Strategic Plan
2021 - 2025

University of Colombo

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FOREWORD

The University of Colombo is the pioneer and forerunner of Higher Education & Research in Sri Lanka. Over the past two years, the University of Colombo (UOC) was ranked 1st among Sri Lankan Universities by Webometrics Rankings as well the SCIMAGO Rankings. 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 & Health was placed within 601+ & 601 – 800th place in Life Sciences respectively. 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 Asian Region.

In keeping with the policy of the Ministry of Higher Education, the University of Colombo has presented the Fourth Strategic Plan. The Strategic Planning Committee appointed by the Council for 2012-2016 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 2021 to 2025 was prepared. With the commitment and diligence of the staff it is my sincere belief that the University of Colombo will be successful in achieving the Goals and Objectives, as envisaged in the updated Strategic Plan.

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

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 nine (59) Academic Departments, a Campus, a School, eight (8) Institutes and several Centers & Units. The University offers many undergraduate and postgraduate study courses in the fields of Arts, Science, Medicine, Management, Law, Education, IT, Aesthetic Studies, Molecular Biology, Technology, Nursing, etc. In addition, the University also offers several other services, such as library services, career guidance, staff development, IT services and services for differently abled students.

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

Today, the University of Colombo has a multi-cultural, 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 nine 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 competitive advantage by delivering value proposition for its stakeholders being the "metropolitan university". Its central location in the commercial capital city of Sri Lanka provides easy access to a wide range of cultural, entertainment and business facilities for both local and international community. The University of Colombo is the pioneering benchmark of Higher Education in Sri Lanka.

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

The Confucius Institute of the University of Colombo facilitate the acquisition of knowledge and proficiency in Chinese language and culture while the Centre for Contemporary Indian Studies (CCIS) promotes activities connected with developing knowledge 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.
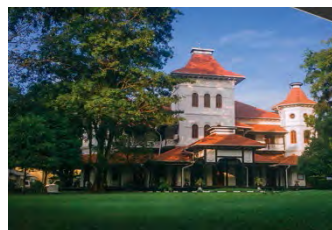
In 1920, the government purchased the "Regina Walauwa", now named "College House". The University College was formally opened in January 1921. College House, the then "Regina Walauwa", which is today considered a national heritage site, was a family house that belonged to Arthur de Soysa, the grandson 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.

HISTORICAL PERSPECTIVE

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 nine (59) 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 centres and well-equipped conference rooms. Gymnasium and the Fitness Centre are under the Department of Physical Education department, 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 four branch libraries in the Faculties of Nursing, Medicine, Science, and Technology. The Main Library also provides professional support to the libraries in the Sri Palee Campus, Faculty of Graduate Studies and UCIARS. The University has thirteen permanent hostels & two temporary hostels which provide accommodation for the students.

THE UNIVERSITY TODAY

The university currently consists of a Campus, a School, eight (8) Institutes and nine (9) Faculties with fifty-nine (59) Academic Departments.
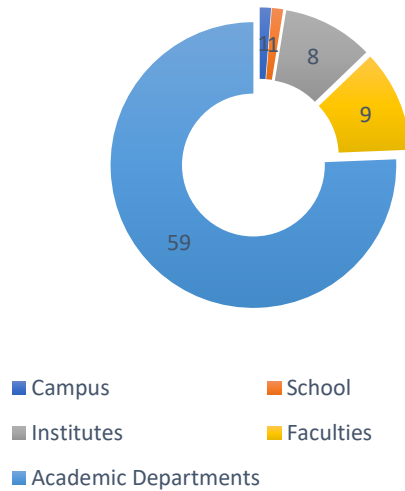
The Department of Mathematics building in the Faculty of Science is known as the 'Tower', which is the icon of the University

Central Administration

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

THE UNIVERSITY TODAY

Distribution of Student Population

The distribution of the student population of the University among the faculties and institutions is shown in Table (**as at 31-12-2020**)

Name of Faculty/Institute	Student Numbers				Total
	Undergraduates	**Postgraduates**	**Certificate Courses**	**Diploma Courses**	
Faculty of Arts	2590	668	808	-	4066
Faculty of Education	394	1081	-	-	1475
Faculty of Law	992	279	24	-	1295
Faculty of Medicine	1577	45	107	13	1742
Faculty of Management & Finance	2065	947	-	321	3333
Faculty of Nursing	273	-	-	-	273
Faculty of Science	1766	842	-	-	2608
Faculty of Technology	565	-	-	-	565
Faculty of Graduate Studies	-	891	-	-	891
Sri Palee Campus	629	184	-	-	813
Cyber Campus - External	253	-	-	-	253
IBMBB	-	89	-	-	89
PGIM	-	3850	-	-	3850
PGIIM	-	19	-	-	19
UCIARS	890	-	-	-	890
IIM	1400	-	-	-	1400
IHRA	579	789	5140	494	7002
UCSC	925	568	285	-	1778
UCSC – External (BIT)	5196	-	-	-	5196
NILIS	-	77	94	455	626
Total	**20,094**	**10,329**	**6,458**	**1,283**	**38,164**

THE UNIVERSITY TODAY

Faculties

University of Colombo has following nine Faculties

FACULTIES

Faculty of Arts[1]

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

DEPARTMENTS
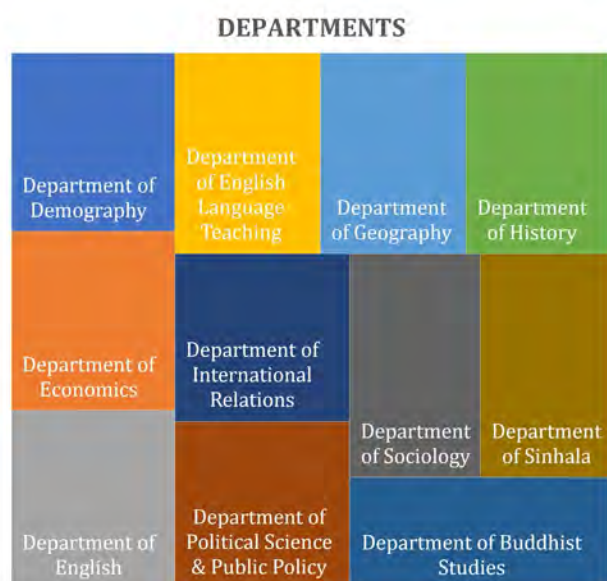
UNITS

The Faculty has 166 permanent academic staff members: 10 Senior Professors, 15 Professors, 03 Associate Professors, 91 Senior Lecturers, 06 Lecturers, 41 Probationary Lecturers.

Faculty of Education[2]

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 based on the performance of their first year examinations.

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

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

DEPARTMENTS

1 - Faculty of Arts https://arts.cmb.ac.lk/
2 - Faculty of Education https://edu.cmb.ac.lk/

THE UNIVERSITY TODAY

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

The Faculty has 31 members on the academic staff consisting of 02 Associate Professors, 15 Senior Lecturers, 03 Lecturers and 11 Probationary Lecturers.

