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கொழும்புப் பல்கலைக்கழகம்
UNIVERSITY OF COLOMBO

STRATEGIC PLAN

2020–2024

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The University of Colombo is the pioneer and forerunner of Higher Education & Research in Sri Lanka. In the past two years' time, University of Colombo (UOC) was ranked among the top 350 Universities in the prestigious Times Higher Education Impact Rankings 2019 out of more than 450 Universities in 76 countries. The Times Higher Education World University Rankings 2020 placed the University of Colombo within the 1001+ universities among 1400 universities in 92 countries; and by subject: clinical, pre-clinical and health was placed within 601+ universities among 775 universities in the world. Additionally, the University of Colombo was ranked among the 801 – 1000th by the QS World University Rankings 2020 and 271 – 280th in QS Asia Regional Rank 2020, out of 557 Institutions in the Asia Region.

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

The Rector, Deans, Directors, Senior Administrative Officers and Academics of the Faculty of Management & Finance met periodically and evaluated the goals, objectives and targets achieved and updated the Strategic Plans annually since 2015. Accordingly, the Strategic Plan for the years 2020 to 2024 presented here has been prepared. With the commitments and diligence of the staff it is my sincere belief that the University of Colombo will be successful in achieving the Goals and Objectives, as envisaged in the updated Strategic Plan.

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

Senior Professor Chandrika N Wijeyaratne

Vice Chancellor

INTRODUCTION

The University of Colombo   http://cmb.ac.lk/

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

In keeping with its motto "**Buddhi Sarvathra Bhrajate**", the Sanskrit verse for "**Wisdom Enlightens**", the University of Colombo strives to maintain academic excellence in all areas of study. The University of Colombo has 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 the pioneering benchmark of Higher Education in Sri Lanka.

With the "Cyber Campus"- Centre for Open & Distance Learning the students who seek higher education but could not enter the universities, get opportunities by external degree programs. The vibrant International Office of the University functions as the hub for international collaboration enabling the University to diverse the reach beyond the borders.

The third Asian Universities Alliance Executives' Meeting (AUAEM), attended by over 40 delegates from AUA member institutions was successfully hosted by AUA Executive Presidency 2019-2020 the University of Colombo. The Confucius Institute of the University of Colombo facilitate the acquisition of knowledge and proficiency in Chinese language and culture while the Centre for Contemporary Indian Studies (CCIS) promotes activities connected with developing knowledge in Sri Lanka on contemporary studies in India.

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), National Education 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.   Website: https://spc.cmb.ac.lk/

Institutes

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

1. Institute of Human Resource Advancement (IHRA)   https://www.ihra.cmb.ac.lk/
2. Institute of Indigenous Medicine (IIM)   https://iim.cmb.ac.lk/
3. Postgraduate Institute of Medicine (PGIM)   https://pgim.cmb.ac.lk/
4. National Institute of Library and Information Sciences (NILIS)   https://nilis.cmb.ac.lk/
5. Institute of Biochemistry, Molecular Biology and Biotechnology (IBMBB)http://www.ibmbb.cmb.ac.lk/
6. Institute for Agro-Technology and Rural Sciences (IARS)   https://uciars.cmb.ac.lk/
7. Postgraduate Institute of Indigenous Medicine (PGIIM)

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

School – University of Colombo School of Computing (UCSC)

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

The UCSC is fully equipped with nine student laboratories, two multimedia laboratories, two research laboratories and a campus wide fiber network with the goal to prepare students for careers in Information and Communication Technology as Software Developers, Systems Analysts, Network Administrators, Database Administrators, Web Developers, IT Managers, IT Strategic Planners and IT Policy Makers.

Website: https://ucsc.cmb.ac.lk/

Centers

The centers of the university are as follows

- Centre for Open and Distance Learning – "Cyber Campus"
- 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 for Gender Equality
- Centre for Environmental Initiatives
- Center for Excellence in Disability Research, Education and practice (CEDREP)
- Centre for Combatting Tobacco
- Research Promotion & Facilitation Centre
- Centre for Quality Assurance
- Confucius Institute of the University of Colombo (CIUC)

Cell

- Science and Technology Cell
- University Business Linkage Cell

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	2135	497	1173	675	4480
Faculty of Education	386	1367	-	-	1753
Faculty of Law	992	299	-	71	1362
Faculty of Medicine	208	119	-	271	598
Faculty of Management & Finance	1939	988	-	282	3209
Faculty of Nursing	178	-	-	-	178
Faculty of Science	1653	228	-	30	1911
Faculty of Technology	349	-	-	-	349
Faculty of Graduate Studies	-	891	-	-	891
Sri Palee Campus	630	135	211	-	976
Center for open and Distance Learning "Cyber Campus" (External)	288	-	-	-	288
IBMBB	-	92	20	-	112
PGIM	-	3062	-	-	3062
IARS	463	-	-	-	463
IIM	1197	-	-	-	1197
IHRA	510	736	265	3853	5364
UCSC	889	503	126	-	1518
UCSC (External)	4730	-	-	-	4730
NILIS	-	88	77	58	223
Total	**16547**	**9005**	**1872**	**5240**	**32664**

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 mediums. 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 Students with disabilities

The Faculty has 157 permanent academic staff members: 10 Senior Professors, 15 Professors, 02 Associate Professors, 73 Senior Lecturers, 22 Lecturers, 34 Probationary Lecturers, 05 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, 02 Associate Professors, 16 Senior Lecturers, 02 Lecturers and 13 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.

