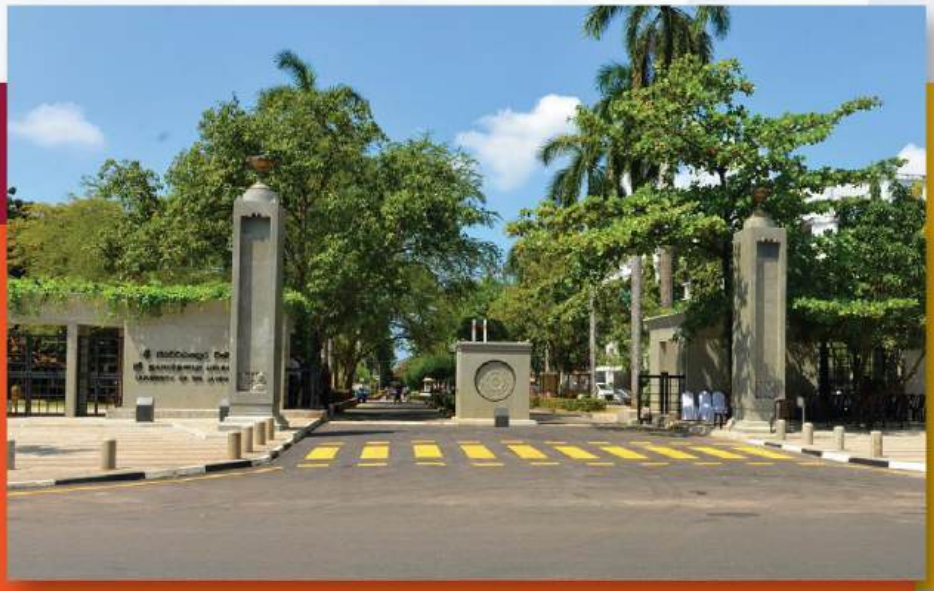
CORPORATE PLAN
2026 - 2030

UNIVERSITY OF SRI JAYEWARDENEPURA



USJ
University of
Sri Jayewardenepura
Sri Lanka

University of Sri Jayewardenepura

Corporate Plan 2026 - 2030

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Corporate Plan 2025- 2029

University of Sri Jayewardenepura
Gangodawila, Nugegoda,
Sri Lanka.

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Strategy Development Team

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Dr. (Mrs). A. D. Sagarie De Silva	Chief Medical Officer	
Mrs. A. C. D. R Peeris	Senior Assistant Registrar - Legal & Documentation Division	

The future of the University of Sri Jayewardenepura (USJ) will be defined and driven by the university's move for excellence. Making that move requires a strategic vision, mission and a clear path for achieving it. Strategic planning is a careful and systematic process, during which we build commitment towards priorities essential for mission-driven critical work. Strategic planning establishes signposts that map the journey towards eminence and provides opportunities to assess the steps along the way. Strategic planning also helps us ensure that the university remains vital, sustainable, accountable and responsible. The entire strategic planning process is founded on the overarching principles of the Core Values, Vision and Mission of the USJ.

Our Vision

Prosper Lives through Education

Our Mission

We exist to

Develop globally competent citizens through education for a sustainable future drawing inspirations from our cultural heritage and wisdom

Our strategic **approach to education** in the coming decade for a **sustainable future** is based on a unique 4-H Model to: ● THINK Critically ● FEEL Morally ● ACT Competently ● BEING Well and 3-P Model to seriously contemplate: ● People ● Planet ● Prosperity

Our Values

Shared values are the commitments made by the USJ community regarding how work will be conducted. Our six core values are:

- **Academic Excellence and Performance**
- **Universal Loving Kindness and Compassion**
- **Modesty and Integrity**
- **Preserving Socio-Cultural and Natural Heritage**
- **Freedom of Intellectual Thought and Creativity**
- **Accountability and Social Responsibility**

Our Key Performance Areas

USJ has concentrated on seven key results areas which guide long term goals of the university. Those seven goals are arranged in three clusters:

	Key Results Areas
Main Focus	**1. Academic Excellence** *(Ensure curricula are modern, relevant, and aligned with socio-economic needs)*
	2. Research, Innovation, & Partnerships *(Elevate research output, enhance quality, and grow local and international partnerships)*
Facilitators	**3. Human Capital Development**
	4. Infrastructure & Digital Transformation *(Build, upgrade, and maintain facilities, technology systems, and campus amenities to support world-class teaching, research, and student experience — while ensuring accessibility, safety, and sustainability)*
	5. Financial Resilience *(Build strategic capacity and diversify funding sources beyond government grants)*
Strategic Concerns	**6. Outstanding Student Experience** *(Distinctive and quality experience to prepare themselves for life beyond their studies)*
	7. National Development, Global Presence and Sustainability