Faculty of Graduate Studies[3]

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 thereare Two (02) Executive Diplomas, Thirteen (13) Postgraduate Diplomas and Fourteen (14) Masters Programs. In addition, a Master of Philosophy in Clinical Psychology and an interdisciplinary MPhil/PhD program is offered to provide advanced knowledge at postgraduate level and create human capital for growth and development. All the Postgraduate Diplomas and Masters programs have been aligned according to the Sri Lanka Qualifications Framework (SLQF) since last year. The entry qualifications and exit levels match with the SLQF level descriptors and similarly the volume of learning for the award of the degree is thus fulfilled.

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 & Human Resource Management, Conflict Resolution & Peace Building, Manufacturing Management, Counseling & Psychosocial Support, Gender & 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[4]

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

THE UNIVERSITY TODAY

The Faculty has three Academic Departments as mentioned below.

It also has following two newly established units

The Faculty is comprised of 47 permanent members, which include 05 Professor, 22 Senior Lecturers, 02 Lecturers and 18 Probationary Lecturers.

Faculty of Management & Finance[5]

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.

There are 84 members in the permanent academic staff comprised 01 Senior Professor, 10 Professors, 01 Associate Professors, 56 Senior Lecturers and 16 Probationary Lecturers.

Faculty of Medicine[6]

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 twenty Departments.

THE UNIVERSITY TODAY

Departments

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

The teaching staff consists of 163 permanent members with 14 Senior Professors, 38 Professors, 68 Senior Lecturers, 15 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[7]

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

THE UNIVERSITY TODAY

DEPARTMENTS

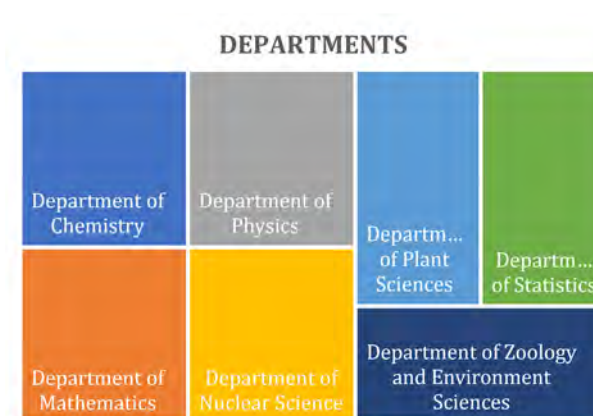| Department of Basic Science/ Social Science for Nursing	Department of Clinical Nursing	Department of Fundamental Nursing

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 10 members on the academic staff consisting of 07 Senior Lecturers 02 Lecturers 01 Probationary Lecturer.

Faculty of Science[8]

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.

DEPARTMENTS

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

The Faculty of Science has 117 academic staff comprising 15 Senior Professors, 18 Professors, 02 Associate Professors, 63 Senior Lecturers and 04 Lecturers 15 Probationary Lecturers.

Faculty of Technology[9]

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 has increased to 225. The academic programs of the faculty are supported by four academic departments namely,

DEPARTMENTS

Department of Agricultural Technology	Department of Environme... Technology,	Department of Information & Communica... Technology and	Department of Instrument... & Automation Technology

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8 - Faculty of Science https://science.cmb.ac.lk/
9 - Faculty of Technology https://tech.cmb.ac.lk/

THE UNIVERSITY TODAY

Currently, the academic staff of the Faculty comprises of 24 permanent members with 01 Senior Professor, 01 Professor, 11 Senior Lecturers 04 Lecturer and 7 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.

Sri Palee Campus[10]

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

DEPARTMENTS

Performing Arts | Mass Media | Computer Studies | Language Studies

Institutes

The Eight institutes of the university are as follows

INSTITUTES

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

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

University of Colombo School of Computing (UCSC)[11]

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. The School comprises of following three departments:

DEPARTMENTS

| Department of Computation and Intelligent Systems | Department of Information Systems Engineering | Department of Communication and Media Technologies |

1 - Sri Palee Campus https://spc.cmb.ac.lk/
2 - UCSC https://ucsc.cmb.ac.lk/

THE UNIVERSITY TODAY

The centers of the university are as follows

CENTERS

Centre for Quality Assurance (CQA)	Centre for Open and Distance Learning – "Cyber Campus"	Centre for Contemporary Indian Studies (CCIS)
Centre for the Study of Human Rights (CSHR)	National Education Research and Evaluation Centre (NEREC)	Staff Development Centre (SDC)
Social Policy Analysis and Research Centre (SPARC)	Centre for Gender Equality (CGE)	Centre for Environmental Initiatives (CEI)
University Community Extension Centre (UCEC)	Center for Excellence in Disability Research, Education and practice (CEDREP)	Research Promotion & Facilitation Centre
Centre for Research Development (CRD)	Centre for Combatting Tobacco (CCT)	International Office University of Colombo (IOUC)

The cells of the university are as follows

CELLS

University Business Linkage Cell (UBL)	Science and Technology Cell

SWOT ANALYSIS

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

Strengths

- ❖ **Historical Advantage** – Being the direct successor of the first University College and of the University of Ceylon located in the same premises, the University of Colombo has the historical advantage to benefit from the associated good will and image. It is therefore internationally recognized as the first University of Sri Lanka. It was began as then called Ceylon Medical College established in 1870 and celebrating 150 years in the same premises as Faculty of Medicine of the University of Colombo.

- ❖ **International Reputation** – University of Colombo is being recognized as the pioneer of Higher Education in Sri Lanka.

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

- ❖ **Highly Qualified Academic Staff** – University of Colombo has a group of highly qualified and experienced academic staff. Most staff members have academic and professional training and experience in 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.

SWOT ANALYSIS

❖ **Foreign Collaborations** - 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.

❖ **Up to date curricula with global standards** – updated with academic & industry requirements

❖ **Strong Alumni Associations** – With the profound alumni association comprise of both willing and able to contribute towards the University, it is a huge support for the University.

❖ **A good relationship with students & the community**

❖ **Excellence in research & innovation**

❖ **Blended learning environment**

❖ **Good governance & accountability at all levels**

Weaknesses

❖ **Suboptimal 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 Student accommodation** – With the overall growth of student numbers over the years and increase of female student proportion, followed with Easter bombings and Covid-19, providing lodging for female students are a challenge for University. Rural students living far from Colombo face difficulties in finding lodging places within the city. Additionally, a large number of female students are facing many challenges with city life.

SWOT ANALYSIS

- **Poor Building Design for Teaching and Learning Environment** - Most of lecture halls have not been designed to promote interactive teaching – learning culture.

- **Less attractive Green Environment** - Green environment development and integration is lacking.

- **Inadequate staff accommodation**

- **Inadequate IT facilities for students**

Opportunities

- **Increasing demand in partnerships with industry** -

- **Positive image of the University of Colombo** – 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.

- **Increasing interest in lifelong learning** - There is a high tendency for educational of all ages. Graduate enrollment is becoming a significant portion of the University's enrollment.

- **Growing trend towards E-learning orientation** - Demand for E -learning is growing.