The vision of the Faculty of Graduate Studies is to "foster excellence, creativity, and innovation in graduate education of Sri Lanka." Today, the Faculty of Graduate Studies conducts Twenty-nine (29) Postgraduate programs and Two (02) Non-Postgraduate Diplomas. Among the programs offered there are Two (02) Executive Diplomas, Thirteen (13) Postgraduate

Diplomas and Fourteen (14) Masters Programmes. In addition, a Master of Philosophy in Clinical Psychology and an interdisciplinary MPhil/PhD programme is offered to provide advanced knowledge at postgraduate level and create human capital for growth and development. All the Postgraduate Diplomas and Masters courses have been aligned according to Sri Lanka Qualifications Framework (SLQF) since last year. The entry qualifications and exit levels match with SLQF level descriptors and similarly the volume of learning for the award of the degree is thus fulfilled. The new by-laws are approved by the Council of the University of Colombo.

The Faculty of Graduate Studies has embarked on focusing teaching/learning on achieving sustainable development goals (SDGs) in the country with many new course modules incorporated in the post graduate degree programs offered. The premier Faculty of Graduate Studies produces many postgraduate students qualified with academic excellence and skills required for sustainable development of Sri Lanka and the world. The faculty publishes the Colombo Journal of Multi-disciplinary Research and conduct annual research sessions of the faculty to disseminate new knowledge.

In order to achieve the agenda 2030 SDG's, FGS, Colombo offers study programs on Human Rights, Development Studies, Labour Relations and Human Resource Management, Conflict Resolution and Peace Building, Manufacturing Management, Counseling and Psychosocial Support, Gender and Women's Studies, Business Studies, Information System Management, Public Administration and Environment Management. All this contribute in a major way for human development in the 21st century Sri Lanka.

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 43 permanent members, which include 06 Professor, 13 Senior Lecturers, 06 Lecturers and 18 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's 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 86 members in the permanent academic staff comprised 01 Senior Professor, 10 Professors, 01 Associate Professors, 47 Senior Lecturers, 11 Lecturers and 16 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's degrees, the Faculty conducts Diploma, Masters and PhD programmes. The Faculty has nineteen 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
- Department of Family Medicine
- Department of Anesthesiology and Critical Care

The teaching staff consists of 160 permanent members with 13 Senior Professors, 31 Professors, 6 Associate Professors, 65 Senior Lecturers, 17 Lecturers and 28 Probationary Lecturers. In addition to the departments, the Faculty also has several units related to student teaching, including the Virtual and Distance Learning Centre and the Skills Laboratory. Curriculum support is also provided by the Audio-Visual Unit, IT Unit, Language Unit, Simulation Centre, the Quality Assurance Cell, and the Curriculum Implementation Unit.

The Faculty's main teaching hospital is the Colombo Group of Hospitals that includes the National Hospital of Sri Lanka, De Soysa Maternity Hospital, Castle Street Hospital for Women and the Lady Ridgeway Children's Hospital. In these hospitals the Faculty teaching staff provide honorary health care services to the public by providing specialist consultation services in Clinical Medicine, Surgery, Paediatrics, Obstetrics and Gynaecology, and Psychiatry. This includes on-call services, care of inpatients in the University wards, operations including transplantation, supervision of deliveries and services through outpatient clinics. The judicial services provided by the Department of Forensic Medicine includes conducting postmortems and court appearances as expert witnesses. In addition, the Department of Community Medicine functions as the Medical Officer of Health for Pitakotte area, and the Department of Family Medicine has a family practice in Maradana and several other departments provide drug information and monitoring, laboratory diagnostics, imaging, and genetic testing. Services to the community and expert guidance and advocacy on health issues are also provided through special units including the Health and Wellness Unit, Sports and Exercise Medicine Unit, and the Centre for Combating Tobacco.

Several special units have forged ahead in research 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. Postgraduate training is provided by the departments and the university teaching units in the Colombo group of hospitals. The Research Promotion and Facilitation Centre supports staff and postgraduate students. The Faculty hosts two World Health Organization Collaborating Centres, in Occupational Health and in Medical Education.