Figure 1: Future Direction of the USJ

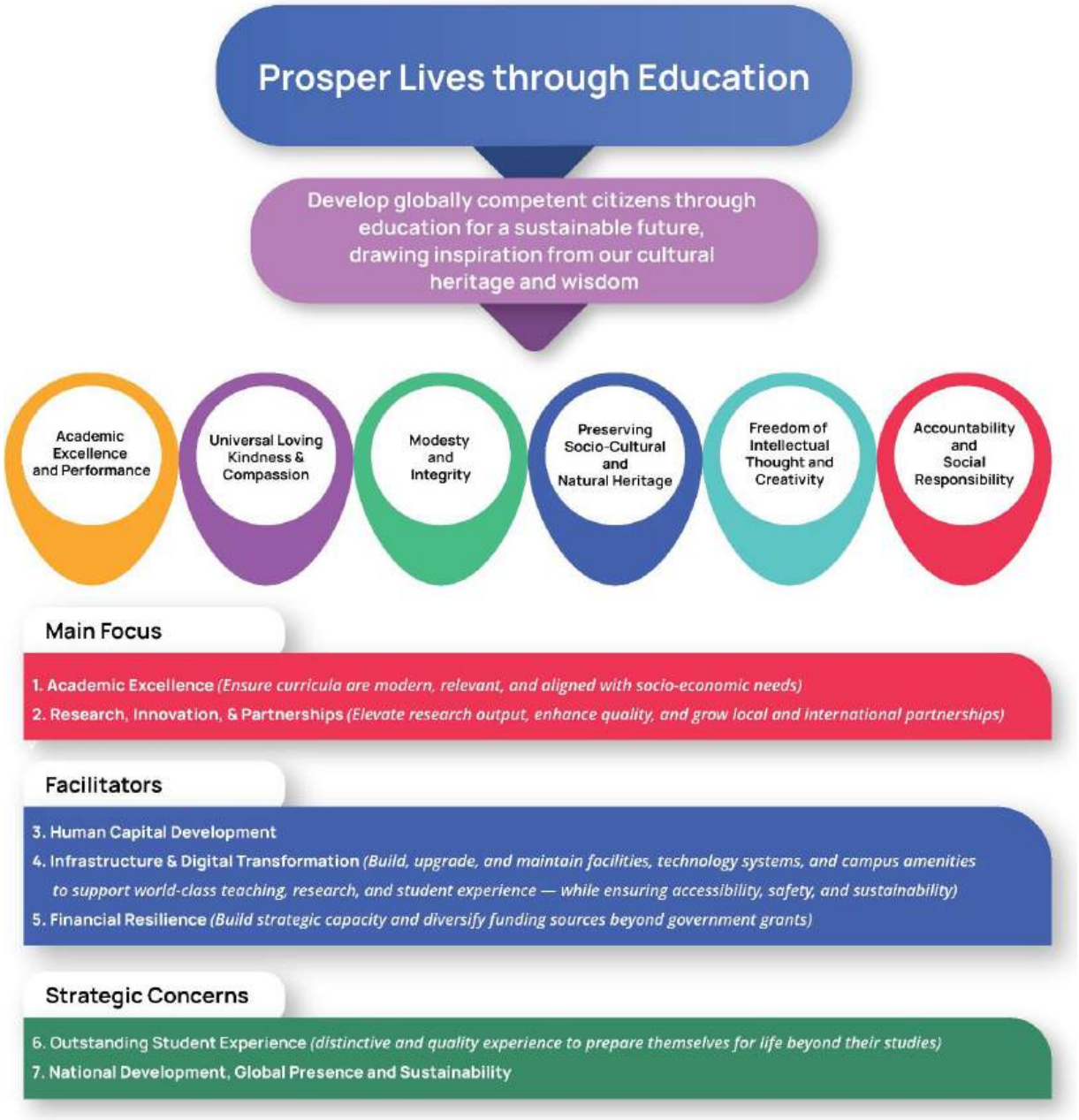


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Message from the Vice Chancellor

The University of Sri Jayewardenepura stands today as one of the leading higher education institutions in Sri Lanka, proudly carrying forward a legacy of academic excellence, innovation, and service to the nation. As we present the new Corporate Plan, we reaffirm our commitment to steering the University towards greater heights in a rapidly changing and globally interconnected environment.