- **Expanding collaborations with world class universities**

- **Demand for offshore campuses**

- **Growing attraction of Foreign students** - Being a metropolitan University there is a high demand to open up the university for foreign students.

- **Conducive Education Policies** - Government encourage education as a thrusting are for economic development.

- **Funding opportunities through extended courses**

Threats

- **Difficulty of Attracting 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.

SWOT ANALYSIS

❖ **Conflicts** – Clash of interests of the students or the stakeholders and the external problems

❖ **Competition from 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.

The foreign collaborations in study and research has now become laborious since clearances from several levels need to be obtained for signing MoUs and agreements.

❖ **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

❖ **Graduate Unemployment**

❖ **Limited funding for the University**

VISION AND MISSION, CORE VALUES

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
- ❖ Integrity & Ethical Behavior
- ❖ Good Governance, Accountability & Responsibility
- ❖ Diversity, Inclusiveness, Equality & Mutual Respect
- ❖ Professionalism, Commitment & Competence
- ❖ Collegiality
- ❖ Environmental Responsibility
- ❖ Research Policy and Value addition to education
- ❖ Producing good citizens beyond limiting only to the education

Goals		Objectives	Strategy	
GOAL 1	Excellence in teaching and learning, including Blended Learning [*Knowledge Transfer*]	1.1 To enhance graduate attributes for global development	1.1.1	strengthen graduate attributes through fostering independent learning, critical thinking and being a lifelong learner
			1.1.2	to facilitate learner enhancement through personality development, mentoring and career guidance
		1.2 To adopt modern andrological approaches for quality learning	1.2.1	to engage in Continuous Professional Development (CPD) of staff and quality assurance.
			1.2.2	to promote the digital transformation related to COVID-19 to be sustained as a blended learning culture.
			1.2.3	to sustain academic mentoring and early career supports.
		1.3 To achieve regional and global recognition	1.3.1	Promoting international collaborations
			1.3.2	Encouraging to obtain memberships in academic/professional associations
			1.3.3	Encouraging academic excellence & extra-curricular activities
		1.4 Expansion of disciplines of learning	1.4.1 Establishment of new Faculties/ Departments	
GOAL 2	Excellence in research, innovation and commercialization [*Knowledge Creation*]	2.1 To develop a research ethos that encourages value added education, innovation, commercialization, and technology transfer	2.1.1	to inculcate a strong research culture through policy development and best practices in research management.
			2.1.2	to ensure the highest levels of research ethics and integrity.
			2.1.3	to optimize the functionality of the University business linkage facility.
			2.1.4	to upgrade/ establish state of the art laboratory facilities and related research support
		2.2 to strengthen global visibility in academic and institutional development	2.2.1	to enhance national, regional, and international research collaborations with real time monitoring and evaluation of research outputs and outcomes

GOAL 3	Excellence in human capital & learning support systems	3.1 to ensure state of the art / modern facilities, services, and teaching - learning environment.	3.1.1	Upgrade/maintain/strengthen teaching-learning facilities
			3.1.2	Planned maintenance of the buildings etc throughout the life cycle
		3.2 to optimize the human and technical resources that provide the best teaching and learning environment	3.2.1	To ensure teaching learning facilities are utilized
			3.2.2	Enhancing the quality of the staff
			3.2.3	Enhancing the quality of student and staff residences & cafeterias
		3.3 Improving the sports and recreational facilities for staff and students	3.3.1	Improving the infrastructure
			3.3.2	Increasing the participation of students and staff in national and international competitions
GOAL 4	Sustaining best practices in governance, good citizenship & national development	4.1 to enhance institutional commitment to sustain best practices in academic, administrative, financial management and national development	4.1.1	Facilitate sharing of best practices in academic, administrative and financial management among staff
			4.1.2	Encouraging the participation of staff in national level development
		4.2 to ensure that graduates are globally competent, socially conscious, civic minded professionals with the unique brand "made in UOC"	4.2.1	Creating platforms for the students to showcase their competencies
			4.2.2	Encouraging staff & students to collaborate with external organizations and community
		4.3 Adherence to the United Nations Sustainable Development Goals	**4.3.1**	Increase substantially the share of **sustainable consumption & developments**
			4.3.2	Empower and promote ethnic, social and religious inclusion

KEY PERFORMANCE INDICATORS

		KPI	Actual Performance	Performance Targets				
			2020	2021	2022	2023	2024	2025
1.	Achieving excellence in teaching and learning, including Blended Learning	Employability index (Overall)	58%	59%	60%	61%	62%	63%
		Employability index (STEMs)	69%	70%	71%	72%	73%	74%
		Employability index (HEMs)	49%	50%	51%	52%	53%	54%
		No of UG students who graduated	2,111	2120	2130	2140	2150	2160
		No of registered UG students	3461	3500	3600	3700	3800	3900
		No. of students completed postgraduate programs	2,151	2200	2250	2300	2350	2400
		No. of New International collaborations	2	2	2	2	2	2
		World University Ranking/ Times Higher Education	1001+	Within Top 1000				
		World University Ranking/ QS Rankings	801 – 1000th	Within Top 701 – 800th				
		Webometrics Rankings	1st among Sri Lankan Universities	No 1 among Sri Lankan Universities				
		SCIMAGO Rankings	1st among Sri Lankan Universities	No 1 among Sri Lankan Universities				
		Green Universities Rankings	4th among Sri Lankan Universities	No 1 among Sri Lankan Universities				
2.	Achieving excellence in research and innovation	a) Research Output						
		- No. of publications	1,116	1150	1200	1250	1300	1350
		- Google Scholar Citations	135,253	136000	137000	138000	139000	140000
		b) Research Funding (Rs.)						
		- Treasury Grant (Rs)	5Mn	5.5Mn	6.0Mn	6.5Mn	7.0Mn	7.5Mn

KEY PERFORMANCE INDICATORS

		- External Grants (Rs)	228Mn	229Mn	230Mn	231Mn	232Mn	233Mn
		c) Research Outcomes						
		- Cumulative No of patents	5	6	7	8	9	10
		- No new of Industry Partnerships	2	1	1	1	1	1
		- Cumulative No of Trademarks and etc	0	1	2	3	4	5
3.	Excellence in human capital & learning support systems	Facility Condition Index	103%	102%	101%	100%	99%	98%
		ICT Index	62%	63%	64%	65%	66%	67%
		Environmental Performance Index	NEW INDEX TO BE USED					
		Human Capital Index	99%	NEW INDEX TO BE USED				
4.	Sustaining best practices in governance & good citizenship	Organization Climate Index	73%	74%	75%	76%	76%	77%
		Social Impact Index	17	18	19	20	21	22

ACTION PLAN

Goal 1 – Excellence in teaching and learning, including Blended Learning [Knowledge Transfer]

