commercial Agriculture	VC, R, WE, AR/CWP	Percentage of project completed annually		5%	10%	45%		SDG targets 4.4, 8.2
3.1.2.22	Construction of the staff quarters (Accommodation for Staff)	VC, R, WE, AR/CWP	Percentage of project completed annually.	2%	20%	50%	30%		SDG targets 8.8, 9.1
3.1.2.23	Ten storied State of the Art Building of Faculty of Law	VC, R, WE, SAR/CWP	Percentage of project completed annually			50%	50%		SDG targets 9.1
3.1.2.24	Library extension and multi-purpose building, multi-camera studio for the Sri Palee campus	VC, R, Rector, WE, AR/CWP	Percentage of project completed annually.		30%	55%	10%	5%	SDG targets 4.a, 9.c

Strategy 3.2.1 :Improve and expand sports and recreation facilities

3.2.1.1	Improving facilities for physical and mental fitness	VC, R, Director PE,	No of gym equipment	32	34	34	36	38	SDG targets 3.4
			Availability of indoor sports facilities	10	11	11	11	11	
			Availability of outdoor sports facilities	12	13	14	14	14	
3.2.1.2	Establishment of recreation facilities for Sri Palee Campus &Faculty of Technology	VC, R, Director PE,	% Improvement	15	20	25	30	35	SDG targets 3.4
3.2.1.3	Construction of Swimming Pool	VC, R, WE, Dir/PE, AR/CWP, Alumina Association	Percentage of project completed annually	December 2019 100%					SDG targets 3.4
3.2.1.4	Construction of Modern Basketball and Netball Court	VC, R, WE, Dir/PE, AR/CWP	Percentage of project completed annually	30%	30%	20%			SDG targets 3.4
3.2.1.5	Promote and encourage multicultural, social and multi – religious events	Deans/SARs/Student Counsellor	No. of multicultural and social events held	5/faculty	5/faculty	5/faculty	5/faculty	5/faculty	SDG targets 4.7

3.2.1.6	Promote and encourage sports events between staff and students/academic & non-academic	Deans, Dir/PE, Student Counsellor	No. of sports events held	1/faculty	1/faculty	1/faculty	1/faculty	1/faculty	SDG targets 4.a

Objective 3.3 To Promote Environmental Sustainability

Strategy 3.3.1 Introduce and practice sustainable environmental initiatives

3.3.1.1	Promoting green and sustainable initiatives	Dir/Environment, Curator, Environment officer	No. of initiatives taken for sustainable development	2	3	4	5	5	SDG targets 11.7
3.3.1.2	Conserving water and energy	Dir/Environment, Curator, Environment officer	No. of units generated	800kW	800kW	800kW	800kW	800kW	SDG targets 6.4, 7.3, 12.5
			No. of units saved	800kW	800kW	800kW	800kW	800kW	
			% Reduction of waste	35%	40%	45%	50%	60%	

Goal 4 – Managing Human Capital

Objective 4.1 - To create a pool of competent staff

Strategy 4.1.1 – Recruitment of high caliber staff / obtaining expertise service

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	2020	2021	2022	2023	
4.1.1.1	Recruit competent academic staff	VC, Rector, Dean, Directors, HODs,	% of existing vacant carder filled	100%	100%	100%	100%	100%	SDG targets 4.c
			No of new carder filled as a % of new carder filled	100%	100%	100%	100%	100%	
4.1.1.2	Form a pool of experts with academic excellence	VC, Rector, Deans, Directors	No. Of professional / expert services	3	3	4	5	6	SDG targets 4.c
4.1.1.3	Recruitment of Administrative and Financial Staff	UGC, MOHE	% of existing vacant cadre filled	100%	100%	100%	100%		SDG targets 4.c
4.1.1.4	Recruit competent nonacademic staff through rigorous selection process	UGC, MOHE	% of existing vacant carder filled	75%	85%	85%	90%		SDG targets 4.c

Strategy 4.1.2: Develop and retain staff

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
4.1.2.1	Design training programs for current and future staff	VC, R, Deans	No of orientation programs conducted	3	3	3	3	3	SDG targets 4.c
			No, of capacity building training programs conducted in-house/out side	3	3	3	3	3	
			No of employees attending for foreign trainings programs	7	9	10	12	15	
4.1.2.2	Staff Recognitions	VC, R, Directors, SDC	Types of rewards granted	3	3	4	5	5	SDG targets 4.c
4.1.2.3	Developing policy paper to implement Rewards scheme for the staff	VC, R, Directors, SDC		Discussion	Initiative	Implementation			SDG targets 4.c
4.1.2.4	Designing work norms and work ethics		No of periodic updates	-	1	-	1	-	SDG targets 16.6
4.1.2.5	Promoting welfare facilities		No. of welfare activities	11	13	16	20	20	SDG targets 3.4