Faculty of Nursing

Faculty of Nursing of the University of Colombo offers a four-year bachelor's 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 01 Professor, 07 Senior Lecturers 02 Lecturers 01 Probationary Lecturer

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 13 Senior Professors, 14 Professors, 03 Associate Professors, 58 Senior Lecturers and 05 Lecturers 20 Probationary Lecturers

Faculty of Technology

The Faculty of Technology was established in 2017. This is one of the youngest faculties of the University of Colombo. In 2018, the Faculty commenced its academic programs in Agricultural Technology, Environmental Technology & Automation Technology to 175 students who qualified for university entrance from the G.C.E. (A/L) technology stream. Another 175 students were admitted to the faculty to the above three disciplines in 2019. With the admission of 50 more students to the Information & Communication Technology degree programme in 2020, the student intake of the faculty will increase to 225. The academic programs of the faculty 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 of 16 permanent members with 01 Senior Professor, 01 Professor, 08 Senior Lecturers 01 Lecturer and 05 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**) was conducted prior to formulating the strategies for our University, with particular reference to the COVID19 pandemic. The social, economic, cultural, environmental, pedagogical and technological environments were taken into account when assessing the external environment. The Goals, Objectives and Strategies are developed to achieve the Vision and Mission of UOC that needs to function within the 'new normal' of the persisting Corona threat.

The impact of the COVID19 related lockdown and restrictions of movement and the essential need of any institute of higher learning to conform to a digital based system was prioritized.

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 notable institutional image it has earned spanning over three centuries. The UoC is an internationally recognized pioneering University of Sri Lanka. Originating as the Ceylon Medical College established in 1870 that celebrated 150 years in the same premises as Faculty of Medicine of the University of Colombo.

- **International Reputation** – University of Colombo is well recognized for its excellent track record over many decades in educational leadership and research outreach with a wide mix of international collaborations. The multitude of alumni who are world renowned figures have added value over the years.

- **Locational Advantage** – Since the University is located in the heart of the City of Colombo, the administrative and business capital of the country, the University is easily accessible to both undergraduate and postgraduate students. This advantage has facilitated the University to specialize in academic areas such as Medical Sciences, Physical Sciences, Law, Management Studies, Finance and Business Economics, and ICT that offer Undergraduate and Postgraduate Studies.

- **Highly Qualified Academic Staff** – University of Colombo has a group of highly qualified and experienced academic staff of international standard. Most staff members have academic and professional training and experience in centers of excellence in Sri Lanka and overseas. Accordingly, the University of Colombo has the potential for functioning beyond teaching-learning to research and development that can effectively impact on government policy and implementation.

- **Competent Administrative Staff** – The members of the administrative staff of University of Colombo are highly committed, competent and experienced. They are in a position to face any challenge with regard to future developments of the University and function as effective teams sans bureaucratic delay.

- **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 based Libraries located at the Faculties of Medicine and Science.

- **Specialized Centers /Institutes of Education and Research** – Several specialized Centres of the University cater to a wide clientele with exclusive educational and research programs. Notable among them are the Staff Development Centre, Colombo University Community Extension Centre, NEREC, SPARC, Centre for Data Sciences and the Centre for the Study of Human Rights.

- **Credibility of the Students:** Being the highly respected university in Sri Lanka in pedagogy and processes, the UoC has a long record of attracting bright and high achieving students, who have a high degree of confidence in the to opt to join the degree programs under the capable academic staff. The multidisciplinary nature of the faculties provides a variety of special degree programs for students with value addition.

- **Foreign Collaboration**: The international office of the UoC oversees a highly effective international liaison that helps in reinforcing sustainable collaboration with leading foreign universities, some being partnerships running of over a decade. The University has established links with overseas universities for mutual benefit. Ability to establish links with Foreign Universities was highlighted when the UoC hosted the prestigious Asian Universities Alliance meetings in Colombo as its executive President in 2019. The frequent presence of foreign scholars and partnership with national and international corporate sector organizations has enhanced the ability to offer academic and professional courses of high standards.

- **Medium of instructions in three media** – The trilingual capability enables the University to enhance community harmony and to connect cohesively the three main ethnic groups in Sri Lanka. Teaching of English as a second language has wide outreach to all faculties and institutes that adds much value to the taught streams.

Weaknesses

- **Suboptimal Infrastructure:** The basic infrastructure for students in terms of learning space in lecture and discussion rooms, laboratories, computer rooms, canteens, road network and drainage system are insufficient with restriction of land space and funding.

- **Limitation to Expansion** – Annual intake of students is on the increase. However, the available facilities have not increased at the same pace. This has resulted in inadequacy of the infrastructure to conduct courses but also other essential facilities to maintain a high standard of education.

- **Insufficient Hostel Facilities** – With the overall growth of student numbers over the years and an increase of female student proportion, following the Easter bombings and Covid-19 threat, provision of lodging for rural students has become a major challenge for the University. Students living far from Colombo face difficulties in finding affordable lodgings within the metropolitan city. Additionally, a large number of female students face multiple challenges with city life.

- **Poor Building Design for Teaching and Learning Environment**: Most of lecture halls have not been designed to promote interactive teaching – learning culture. Given the shift to on-line leaning the infrastructure for ITC related facilities for a high-end digital teaching and evaluation is compromised.

- **Challenges with establishing a Green Environment**: Despite the commitment to achieve a polythene free green university by 2020, the university faces many challenges in achieving this goal due to a multitude of reasons.

Opportunities

- **International recognition** – Given the excellence in education, research and success stories along with the long track record of providing leadership in many fields the UoC remains the first choice of many foreign universities and potential partners.