Objective	Strategy	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
					2021	2022	2023	2024	2025	
1.1 To enhance graduate attributes for global development	1.1.1 Strengthen graduate attributes through fostering independent learning, critical thinking and being a lifelong learner	1.1.1.1 Reviewing curricula periodically in the current global context	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	
		1.1.1.2 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, webinar series, creative activities, Student base research, case studies	4/subject	5/subject	5/subject	5/subject	5/subject	SDG targets – 4.4
		1.1.1.3 Conduct life-long learning programs for general public	University staff and student communities	Number of programs conducted per year	4	5	6	7	7	SDG targets 4.1

ACTION PLAN

	1.1.2 To facilitate learner enhancement through personality development, mentoring and career guidance	1.1.2.1 Encouraging university graduates to secure placements at foreign universities	Rector, Deans, Directors	Number of graduates who received placements	28	30	30	35	40	SDG targets 4.4
1.2 To adopt modern andrological approaches for quality learning	1.2.1 To engage in Continuous Professional Development (CPD) of staff and quality assurance	1.2.1.1 Encouraging to obtain institutional memberships in academic/professional associations	VC, Rector, Deans, Directors	Number of memberships	4	5	5	5	5	SDG targets 4.c
		1.2.1.2 Recognizing Academics for their contribution in research and development	VC, Rector, Deans, Directors	Percentage of academics receiving awards per year	7%	9%	10%	10%	11%	SDG targets 9.5
	1.2.2 To promote the digital transformation related to COVID-19 to be sustained as a blended learning culture	1.2.2.1 Organize and conduct workshops on designing online instructional material	Deans, Directors, Coordinators of the programs	Number of new programmes delivered using blended learning approach	4	5	6	7	7	
				Number of complete online course modules/ selections	10	20	30	40	45	
		1.2.2.2 Promoting interactive methods in teaching - learning and assessment process including blended learning approach	Rector, Deans, Directors, Heads, Coordinators	Number of courses in a program incorporating blended learning (Cumulative)	10% of the courses	15% of the courses	20% of the courses	25% of the courses	30% of the courses	SDG targets – 4.4
				Number of academics attended to training and workshops on facilitating	35% of academic staff	40% of academic staff	45% of academic staff	50% of academic staff	55% of academic staff	

ACTION PLAN

					Year 1	Year 2	Year 3	Year 4	Year 5	
				interactive learning (Cumulative)						
				Number of staff members involved in blended/ online course/ programme design	10	15	20	25	30	
		1.2.2.3 Widening access to ICT resources	VC, R, Rector, Deans, Directors	No. of students per computer	10	8	5	3	1	SDG targets – 9.c
				Availability of university wide Wi-Fi facilities	60%	80%	100%	100%	100%	
				Percentage of students accessed LMS	80%	90%	100%	100%	100%	
	1.2.3 To sustain academic mentoring and early career supports	1.2.3.1 Conducting Academic mentoring programmes & providing support for young academics	VC, R, Rector, Deans, Directors	No of mentoring programmes conducted	3	3	3	3	3	SDG 4
				No of awards & grants offered	15	15	15	15	15	
1.3 To achieve regional and global recognition	1.3.1 Promoting international collaborations	1.3.1.1 Find International Partner Organizations	Rector, Deans, Directors, Director/International Office, Director/Cyber Campus	Number of MoUs signed	8	9	10	11	11	SDG targets 17.17
		1.3.1.2 Visits or participation of international scholars (presence)	VC, Rector, Deans, Directors	No of Visits/ participation (scholarly contribution)	8	10	12	13	13	SDG targets 4.c

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ACTION PLAN

		1.3.1.3 Invitations received by the academics/professionals of the University of Colombo	Academic/ Administrative staff	Number of invitations received	5	6	7	8	8		SDG targets 17.17
		1.3.1.4 Staff exchanges with foreign universities	Rector, Deans, Directors, Director/International Office	Number of exchanges (Staff)	6	7	8	9	9		SDG targets 4.c
		1.3.1.5 Student exchanges with foreign universities	Rector, Deans, Directors, Director/International Office	Number of exchanges (Students)	16	18	20	22	22		SDG targets 4.b
		1.3.1.6 Providing funds to take part in international conferences/workshops /training programmes	VC, Deans, Directors	Number of visits financed	30	30	30	30	30		SDG targets 4.c
		1.3.1.7 Promoting national research collaborations	VC, Rector, Deans, Directors, Heads	No. of national joint research/ publications	18	20	25	28	31		SDG targets 9.5
	1.3.2 Encouraging to obtain memberships in academic/professional associations	1.3.2.1 Obtaining memberships in international academic/professional associations	VC, R, Rector, Deans, Directors, Bursar	Number of memberships	9	12	12	12	12		SDG targets 4.c
	1.3.3 Encouraging academic excellence &	1.3.3.1 Taking part in international sports and other competitions	Director/ Physical Education Department	Number of participants	60	70	80	100	110		SDG targets 4.a

ACTION PLAN

	extracurricular activities	1.3.3.2 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
SDG targets 4.c		1.3.3.3 Filling the existing academic cadre vacancies	VC, Rector, Dean, Directors, HODs,	% of filled cadre positions	65%	70%	75%	80%	82%	SDG targets 4.c
SDG targets 4.c		1.3.3.4 Form pools of experts in different academic/ professional disciplines	VC, Rector, Deans, Directors	No. Of professional / expert services	4	5	6	7	8	SDG targets 4.c
SDG targets 4.c		1.3.3.5 Filling the existing administrative/ financial officers cadre vacancies	UGC, MOHE	% of existing vacant cadre filled	100%	100%	-	-	-	SDG targets 4.c
SDG targets 4.c		1.3.3.6 Filling the existing administrative support cadre vacancies	UGC, MOHE	% of existing vacant carder filled	85%	90%	95%	100%	-	SDG targets 4.c
		1.3.3.7 Design and implement training programs for current and future staff	VC, R, Deans, SDC/Medical Education (MEDARC)	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	

ACTION PLAN

				No of Mentoring programs conducted	3	5	6	6	6	
				No of employees attending for foreign trainings programs	10	12	15	17	18	
		1.3.3.8 Staff Recognitions	VC, R, Directors, SDC	No of Reward Types	4	5	5	5	5	SDG targets 4.c
		1.3.3.9 Developing policy paper to implement Rewards scheme for the staff	VC, R, Directors, SDC	Policy paper for granting awards	Implementation	-	-	-	-	SDG targets 4.c
		1.3.3.10 Designing work norms and work ethics	VC, R, Deans, Directors	No of periodic updates	1	-	1	-	1	SDG targets 16.6
1.4 Expansion of disciplines of learning	1.4.1 Establishment of new Faculties/ Departments	1.4.1.1 Establishment of the Faculty of Technology- Phase II	VC, R, Consultant, WE, DR/SAR/AR/C WP	Percentage of project completed annually. [Pending NPD approval]	20%	50%	80%	100%	-	SDG targets 4.4, 8.2,
		1.4.1.2 Establishment of Faculty of Nursing	VC, Dean, R, WE, DR/SAR/AR/C WP	Percentage of project completed annually.	10%	20%	30%	40%	50%	SDG targets 4.4, 3.
		1.4.1.3 Establishment of Faculty of Engineering	VC, R, WE, DR/SAR/AR/C WP	Percentage of project completed annually.	20%	50%	80%	100%	-	SDG targets 4.4, 8.2