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Goal 5 - Ensuring good governance

Objective 5.1: To practice good governance and accountability at all levels

Strategy 5.1.1: Strengthen and maintain effective management systems

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
5.1.1.1.	Effective continuation of faculty grievance committees	VC, Rector, Deans, Directors	Grievance Redress committee established	Concept note and mandate presented to Senate and mandate defined. Grievance committee appointed	Annual Report of Grievance Redress Committee	Annual Report of Grievance Redress Committee	Annual Report of Grievance Redress Committee	Annual Report of Grievance Redress Committee	SDG targets 16.6
5.1.1.2.	Recruitment of all staff and appointment to administrative posts are made according to established procedures and rules in a fair and transparent manner	VC, R, Rector, Deans, Directors, Heads	Average time taken to recruit staff.	Average time for recruitment reduced to 6 months	Average time for recruitment reduced to 6 months	Average time for recruitment reduced to 6 months	Average time for recruitment reduced to 6 months	Average time for recruitment reduced to 6 months	SDG targets 16.6

5.1.1.3	Promotion of staff is done in a timely, transparent, and accountable manner	VC, R, Rector, Deans, Directors, Heads	Average time taken for promotions (excluding those that require external evaluation)	Average time for processing of promotions reduced to 10 months	Average time for processing of promotions reduced to 8 months	Average time for processing of promotions reduced to 6 months	Average time for processing of promotions reduced to 6 months	Average time for processing of promotions reduced to 6 months	SDG targets 16.6
			Professor Promotions (excluding those that require external evaluation)	Average time for processing of promotions reduced to 11 months	Average time for processing of promotions reduced to 10 months	Average time for processing of promotions reduced to 9 months	Average time for processing of promotions reduced to 8 months	Average time for processing of promotions reduced to 8 months	
5.1.1.4	Ensuring work norms	R, Rector, Dean, Directors, Heads	Agreement of workloads with established work norms as a percentage	55% compliance	60% compliance	65% compliance	70% compliance	75% compliance	SDG targets 16.6
5.1.1.5	Substantive and procedural fairness is ensured in disciplinary matters involving students and staff	VC, R	Reduce average time taken to conduct a disciplinary inquiry and action taken (except where outside adjudicators are involved in the inquiry)	Maintain average time taken to conclude a disciplinary inquiry at 6 months	Maintain average time taken to conclude a disciplinary inquiry at 5 months	Maintain average time taken to conclude a disciplinary inquiry at 5 months	Maintain average time taken to conclude a disciplinary inquiry at 4 months	Maintain average time taken to conclude a disciplinary inquiry at 4 months	SDG targets 16.6
5.1.1.6	Revising the existing reporting system of providing financial and non-financial information at different levels of governance	Bursar	Percentage of completion	100%					SDG targets 16.6
5.1.1.7	Obtaining unqualified audit opinion	Bursar	Percentage of completion	70%	90%	100%			SDG targets 16.6

5.1.1.8	Preparation of Financial Manual	Bursar	Percentage of completion	70%	100%				SDG targets 16.6
5.1.1.9	Conducting statutory meetings in a timely manner and ensuring participation	Conveners of statutory meetings	Annual reports reflecting conduct of and attendance at, meetings	65%	70%	75%	80%	85%	SDG targets 16.6, 16.7
5.1.1.10	Introducing paperless financial and administrative control procedures wherever possible using existing database	VC, R, Bursar	Percentage of financial matters operated through paperless mode	30%	40%	50%	50%	45%	SDG targets 16.6, 9.c
			Percentage of administrative matters operated through paperless mode	30%	40%	50%	50%	50%	

Goal 6 Fulfilling social responsibility

Objective 6.1: To identify and address needs of the society

Strategy 6.1.1: Strengthening engagement with public

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
6.1.1.1	Conducting community outreach programmes	University, staff, student societies and alumni associations	No. of programmes conducted per year	16	18	19	20	22	SDG targets 10.2
6.1.1.2	Introducing education programs for school students	University and staff	No. of programmes conducted	13	14	15	16	18	SDG targets 4.1
6.1.1.3	Engagement in national projects	University staff	No. of projects involved	6	7	8	10	12	SDG targets 8.3, 16.a