- **Students Attraction** – The demand from both undergraduate and postgraduate students for placements in University of Colombo is very high. This leads to an opportunity for the University to adjust its priorities and emphasis in favor of courses that are in high demand. A facility for students with special needs is also a more recent commitment through a dedicated centre.

- **Continuing Education of People of All Ages** - There is a high tendency for educational needs of all ages. Graduate enrollment is becoming a significant portion of the University's enrollment. The research opportunities offered with supervised higher degrees that lead to high impact factor journal publications is vibrant and expanding.

- **E-learning Penetration:** Demand for E -learning is growing. The pioneering school for ICT attracts due recognition of our capacity and capability in digital based functions. The COVID 19 related lockdown catalyzed the university that also showcased a universal commitment by staff and students. This process opens avenues for targeting greater number of study courses and student outreach with an opportunity to develop global partnerships with high ranking overseas universities.

- **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 and universities-** Being a metropolitan University there is a high demand to engage foreign students and universities. Research collaboration with high ranking universities in the region is feasible and appropriate to encourage innovation, technology transfer and commercialization.

- **Value Added Education Policy-** Government encourages education as a thrusting area for economic development. The wide mix of teaching excellence provides an opportunity to offer a relevant mix of study courses relevant for the job market. An upscaling of entrepreneur skills with a focus on commercial agriculture in the provides an opportunity to support Sri Lanka's quest for food security and economic development.

- **Alumni Associations** – With the profound number of alumni associations that comprise of both willing and able proud products of UoC, benefits the university through an effective support by alumni committed towards student enhancement, and institutional strengthening.

- **Government think tank** – The UoC has all the attributes to be the niche knowledge hub of Sri Lanka that provides the evidence for policy formulation and planning.

Threats

- **Exit of Trained Staff** – Despite a myriad of qualified staff, in whom the university has invested large amounts of government funds for the human capital development, there remains a steady departure for greener pastures in foreign Universities and Institutions. Due to relatively low compensation there is a difficulty in attracting and retaining the best talents.

- **Student Ragging** – Despite strict rules, a culture of covert ragging and sexual harassment places the University entrants very negatively.

- **Establishment of Branches of Foreign Universities** – Mushrooming of agencies of foreign universities of questionable quality has an overall negative effect on state university education.

- **Lengthy Approval Process:** Introduction of degree programs and academic units are getting delayed due to the lengthy external approval process. The foreign collaborations in study and research has now become laborious since clearance from several levels need to be obtained for signing MoUs and agreements.

- **Administrative Complexities:** Ambiguous, inflexible regulatory environment with outdated University Act and too many overlapping administrative circulars restrict the independent decision-making ability and delays the smooth functioning of the faculties. The current legal process does not encourage startup companies and limited liability companies being established within the university.

- **Underfunding:** Being recognized as the matriarch of the Sri Lankan universities the provision of state funds is often overlooked that greatly deters time appropriate development

Strategic Plan 2020-2024

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 the industry and community

CORE VALUES

- Academic freedom
- Learner Centeredness & Lifelong Learning
- Critical Thinking
- Creativity, Innovation & Exploration
- Research Policy and Translation of Research into Practice
- Value addition to education through interdisciplinary collaboration
- Producing good citizens
- Integrity & Ethical Behavior
- Good Governance, Accountability & Responsibility
- Diversity, Inclusiveness, Equality & Mutual Respect
- Professionalism, Commitment & Competence
- Collegiality and Community Outreach
- Environmental Responsibility

Table 1: Goals and objectives of the University of Colombo

	Goals	Objectives	Strategy
GOAL 1	Achieving excellence in teaching and learning, particularly in Blended Learning	• To use appropriate technologies and pedagogies to enhance graduate attributes • To upgrade the quality of academic programs in par with global standards	• Strengthen graduate attributes through effective teaching and learning systems • Establish a systematic review of academic programs with student feedback
GOAL 2	Achieving excellence in research, innovation and commercialization	• To strengthen research, innovation and publications	• Strengthen mechanisms to improve research, innovations and publications • Facilitate knowledge creation and technology transfer
GOAL 3	Providing improved infrastructure facilities	• To establish the technical support system for ITC based teaching-learning • To upgrade physical and visual environment and enhance social environment • To promote environmental sustainability	• Optimize existing facilities • Improve and expand physical infrastructure • Improve and expand sports and recreation facilities • Promote soft skills and social harmony with community service • 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					
			2019	**2020**	**2021**	**2022**	**2023**	**2024**
1.	Achieving excellence in teaching and learning	Employability index	57%	62%	67%	72%	77%	79%
		No. of students completed postgraduate programs	3180	3339	3505	3680	3864	4057
2.	Achieving excellence in research and innovation	No. of publications	1100	1125	1150	1175	1200	1225
		Research grants received (Rs.)	30 million	35 million	40 million	45 million	50 million	55 million
		Google Scholar Citations	125,253	145,253	165,253	185,253	205,253	225,253
3.	Providing improved infrastructure facilities	Facility Condition Index	75%	75%	80%	85%	85%	90%
		ICT Index	50%	51%	52%	53%	54%	55%
		Environmental Performance Index	55%	60%	65%	70%	75%	80%
4.	Managing human capital	Human Capital Index	100%	100%	100%	100%	100%	100%
5.	Ensuring good governance	Organization Climate Index	76%	79%	82%	85%	88%	90%
		Index of effective utilization and distribution of finance	82%	84%	86%	88%	90%	92%
6.	Fulfilling social responsibility	Social Impact Index	100%	100%	100%	100%	100%	100%
7.	Ensuring global visibility	No. of International collaborations	31	36	41	46	51	56
		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
				2020	**2021**	**2022**	**2023**	**2024**	
1.1.1.1	Promoting interactive methods in teaching - learning process Blended Learning	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)	40% of the courses	45% of the courses	50% of the courses	60% of the courses	70% of the courses	
			Number of academics attended to training and workshops on interactive teaching (Cumulative)	30% of academic staff	35% of academic staff	40% of academic staff	45% of academic staff	50% of academic staff	