ACTION PLAN

Goal 2 – Excellence in research, innovation and commercialization [Knowledge Creation]

Objective	Strategy	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
					2021	2022	2023	2024	2025	
2.1 To develop a research ethos that encourages value added education, innovation, commercialization, and technology transfer	2.1.1 To inculcate a strong research culture through policy development and best practices in research management	2.1.1.1 Integrate research into undergraduate programs	VC, Rector, Deans, Directors	No of students who undertake research as a part of the degree program	70%	80%	90%	90%	90%	SDG targets 9.5
		2.1.1.2 Integrate research Postgraduate programs	VC, Rector, Deans, Directors	No of students who undertake research as a part of the postgraduate degree program	75%	80%	85%	90%	90%	SDG targets 9.5
		2.1.1.3 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 Programmes per year	600	700	800	900	900	SDG targets 8.3, 9.5
				No. of students registered for Doctoral Programmes per year	45	50	55	60	65	SDG targets 8.3, 9.5
		2.1.1.4 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 8.3, 9.5
				No of hours reserved for research per person per semester	25% of working works	30% of working works	32% of working hours	35% of working hours	36% of working hours	

ACTION PLAN

				Percentage of early career academics (<45 years) receiving funding	10%	13%	15%	17%	18%
	2.1.2 To ensure the highest levels of research ethics and integrity	2.1.2.1 Implementation of policies & guidelines related to academic ethics and integrity	VC, Rector, Deans, Dir/ RDC	No of approved guidelines or policies	4	4	4	4	4
				No of ethics review committees established	3	3	3	3	3
	2.1.3 To optimize the functionality of the University business linkage facility	2.1.3.1 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
		2.1.3.2 Forming mutually beneficial research collaborations for R&D with industry & corporate sector	VC, Rector, Deans, Directors	No. of projects completed per year	4	5	6	7	8
	2.1.4 To upgrade/ establish state of the art laboratory facilities and related research support	2.1.4.1 Optimal usage of laboratories	Dean, Head, DR, SAR, AR	Utilization Rate [calculated based on availability]	20%	30%	40%	60%	75%
		2.1.4.2 Establishment of CeDARC	VC, Dean/Medicine, Dean/ Science, Director/ CeDARC	Percentage of Progress	20%	50%	100%	100%	100%

Left vertical label: SDG targets 8.3, 9.5

Right vertical labels: SDG targets 8.3, 9.5 | SDG targets 8.3, 9.5 | SDG targets 8.3, 9.5 | SDG targets 4.a, 16.6

ACTION PLAN

2.2. To strengthen global visibility in academic and institutional development	2.2.1 To enhance national, regional, and international research collaborations with real time monitoring and evaluation of research outputs and outcomes	2.2.1.1 Ensuring wide dissemination of research outputs	VC, Rector, Deans, Directors, Heads	No. of articles published in indexed/peer reviewed journals	375	400	425	450	500	SDG targets 9.5
				No. of new citations/ year	16	18	20	22	25	
				No. of conference presentations	425	475	500	525	550	
		2.2.1.2 Encouraging research on national and international issues	Rector, Deans, Directors, Heads	No. of publications made	900	1000	1100	1200	1300	SDG targets 9.5
				No of presentations made	17/Faculty	20/Faculty	22/Faculty	25/Faculty	27/Faculty	
		2.2.1.3 Increasing university-industry collaborations to enhance graduate attributes	Rector, Deans, Directors, Heads, Career Guidance Coordinators	Percentage of internships provided for undergraduate students	60%	60%	70%	75%	80%	SDG targets – 8.3, 4.4
				No. of industry exposure provided through field trips, industry visits, off campus assignments	12/year	15/year	20/year	25/year	25/year	
		2.2.1.4 Receiving International Students	Rector, Deans, Directors, Director/International Office	Number of international students	100	105	115	120	125	SDG targets 4.3

ACTION PLAN

		2.2.1.5 Establishing international centers	VC, Deans, Directors	Number of international centers established	1	1	2	2	2	SDG targets 9.1
		2.2.1.6 Encouraging academic staff to take part in international education fairs	Rector, Deans, Directors, Director/International Office	Number of events participated	3	3	4	4	5	SDG targets 4.4
		2.2.1.7 Promoting publications in international peer-reviewed indexed journals	Director/Research Development Center	Number of Papers published	225	250	275	285	295	SDG targets 9.5
		2.2.1.8 Promoting publications as internationally recognized book chapters/books	Director/Research Development Center	Number of books /book chapters published	13	15	15	15	16	SDG targets 9.5
		2.2.1.9 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	1 8	20	22	24	25	SDG targets 9.5
		2.2.1.10 Encouraging academics to be the speakers at international conferences	VC, Rector, Deans, Directors	Number of keynote/guest speeches made	8	10	12	14	15	SDG targets 9.5
		2.2.1.11 Increasing the number of postgraduates and doctoral students in the faculty	Rector, Deans, Directors, Coordinators of the programs	No. of postgraduate research students graduated	55/year	60/year	65/year	70/year	70/year	SDG targets 8.3, 9.5

ACTION PLAN

Goal 3 – Excellence in human capital & learning support systems

Objective	Strategy	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
					2021	**2022**	**2023**	**2024**	**2025**	
3.1 To ensure state of the art / modern facilities, services, and teaching - learning environment	3.1.1 Upgrade/maintain/ strengthen teaching-learning facilities	3.1.1.1 Improving and Modernizing lecture halls/laboratories	VC, R, Rector, Deans, Directors, Bursar, WE	% of lecture halls/laboratories with modern facilities (wi-fi /Multimedia/so unds/AC etc)	80%	100%	100%	100%	100%	SDG targets 9.1, 9.c
		3.1.1.2 Redefining library space for better utilization	Librarian	Utilization of Learning commons	0	0	0	0	1	SDG targets 4.a, 9.c
				Utilization of Smart Class rooms	1	0	0	0	0	
				Utilization of Group Class rooms	0	0	0	1	0	
				Utilization of Research commons / Information Commons	1	0	0	0	0	
		3.1.1.3 Construction of HELP ZONE	VC, R, WE, DR/SAR/AR/CW P	Percentage of project completed annually	40%	60%	80%	100%	100%	SDG targets 4.a

ACTION PLAN

SDG targets 9.1		3.1.14 Construction of Department of statistics building	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	100%	-	-	-	-	SDG targets 9.1
		3.1.1.5 Renovation of the Department of Zoology & Environmental Science	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	80%	100%	-	-	-	SDG targets 4.a
		3.1.1.6 Renovation of the Department of Plant Sciences	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	20%	30%	80%	100%	100%	
		3.1.1.7 Renovation of the Department of Chemistry	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	20%	30%	80%	100%	100%	
		3.1.1.8 Renovation of the Department of Physics	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	20%	30%	80%	100%	100%	
		3.1.1.9 Renovation of the Faculty of Law	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	20%	30%	80%	100%	100%	
		3.1.1.10 Roof renovation of the Faculty of Arts	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	20%	30%	80%	100%	100%	