Strategy 6.1.2: Improving collaboration/partnership with governmental, non-governmental and civil society organizations

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	2020	2021	2022	2023	
6.1.2.1	Staff engagement in collaboration/partnership with governmental organization, non-governmental organization and civil society organizations	University Staff societies, Student societies, Individual staff	No. of partnerships	6	7	8	10	12	SDG targets 8.2, 8.3
			No. of workshops conducted	6	7	8	10	12	
6.1.2.2	Contribution to society out of collaboration / partnership with governmental organization, non-governmental organization and civil society organizations	University Staff societies, Student societies, Individual staff	No. of publications (Newspaper/Reports)	4	5	7	8	8	SDG targets 8.2, 8.3
6.1.2.3	Involvement of staff at national professional organizations	Individual staff	No. of staff involved	40/faculty	45/faculty	50/faculty	55/faculty	60/faculty	SDG targets 8.2, 8.3

Strategy 6.1.3: Encouraging contribution to national policy dialogue

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
6.1.3.1	Writing books and publications for national policy development	Academic staff	No. of publications	2	3	4	5	6	SDG targets 8.3
6.1.3.2	Participation in advisory boards on national policy	Academic staff	No. of staff on advisory boards panels	6	7	8	10	12	SDG targets 8.3

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7.1.1.7	Overseas short-term training received by the staff	Academic/Administrative staff	Number of participants	8	9	10	10	10	SDG targets 4.c
7.1.1.8	Receiving International Students	Rector, Deans, Directors, Director/International Office	Number of international students	90	95	100	105	115	SDG targets 4.3
7.1.1.9	Taking part in international sports and other competitions	Director/ Physical Education Department	Number of participants	101	109	109	119	129	SDG targets 4.a
7.1.1.10	Providing funds to take part in international conferences/workshops /training programmes	VC, Deans, Directors	Number of visits financed	25	25	30	30	30	SDG targets 4.c
7.1.1.11	Establishing international centers	VC, Deans, Directors	Number of international centers established	2	3	3	4	4	SDG targets 9.1
7.1.1.12	Encouraging university graduates to secure placements at foreign universities	Rector, Deans, Directors	Number of graduates who received placements	20	25	28	30	30	SDG targets 4.4
7.1.1.13	Encouraging academic staff to take part in international education fairs	Rector, Deans, Directors, Director/International Office	Number of events participated	2	2	3	3	4	SDG targets 4.4

Strategy 7.1.2: Encouraging to obtain membership in academic/professional associations

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
7.1.2.1	Encouraging to obtain institutional memberships in academic/professional associations	VC, Rector, Deans, Directors	Number of memberships	2	3	4	5	5	SDG targets 4.c
7.1.2.2	Obtaining memberships in international academic/professional associations	VC, R, Rector, Deans, Directors, Bursar	Number of memberships	5	7	9	12	12	SDG targets 4.c

**Strategy 7.1.3: Encouraging academic excellence**

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2019	**2020**	**2021**	**2022**	**2023**	
7.1.3.1.	Promoting publications in international peer-reviewed indexed journals	Director/Research Development Center	Number of Papers published	175	200	225	250	275	SDG targets 9.5
7.1.3.2	Promoting publications as internationally recognized book chapters/books	Director/Research Development Center	Number of books /book chapters published	10	12	13	15	15	SDG targets 9.5
7.1.3.3	Encouraging staff to serving in editorial boards of internationally recognized journals	VC, Rector, Deans, Directors	Number of academic staff serving in editorial boards of internationally recognized journals	12	16	18	20	22	SDG targets 9.5
7.1.3.4	Encouraging academics to be the speakers at international conferences	VC, Rector, Deans, Directors	Number of keynote/guest speeches made	6	7	8	10	12	SDG targets 9.5
7.1.3.5	Encouraging to take sabbatical positions in foreign universities	VC, Rector, Deans, Directors	Number of sabbatical positions in foreign universities	14	16	18	20	22	SDG targets 4.c, 9.5

Annexure I

Organizational Structure

STRATEGIC PLAN 2019–2023
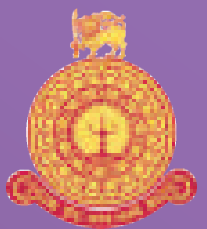
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