1.1.1.2	Widening access to ICT resources	VC, R, Rector, Deans, Directors	No. of students per computer	12	10	8	5	3	SDG targets – 9.c
			Availability of university wide Wi-Fi facilities	40%	60%	80%	100%	100%	
			Percentage of students accessed LMS	75%	80%	90%	100%	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 e. access of Journals	22	5	5	5	5	
			No. of students accessed to virtual training programs on information literacy	100% of students	100% of students	100% of students	100% of students	100% of students	
1.1.1.4	Integrating IT into library services	Librarian	Level of automation of the library services	70%	75%	80%	85%	90%	SDG targets – 4.a, 9.c
1.1.1.5	Integrating IT into Registration & Examination work	R, SAR/Exams	Level of automation of the Registration & Exam work - Undergraduates	70%	80%	90%	100%	100%	SDG targets – 9.c

			Level of automation of the Registration & Exam work - Postgraduates	50%	70%	80%	90%	100%	
1.1.1.6	Increasing university-industry collaborations to enhance graduate attributes	Rector, Deans, Directors, Heads, Career Guidance Coordinators	Percentage of internships provided for undergraduate students	50%	60%	60%	70%	75%	SDG targets – 8.3, 4.4
			No. of industry exposure provided through field trips, industry visits, off campus assignments	10/year	12/year	15/year	20/year	25/year	
1.1.1.7	Promoting community based service learning projects	Rector, Deans, Heads	No. of Projects	2/Faculty	2/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	2/ Year/ Faculty	2/ Year/ Faculty	2/ Year/ Faculty	2/ Year/ Faculty	2/ Year/ Faculty	
1.1.2.2	Mapping programs with SLQF	Rector, Deans, Directors, Heads	Percentage of programs mapped	80%	90%	100%	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	3/subject	4/subject	5/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	15/Faculty	17/Faculty	20/Faculty	25/Faculty	27/Faculty	SDG targets 9.5
1.1.2.5	Increasing the number of postgraduates and doctoral students in the faculty	Rector, Deans, Directors, Coordinators of the programs	No. of students registered for Master's Prograammes per year	500	600	700	800	900	SDG targets 8.3, 9.5
			No. of students registered for Doctoral Prograammes per year	40	45	50	55	60	
1.1.2.6	Promote the establishment of new Extension Programmes	Deans, Director Cyber Campus	Number of Extension Programmes	1	1	1	1	1	
1.1.2.7	Organize and conduct workshops on designing online instructional material	Deans, Directors, Coordinators of the programs, Director/ Cyber Campus	Number of staff members involved in blended/ online course/ programme design	5	10	15	20	25	
			Number of New programmes/ courses	3	4	5	6	7	
			Number of complete online course modules/ selections	2	10	20	30	40	

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	2020	2021	2022	2023	2024	SDG Goal/ Target
2.1.1.1	Encouraging research by providing incentives	VC, Rector, Deans, Directors, Bursar	Amount. of research grants allocated per year	4% university expenditure	5% university expenditure	6% university expenditure	7% university expenditure	8% university expenditure	SDG targets 9.5
			No of hours reserved for research per person per semester	20% of working works	25% of working works	30% of working works	32% of working hours	35% of working hours	
			Percentage of early career academics (<45 years) receiving funding	7%	10%	13%	15%	17%	
2.1.1.2	Recognizing Academics for their contribution in research and development	VC, Rector, Deans, Directors	Percentage of academics receiving awards per year	5%	7%	9%	10%	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	60%	70%	80%	90%	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 postgraduate degree program	70%	75%	80%	85%	90%	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	50/year	55/year	60/year	65/year	70/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	350	375	400	425	450	SDG targets 9.5
			No. of new citations/ year	12	16	18	20	22	
			No. of conference presentations	400	425	475	500	525	
2.1.1.7	Encouraging research on national and international issues	Rector, Deans, Directors, Heads	No. of publications made	800	900	1000	1100	1200	SDG targets 9.5
			No of presentations made	15/Faculty	17/Faculty	20/Faculty	22/Faculty	25/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
				2020	**2021**	**2022**	**2023**	**2024**	
2.1.2.1	Establish centres, units and other entities to promote research, innovation and entrepreneurship	Rector, Deans, Directors, Director/ CRD	No. of programs for continued training in research methodology	02	03	05	07	10	SDG targets 9.5
			No. of new student enrolments generated	2	7	12	17	22	
			no. of support services provided	2	5	7	10	12	
			Proportion of financial self-sustainability	5%	10%	20%	25%	40%	
2.1.2.2	Increasing access for resources	Librarian	No of subscriptions for databases	7	8	9	10	11	SDG targets 9.5
			No. of items in university information repository	5000	5500	6000	6500	7000	
2.1.2.3	Promoting national research collaborations	VC, Rector, Deans, Directors, Heads	No. of national joint research/ publications	15	18	20	25	28	SDG targets 9.5