		Activity	Responsible	Indicator	Y1	Y2	Y3	Y4	Y5	SDG
SDG targets 8.1		3.1.1.11 Roof renovation of the Main Library	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	20%	30%	80%	100%	100%	
		3.1.1.12 Improving the safety of the Main Library	Librarian	Establishing the Lightening Protection System	25%	50%	75%	100%	0	
		3.1.1.13 Construction of 17 story building for the Faculty of Medicine	VC, R, Dean, WE, DR/SAR/AR/CWP	Percentage of project completed annually	70%	100%	-	-	-	SDG targets 9.1
		3.1.1.14 Expansion of residential facilities to staff members [there are 12 family quarters and 1 bachelor's quarters, accommodated by 9 staff members] (Depends on the acquisition of the land)	VC, R, WE, DR/SAR/AR/CWP	No of staff members provided accommodation	12+9	12+9	12+9	12+9	12+9	SDG targets 8.8, 9.1
		3.1.1.15 Construction extension to the Library building at Sri Palee Campus	VC, R, Rector, WE, DR/SAR/AR/CWP	Percentage of project completed annually.	50%	100%	-	-	-	SDG targets 4.a, 9.c
		3.1.1.16 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	Renovation of the CC space	-	-	-	-	
				Level of worker satisfaction						

ACTION PLAN

SDG Targets 3.4		3.1.1.17 Construction of the Administration Building of Sri Palee Campus	VC, Rector, DR, DB, AR, Work Engineer	Percentage of Completion	100%	-	-	-	-
		3.1.1.18 Converting IIM into a Faculty	VC, R, WE, DR/SAR/AR/CWP	Percentage of project completed annually	80%	100%	100%	100%	100%
		3.1.1.19 Improving facilities for physical and mental fitness	VC, R, Director PE	No of gym equipment	34	36	38	40	42
				Availability of indoor sports facilities	11	11	11	11	11
				Availability of outdoor sports facilities	14	14	14	14	14
				No of programmes conducted (Yoga, Meditation, Mental health etc)	1/Faculty	1/Faculty	1/Faculty	1/Faculty	1/Faculty
				Construction of Swimming Pool Phase I & II (Percentage of the progress)	30%	70%	80%	100%	-

ACTION PLAN

		3.1.1.20 Establishment of recreation facilities for Sri Palee Campus &Faculty of Technology	VC, R, Director PE,	% Improvement	25%	30%	35%	40%	45%	SDG targets 3.4
		3.1.1.21 Construction of Swimming Pool	VC, R, WE, Dir/PE, DR/SAR/AR/CWP	Percentage of project completed annually	77%	100%	-	-	-	SDG targets 3.4
		3.1.1.22 Construction of modern Basketball and Netball court	VC, R, WE, Dir/PE, DR/SAR/AR/CWP	Percentage of project completed annually	100%	-	-	-	-	SDG targets 3.4
		3.1.1.23 Encouraging to take sabbatical positions in foreign universities	VC, Rector, Deans, Directors	Number of sabbatical positions in foreign universities	18	20	22	24	25	SDG targets 4.c, 9.5
	3.1.2 Planned maintenance of the buildings etc throughout the life cycle	3.1.2.1 Maintenance of the Library Building	Librarian	Interior Color washing	0%	50%	100%	100%	100%	
		3.1.2.2 Improving sanitary facilities	VC, R, Rector, Deans, Directors, Bursar, WE	Wash rooms /students ratio	1:35	1:30	1:25	1:20	1:20	SDG targets 6.2
		3.1.2.3 Providing facilities for differently abled people	VC, R, Rector, Deans, Directors, Librarian, WE	Proportion of buildings with accessibility	35%	45%	55%	60%	65%	SDG targets 4.5
		3.1.2.4 Improving facilities at the Health Centre	VC, R, CMO	No. of major medical equipment's available	5	7	9	11	11	SDG targets 3.4

The leftmost column header reads: SDG targets 3.4

ACTION PLAN

					Y1	Y2	Y3	Y4	Y5	
		3.1.2.5 Mobile Services for outside faculties	VC, R, CMO	No. of services/week	2	2	3	3	3	SDG targets 3.4
		3.1.2.6 Development of landscaping with attractive faculty premises	VC, R, Rector, Deans, Directors, Curator	% of available space	50%	60%	80%	85%	85%	SDG targets 11.7
		3.1.2.7 Improving office with modern office furniture and equipment	VC, R, Rector, Deans, Directors, Heads	% of modernized offices / Depts.	80%	100%	100%	100%	100%	SDG targets 9.1
		3.1.2.8 Upgrading Common rooms with modern equipment	VC, R, Rector, Deans, Directors,	% of Improvement	50%	60%	80%	100%	100%	SDG targets 4.a
3.2 To optimize the human and technical resources that provide the best teaching and learning environment	3.2.1 To ensure teaching learning facilities are utilized	3.2.1.1 Optimal usage of lecture halls ICT/LMS	Dean, DR, SAR, AR	Utilization/Frequency/ Occupancy (UFO) rates	15%	20%	30%	40%	50%	SDG targets 4.a, 16.6
		3.2.1.2 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 developme-nt	-	-	-	-	
				Number of information technology staff members at Cyber Campus	3	-	-	-	-	

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ACTION PLAN

				Percentage of progress of the IT Infrastructure projects executed under the AHEAD Project	100%	-	-	-	-
		3.2.1.3 Promote access to information resources through modern technology	R, Rector, Deans, Librarian, Directors, Heads	No. of Information literacy programs conducted	10 programs	12 programs	14 programs	16 program-s	18 program-s
				Access to no. of e Journals	40	45	47	49	50
				No of students accessing virtual training programs in Information Literacy	1500	2000	2500	3000	3500
		3.2.1.4 Integrating IT into library services	Librarian	Level of automation of the library services	75%	80%	85%	90%	95%
		3.2.1.5 Increasing access for resources	Librarian	No of subscriptions for databases	6	7	8	9	10
				No. of items in university information repository	5500	6000	6500	7000	7500

SDG targets 9.c

SDG targets 9.c

SDG targets – 4.a, 9.c

SDG targets – 9.5

ACTION PLAN

SDG targets 3.4	3.2.2 Enhancing the quality of the staff	3.2.2.1 Obtaining postgraduate degrees from foreign universities	Academic/Administrative Staff	Number of postgraduate degrees completed (per year)	12	15	17	20	20	SDG targets 4.b
		3.2.2.2 Overseas short-term training received by the staff	Academic/Administrative staff	Number of participants	10	10	10	10	10	SDG targets 4.c
		3.2.2.3 Promoting welfare facilities	AR/SSA	No. of welfare activities	13	17	20	23	25	SDG targets 3.4
	3.2.3 Enhancing the quality of student and staff residences & cafeterias	3.2.3.1 Improving accommodation for students	VC, R, Rector, Directors,	% of students accommodated (% of the total student population) *Under limited capacity	30%	40%	50%	55%	60%	SDG targets 4.a
		3.2.3.2 Improving cafeteria facilities (space, healthy food, etc)	Rector, Deans, Directors, Student counselor	No students per seat available at a time	3	2	2	2	2	SDG targets 3.4
				Establishment of modern cafeteria facilities (Cum No)	13	14	14	14	14	