Strategy 2.1.3: Facilitate knowledge and technology transfer

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2020	**2021**	**2022**	**2023**	**2024**	
2.1.3.1	Forming mutually beneficial research collaborations for R&D with industry & corporate sector	VC, Rector, Deans, Directors	No. of projects completed per year	3	4	5	6	7	SDG targets 8.3, 9.5
2.1.3.2	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	1	1	2	2	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
				2020	**2021**	**2022**	**2023**	**2024**	
3.1.1.1	Optimal usage of lecture halls ICT/LMS	Dean, DR, SAR, AR	No. of hours occupied	100%	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	100%	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)	70%	80%	100%	100%	100%	SDG targets 9.1, 9.c
3.1.2.2	Redefining library space	Librarian	Learning commons	0	1	0	0	0	SDG targets 4.a, 9.c
			Smart Class rooms	1	0	0	0	0	
			Group Class rooms	0	1	0	0	0	
			Research commons / Information Commons	1	0	0	0	0	
3.1.2.3	Improving sanitary facilities	VC, R, Rector, Deans, Directors, Bursar, WE	Wash rooms /students ratio	1:40	1:35	1:30	1:25	1:20	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	25%	35%	45%	55%	60%	SDG targets 4.5

3.1.2.5	Improving facilities at the Health Centre	VC, R, CMO	No. of major medical equipment's available	3	5	7	9	11	SDG targets 3.4
3.1.2.6	Mobile Services for outside faculties	VC, R, CMO	No. of services/week	1	2	2	3	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	40%	50%	60%	80%	85%	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.	70%	80%	100%	100%	100%	SDG targets 9.1
3.1.2.9	Upgrading Common rooms with modern equipment	VC, R, Rector, Deans, Directors,	% of Improvement	40%	50%	60%	80%	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)	25%	30%	40%	50%	55%	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	4	3	2	2	2	SDG targets 3.4
			Modernizing the existing cafeteria facilities (kitchens) % of improvement	50%	60%	65%	70%	75%	

3.1.2.12	Establishment of the Faculty of Technology,, Faculty of Nursing Faculty of Engineering	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually.	70%	90%	100%	-	-	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, DR/SAR/AR/CWP	Percentage of project completed annually	20%	40%	60%	80%	100%	SDG targets 4.a
3.1.2.14	Colombo University press	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	2020 completion	-	-	-	-	SDG targets 9.5
3.1.2.15	Construction of west wing building	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	2019 completed	-	-	-	-	SDG targets 9.1
3.1.2.16	Construction of statistics building,	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	2019 completed	-	-	-	-	SDG targets 9.1
3.1.2.17	Construction of Information learning center, student service center for the Faculty of Science	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	65%	100%	100%	100%	100%	SDG targets 4.a
3.1.2.18	Construction of seven storied new wing building for Faculty of Arts	VC, R, WE, Dean, DR/SAR/AR/CWP	Percentage of project completed annually	30%	42%	25%	3%	-	SDG targets 9.1
3.1.2.19	Construction of 17 story building for the Faculty of Medicine	VC, R, Dean, WE, DR/SAR/AR/CWP	Percentage of project completed annually	50%	45%	5%	-	-	SDG targets 9.1

3.1.2.20	Converting IARS to Faculty of Commercial Agriculture	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	5%	10%	15%	20%	25%	SDG targets 4.4, 8.2
3.1.2.21	Construction of the staff quarters (Accommodation for Staff)	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually.	10%	35%	50%	5%	-	SDG targets 8.8, 9.1
3.1.2.22	Ten storied State of the Art Building of Faculty of Law	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	-	25%	50%	25%	-	SDG targets 9.1
3.1.2.23	Construction extension to the Library building at Sri Palee Campus	VC, R, Rector, WE, DR/SAR/AR/CWP	Percentage of project completed annually.	77%	20%	3%			SDG targets 4.a, 9.c
3.1.2.24	Finalize improvements to the physical structure of the "Cyber Campus."	VC, R, WE, DR/SAR/AR/CWP, Director/ Cyber Campus	Space that can be utilized by the staff of Cyber Campus / Level of worker satisfaction	Renovation of the CC space	-	-	-	-	
3.1.2.25	Improve IT infrastructure	VC, R, Bursar, IT Committee, Director/ NOC	Cost of hardware and software resources owned by the Cyber Campus	Purchasing of IT equipment necessary for online learning material development	-	-	-	-	

			Number of information technology staff members at Cyber Campus	2	3	-	-	-	
3.1.2.26	Construction of the Administration Building of Sri Palee Campus	VC, Rector, DR, DB, AR, Work Engineer	Percentage of Completion	75%	100%	-	-	-	

Objective 3.2 To enhance social environment

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	34	34	36	38	40	SDG targets 3.4
			Availability of indoor sports facilities	11	11	11	11	11	
			Availability of outdoor sports facilities	13	14	14	14	14	
3.2.1.2	Establishment of recreation facilities for Sri Palee Campus &Faculty of Technology	VC, R, Director PE,	% Improvement	20%	25%	30%	35%	40%	SDG targets 3.4
3.2.1.3	Construction of Swimming Pool	VC, R, WE, Dir/PE, DR/SAR/AR/CWP , Alumina Association	Percentage of project completed annually	20%	77%	3%	-	-	SDG targets 3.4

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3.2.1.4	Construction of modern Basketball and Netball court	VC, R, WE, Dir/PE, DR/SAR/AR/CWP	Percentage of project completed annually	75%	25%	-	-	-	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, students, specially female and differently-abled students	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	3	4	5	5	5	SDG targets 11.7
3.3.1.2	Conserving energy, water, and resources	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	40%	45%	50%	60%	65%	

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
				2020	2021	2022	2023	2024	
4.1.1.1	Recruit competent academic staff	VC, Rector, Dean, Directors, HODs,	% of existing vacant carder filled	60%	65%	70%	75%	80%	SDG targets 4.c
			No of new carder filled as a % of vacant carder	85%	87%	89%	91%	93%	
4.1.1.2	Form a pool of experts with academic excellence	VC, Rector, Deans, Directors	No. Of professional / expert services	3	4	5	6	**7**	SDG targets 4.c
4.1.1.3	Recruitment of Administrative and Financial Staff	UGC, MOHE	% of existing vacant cadre filled	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	85%	85%	90%	95%	100%	SDG targets 4.c

Strategy 4.1.2: Develop and retain staff

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No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2020	**2021**	**2022**	**2023**	**2024**	
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	9	10	12	15	17	
4.1.2.2	Staff Recognitions	VC, R, Directors, SDC	No of Reward Types	3	4	5	5	5	SDG targets 4.c
4.1.2.3	Developing policy paper to implement Rewards scheme for the staff	VC, R, Directors, SDC	Policy paper for granting awards	Initiative	Implemen tation	-	-	**-**	SDG targets 4.c
4.1.2.4	Designing work norms and work ethics		No of periodic updates	1	-	1	-	1	SDG targets 16.6
4.1.2.5	Promoting welfare facilities		No. of welfare activities	10	13	**17**	20	23	SDG targets 3.4

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
				2020	**2021**	**2022**	**2023**	**2024**	
5.1.1.1.	Effective continuation of faculty grievance committees	VC, Rector, Deans, Directors	Grievance Redress committee established	Annual Report of Grievance Redress Committee	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 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	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 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	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	60% compliance	65% compliance	70% compliance	75% compliance	80% 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 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	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%	100%	100%	100%	100%	SDG targets 16.6
5.1.1.7	Obtaining unqualified audit opinion	Bursar/ Council	Percentage of completion	90%	100%				SDG targets 16.6

5.1.1.8	Preparation of Financial Manual	Bursar	Percentage of completion	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	70%	75%	80%	85%	90%	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	40%	50%	50%	45%	50%	SDG targets 16.6, 9.c
			Percentage of administrative matters operated through paperless mode	40%	50%	50%	50%	50%	
5.1.1.11	Setup Online payment gateway for Cyber Campus	VC, R, Bursar, Director/ Cyber Campus	Online payment facility for students	-	Activate the online payment gateway	-	-	-	
5.1.1.12	Online Registration system for Cyber Campus	VC, R, Bursar, Director/ Cyber Campus	Online registration facility for students	-	Activate the online registration	-	-	-	

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
				2020	**2021**	**2022**	**2023**	**2024**	
6.1.1.1	Conducting community outreach programmes	University, staff, student societies and alumni associations	No. of programmes conducted per year	18	19	20	22	22	SDG targets 10.2
6.1.1.2	Introducing education programs for school students	University and staff	No. of programmes conducted	14	15	16	18	18	SDG targets 4.1
6.1.1.3	Engagement in national projects	University staff	No. of projects involved	7	8	10	12	14	SDG targets 8.3, 16.a
6.1.1.4	Conduct life-long learning programs for general public	University staff and student communities	Number of programs conducted per year	3	4	5	6	7	SDG targets 4.1