ACTION PLAN

3.3. Improving the sports and recreational facilities for staff and students	3.3.1 Improving the infrastructure	3.3.1.1 Renovation and improvements to the indoor sports stadium and Indoor Gymnasium	VC, R, WE, Dir/PE, DR/SAR/AR/ CWP	Percentage of progress	Conceptualizing the renovation	20%	75%	100%	-	
		3.3.1.2 Renovation and improvements to the University of Colombo pavilion	VC, R, WE, Dir/PE, DR/SAR/AR/ CWP	Percentage of progress	80%	100%	100%	100%	100%	
		3.3.1.3 Improvements to the playground and increase its utilization	Director PE	Progress of the improvement	100%	100%	100%	100%	100%	SDG targets 3.4, 16.6
				No of hours occupied by the students and staff	12 hours/ day	12 hours/ day	12 hours/ day	12 hours/ day	12 hours/ day	
		3.3.1.4 Optimal usage of Gymnasium	Director PE	Occupancy Rate 6 a.m.-8. p.m.	100%	100%	100%	100%	100%	SDG targets 3.4, 16.6
	3.3.2 Increasing the participation of students and staff in national and international competitions	3.3.2.1 Providing support for the students and staff to showcase their talents in National & International competitions	VC, R Deans, Director PE	No of competitions participated	3/ year	3/ year	3/ year	3/ year	3/ year	SDG targets 3.4

ACTION PLAN

Goal 4 - Sustaining best practices in governance & good citizenship

Objective	Strategy	Activity	Responsibility	KPI	Performance Targets					SDG Goal/ Target
					2021	**2022**	**2023**	**2024**	**2025**	
4.1 To enhance institutional commitment to sustain best practices in academic, administrative, and financial management and national development	4.1.1 Facilitate sharing of best practices in academic, administrative and financial management among staff	4.1.1.1 Effective continuation of faculty grievance committees	VC, Rector, Deans, Directors	No of Grievance committee meetings held	9	9	9	9	9	SDG targets 16.6
		4.1.1.2 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
		4.1.1.3 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 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	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 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	Average time for processing of promotions reduced to 8 months	

ACTION PLAN

		Activity	Responsibility	Indicator						SDG
		4.1.1.4 Ensuring work norms	R, Rector, Dean, Directors, Heads	Agreement of workloads with established work norms as a percentage	65% compliance	70% compliance	75% compliance	80% compliance	80% compliance	SDG targets 16.6
		4.1.1.5 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 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	Maintain average time taken to conclude a disciplinary inquiry at 4 months	SDG targets 16.6
		4.1.1.6 Conducting statutory meetings in a timely manner and ensuring participation	Conveners of statutory meetings	No of meetings held	200	210	210	215	215	SDG targets 16.6, 16.7
				Percentage of attendance	70%	75%	80%	80%	80%	
		4.1.1.7 Introducing paperless financial and administrative control procedures wherever possible using existing database	VC, R, Bursar	Percentage of financial matters operated through paperless mode	50%	50%	45%	50%	50%	SDG targets 16.6, 9.c
				Percentage of administrative matters operated through paperless mode	50%	50%	50%	50%	50%	

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ACTION PLAN

		4.1.1.8 Online Registration system for Cyber Campus	VC, R, Bursar, Director/ Cyber Campus	Online registration facility for students	Activate the online registration	-	-	-	-	
		4.1.1.9 Financial guidelines and procedures	VC, R, Bursar	Complete compliance with Financial Guidelines	85%	90%	95%	100%	-	
		4.1.1.10 Budgeting and Monitoring	VC, R, Bursar	Reducing Accounting deficiencies	80%	85%	90%	95%	100%	
				Presenting up to date Accounts to the Finance Committee biannually	100%	-	-	-	-	
				Providing monthly bank reconciliation before 15th of the following month	90%	100%	-	-	-	
				Adhering to the Procurement plan	70%	80%	90%	100%	-	
		4.1.1.11 Integrating IT into Registration & Examination work	R, DR/SAR/AR/ Exams	Level of automation of the Registration & Exam work - Undergraduates	80%	90%	100%	100%	100%	SDG targets – 9.c

ACTION PLAN

SDG targets – 4.4				Level of automation of the Registration & Exam work - Postgraduates	70%	80%	90%	100%	100%	
		4.1.1.12 Promoting community-based service learning & engagement projects	Rector, Deans, Heads	No. of Projects	2/Faculty	2/Faculty	2/Faculty	2/Faculty	2/Faculty	SDG targets – 4.4
		4.1.1.13 Mapping programs with SLQF	Rector, Deans, Directors, Heads	Percentage of programs mapped	90%	100%	100%	100%	100%	SDG targets – 4.4
		4.1.1.14 Promote the establishment of new Programmes	VC, Rector, Deans, Director Cyber Campus, R	Number of new Programmes introduced	1	1	1	1	1	SDG targets – 4.4
	4.1.2 Encouraging the participation of staff in national level development	4.1.2.1 Engagement in national projects	University staff	No. of projects involved	8	10	12	14	15	SDG targets 8.3, 16.a
		4.1.2.2 Develop educational programs for small and medium scale entrepreneurs	University staff and student communities	Number of programs conducted per year	6	7	8	9	9	SDG 17
		4.1.2.3 Establish an incubator for entrepreneurial counseling	University staff and student communities	Number of entrepreneurial clients served per year	4	5	6	7	7	SDG 17

ACTION PLAN

		4.1.2.4 Conducting specialist consultation 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)	2.5%	5%	7.5%	10%	11%	SDG 3
		4.1.2.5 providing laboratory diagnostics/imaging/gene tic testing	Dean/ HODs in the relevant Departments in Faculty of Medicine	percentage increase in services or diversification of services provided	2.5%	5%	7.5%	10%	11%	SDG 3
4.2 To ensure that graduates are globally competent, socially conscious, civic minded professionals with the unique brand "made in UOC"	4.2.1 Creating platforms for the students to showcase their competencies	4.2.1.1 Supporting students to reach out beyond the university system to interact with the society	VC, Rector, Deans, R, Student Counselor, Dir/ CGU, AR/SSA,	No of National & International competitions participated	4/ year	4/ year	4/ year	4/ year	4/ year	SDG 3.4
				No of Interactive sessions/ workshops/ events with the society	5/ year	5/ year	5/ year	5/ year	5/ year	
	4.2.2 Encouraging staff & students to collaborate with external organizations and community	4.2.2.1 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	8	10	12	12	12	SDG targets 8.2, 8.3
				No. of workshops conducted	8	10	12	12	12	