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

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2020	**2021**	**2022**	**2023**	**2024**	
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	7	8	10	12	12	SDG targets 8.2, 8.3
			No. of workshops conducted	7	8	10	12	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)	5	7	8	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	45/faculty	50/faculty	55/faculty	60/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
				2020	**2021**	**2022**	**2023**	**2024**	
6.1.3.1	Writing books and publications for national policy development	Academic staff	No. of publications	3	4	5	6	7	SDG targets 8.3
6.1.3.2	Participation in advisory boards on national policy	Academic staff	No. of staff on advisory boards panels	7	8	10	12	13	SDG targets 8.3

Strategy 6.1.4: Strengthening contribution to national professional development

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2020	**2021**	**2022**	**2023**	**2024**	
6.1.4.1	Develop networks with national professional associations	University staff and student communities	Number of networks developed per year	2	3	4	5	6	SDG 17
6.1.4.2	Conduct professional development programs for public and private sector employee community	University staff and student communities	Number of programs conducted per year	5	6	7	8	9	SDG 17

Strategy 6.1.5: Improving collaborations with entrepreneurial community

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2020	**2021**	**2022**	**2023**	**2024**	
6.1.5.1	Develop educational programs for small and medium scale entrepreneurs	University staff and student communities	Number of programs conducted per year	5	6	7	8	9	SDG 17
6.1.5.2	Establish an incubator for entrepreneurial counselling	University staff and student communities	Number of entrepreneurial clients served per year	3	4	5	6	7	SDG 17
6.1.5.3	Develop networks of local entrepreneurs and student community for joint entrepreneurship development programs	University staff and student communities	Number of networks developed per year	5	6	7	8	9	SDG 17

Strategy 6.1.6: Providing honorary healthcare services to improve the clinical care of patients and wellbeing of the public

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2020	**2021**	**2022**	**2023**	**2024**	
6.1.6.1	Conducting specialist consultat services in the Colombo group of hospitals/ Medical Officer of Health units/ Family practice units/ forensic judiciary services	Dean/ HODs in the relevant Departments in Faculty of Medicine	percentage increase in services or diversification of services provided (based on allocation of resources by the Ministry of Health)	1.5%	2.5%	5%	7.5%	10%	SDG 3
6.1.6.2	providing laboratory diagnostics/imaging/genetic testing	Dean/ HODs in the relevant Departments in Faculty of Medicine	percentage increase in services or diversification of services provided	1.5%	2.5%	5%	7.5%	10%	SDG 3

Goal 7: Ensuring Global Visibility

Objective: 7.1: To achieve regional and global recognition

Strategy 7.1.1: Promoting International Collaboration

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2020	**2021**	**2022**	**2023**	**2024**	
7.1.1.1	Find International Partner Organizations	Rector, Deans, Directors, Director/International Office, Director/Cyber Campus	Number of MoUs signed	7	8	9	10	11	SDG targets 17.17
7.1.1.2	Visits of international scholars	VC, Rector, Deans, Directors	No of Visits (scholarly contribution)	7	8	10	12	13	SDG targets 4.c
7.1.1.3	Invitations received by the academics/professionals of the University of Colombo	Academic/ Administrative staff	Number of invitations received	4	5	6	7	8	SDG targets 17.17
7.1.1.4	Staff exchanges with foreign universities	Rector, Deans, Directors, Director/International Office	Number of exchanges (Staff)	5	6	7	8	9	SDG targets 4.c
7.1.1.5	Student exchanges with foreign universities	Rector, Deans, Directors, Director/International Office	Number of exchanges (Students)	14	16	18	20	22	SDG targets 4.b
7.1.1.6	Obtaining postgraduate degrees from foreign universities	Academic/Administrative Staff	Number of postgraduate degrees completed (per year)	10	12	15	17	20	SDG targets 4.b

7.1.1.7	Overseas short-term training received by the staff	Academic/Administrative staff	Number of participants	9	10	10	10	10	SDG targets 4.c
7.1.1.8	Receiving International Students	Rector, Deans, Directors, Director/International Office	Number of international students	95	100	105	115	120	SDG targets 4.3
7.1.1.9	Taking part in international sports and other competitions	Director/ Physical Education Department	Number of participants	50	60	70	80	100	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	30	30	30	30	SDG targets 4.c
7.1.1.11	Establishing international centers	VC, Deans, Directors	Number of international centers established	1	1	1	2	2	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	25	28	30	30	35	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	3	3	4	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
				2020	**2021**	**2022**	**2023**	**2024**	
7.1.2.1	Encouraging to obtain institutional memberships in academic/professional associations	VC, Rector, Deans, Directors	Number of memberships	3	4	5	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	7	9	12	12	12	SDG targets 4.c

Strategy 7.1.3: Encouraging academic excellence

No	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
				2020	**2021**	**2022**	**2023**	**2024**	
7.1.3.1.	Promoting publications in international peer-reviewed indexed journals	Director/Research Development Center	Number of Papers published	200	225	250	275	285	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	12	13	15	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	16	18	20	22	24	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	7	8	10	12	14	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	16	18	20	22	24	SDG targets 4.c, 9.5

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