ACTION PLAN

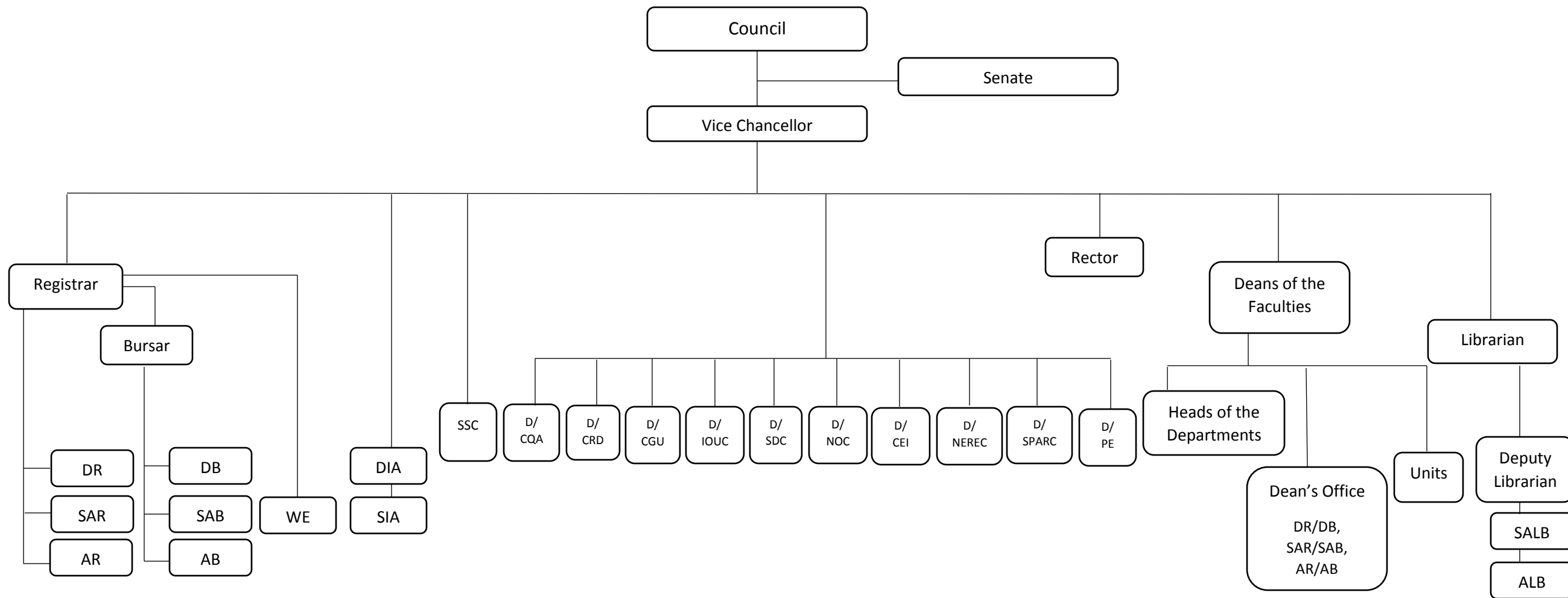|										
SDG targets 8.2, 8.3		4.2.2.2 Contribution to society out of collaboration / partnership with governmental organization, non-governmental organization and civil society organizations	University Staff societies, Student societies, Individual staff	No. of publications (Newspaper/Reports)	7	8	8	8	8	SDG targets 8.2, 8.3
		4.2.2.3 Involvement of staff at national professional organizations	Individual staff	No. of staff involved	50/faculty	55/faculty	60/faculty	60/faculty	60/faculty	SDG targets 8.2, 8.3
		4.2.2.4 Writing books and publications for national policy development	Academic staff	No. of publications	4	5	6	7	7	SDG targets 8.3
		4.2.2.5 Participation in advisory boards on national policy	Academic staff	No. of staff on advisory boards panels	8	10	12	13	13	SDG targets 8.3
		4.2.2.6 Develop networks with national professional associations	University staff and student communities	Number of networks developed per year	3	4	5	6	6	SDG 17
		4.2.2.7 Conduct professional development programs for public and private sector employee community	University staff and student communities	Number of programs conducted per year	6	7	8	9	9	SDG 17

ACTION PLAN

		4.2.2.8 Conducting community outreach programmes	University, staff, student societies and alumni associations	No. of programmes conducted per year	19	20	22	22	22	SDG targets 10.2
		4.2.2.9 Develop networks of local entrepreneurs and student community for joint entrepreneurship development programs	University staff and student communities	Number of networks developed per year	6	7	8	9	9	SDG 17
4.3 Adherence to the United Nations Sustainable Development Goals	4.3.1 Increase substantially the share of renewable energy	4.3.1.1 Inclusion of renewable energy sources	VC, R, Director/ CEI, WE	% of renewable energy produced out of total energy consumption	1%	1.5%	1.5%	2%	2%	SDG Target 7.2
		4.3.1.2 Promoting green and sustainable initiatives	Dir/Environment, Curator, Environment officer	No. of initiatives taken for sustainable development	4	5	5	5	5	SDG targets 11.7
		4.3.1.3 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	45%	50%	60%	65%	70%	
	4.3.2 Empower and promote ethnic, social and religious inclusion	4.3.2.1Promote and encourage multicultural, social and multi – religious events	Deans/SARs/Student Counselor	No. of multicultural and social events held	5/faculty	5/faculty	5/faculty	5/faculty	5/faculty	SDG targets 4.7

University of Colombo

Organizational Structure

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                          Council
                             |_____ Senate
                             |
                       Vice Chancellor
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Vice Chancellor branches to: Registrar, SSC/D/CQA/D/CRD/D/CGU/D/IOUC/D/SDC/D/NOC/D/CEI/D/NEREC/D/SPARC/D/PE, Rector, Deans of the Faculties, Librarian

Registrar → Bursar; DR, SAR, AR; DB, SAB, AB; WE; DIA, SIA

Directors/Units: SSC, D/CQA, D/CRD, D/CGU, D/IOUC, D/SDC, D/NOC, D/CEI, D/NEREC, D/SPARC, D/PE

Deans of the Faculties → Heads of the Departments, Dean's Office (DR/DB, SAR/SAB, AR/AB), Units

Librarian → Deputy Librarian → SALB → ALB

D/CQA- Director/Center for Quality Assurance	D/NEREC – Director/ National Education Research and Evaluation Centre	SIA – Senior Internal Auditor
D/CRD – Director/ Centre for Research & Development	D/ SPARC- Director/ Social Policy Analysis & Research Centre	SAR – Senior Assistant Registrar
D/CGU – Director/ Career Guidance Unit	D/PE – Director/ Physical Education	SAB – Senior Assistant Bursar
D/IOUC – Director/ International Office University of Colombo	SSC – Senior Student Counsellor	SALB- Senior Assistant Librarian
D/SDC – Director/ Staff Development Centre	DIA – Deputy Internal Auditor	WE – Works Engineer
D/NOC – Network Operations Centre	DR – Deputy Registrar	AR – Assistant Registrar
D/CEI – Director/ Centre for Environmental Initiatives	DB – Deputy Bursar	AB – Assistant Bursar
		ALB – Assistant Librarian

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