This plan has been developed through wide consultation with our Council, Deans, staff, students, alumni, and stakeholders. It reflects both the lessons learned from past endeavors and the aspirations that guide our future. The next phase will be both challenging and transformative, as we continue to expand our reach, enhance our academic and research excellence, and strengthen our contribution to national development while positioning USJ on the global stage.

Our focus will be on improving the quality and relevance of teaching, research, and innovation, aligned with the needs of the country and international benchmarks. We will invest in our greatest strengths, our students and staff, by nurturing talents, fostering creativity, and building a culture of integrity and excellence. At the same time, we will seek new collaborations, harness emerging technologies, and strengthen our international presence to ensure that USJ remains at the forefront of higher education.

This Corporate Plan is not merely a document but a collective vision and a roadmap for progress. Its success depends on the dedication, creativity, and commitment of every member of our community. I invite all staff, students, alumni, as well as partners to join hands in realizing this vision. Together, we will shape USJ into a truly world-class university that serves Sri Lanka and inspires the world.

Senior Professor M. M. Pathmalal
Vice Chancellor
University of Sri Jayewardenepura

Process of Corporate Planning

The University's corporate planning process has evolved over more than two decades, reflecting continuous institutional development and strategic refinement. The most recent Corporate Plan covered the period 2021–2025. In preparation for the forthcoming Corporate Plan for the period 2026–2030, the University Council appointed Professor R. N. Weerasinghe and Professor M. D. Pushpakumari as Co-Chairpersons of the Corporate Planning Committee.

Accordingly, a Corporate Planning Committee was formally established, comprising representatives from each faculty, as well as members from administrative divisions, service centres, institutes, and other university units. After reviewing previous Corporate Plans, the Committee resolved to adopt the same planning framework and methodology used in developing the 2017–2021 and 2021–2025 plans.

Given the University's substantial size, disciplinary diversity, and operational autonomy across its eleven faculties, two institutes, and multiple divisions, aligning these varied directions into a coherent institutional strategy was essential. Furthermore, the governance context—shaped by statutory acts, regulations, and circulars arising from significant government funding, together with financial independence generated through self-funded revenue streams—has led to the emergence of a hybrid governance model. Managing this dual influence of state oversight and institutional autonomy became a central challenge in the corporate planning process.

During the initial phase, the Co-Chairpersons and key members of the Committee conducted several consultations with the Vice-Chancellor, Deans, Registrar, Bursar, academic representatives, administrative officers, and student union representatives to identify key issues and determine the planning approach. With consensus, it was decided to adopt a mixed-method approach that integrates top-down, bottom-up, middle-down, and middle-up perspectives. All discussions were formally documented to ensure transparency and accountability throughout the process.

In the subsequent phase, multiple rounds of discussions were conducted to review and refine goals, objectives, strategies, and action plans, while maintaining continuity in the University's vision, mission, and core values. The Committee reaffirmed the strategic pillars articulated in the previous Corporate Plan—Learning and Education; Research, Innovation and Partnerships; Human Capital; Infrastructure and Digitalization; Finance; Outstanding Student Experience; and Lifelong Learning and Community Engagement—with modifications introduced where necessary to address emerging priorities.

At the institutional level, integration was achieved by aligning strategic plans developed by faculties, divisions, and other units. Revisions and refinements were incorporated in a flexible manner, based on continued consultations, to ensure coherence across the University. In line with the action plans, Key Performance Indicators (KPIs) and milestones were established for each faculty, institute, and division to facilitate continuous monitoring, review, and corrective action. This performance management framework strengthens the University's ability to achieve its strategic objectives and to realize its mission and vision over the planning period.

Co-Chairpersons

Prof. R. N. Weerasinghe
Prof. M. D. Pushpakumari

SECTION I:

HISTORY AND EVOLUTION OF USJ

SECTION I: HISTORY AND EVOLUTION OF USJ

1.1 History and background of the University of Sri Jayewardenepura

The University of Sri Jayewardenepura (USJ), one of the oldest higher education institutions in Sri Lanka is a public university located in the capital of the island. It originally evolved from Vidyodaya Pirivena, an institution established as early as 1873 by most Ven. Hikkaduwe Sri Sumangala Nayaka Thero. For decades, the institution has contributed significantly to the advancement of religious, cultural, and intellectual discourse in the country. In 1959, the institution was conferred university status as the Vidyodaya University of Ceylon under the leadership of Ven. Welivitiye Sri Soratha Nayaka Thero. It later functioned as the Vidyodaya Campus of the University of Ceylon until it was renamed the University of Sri Jayewardenepura in 1978.

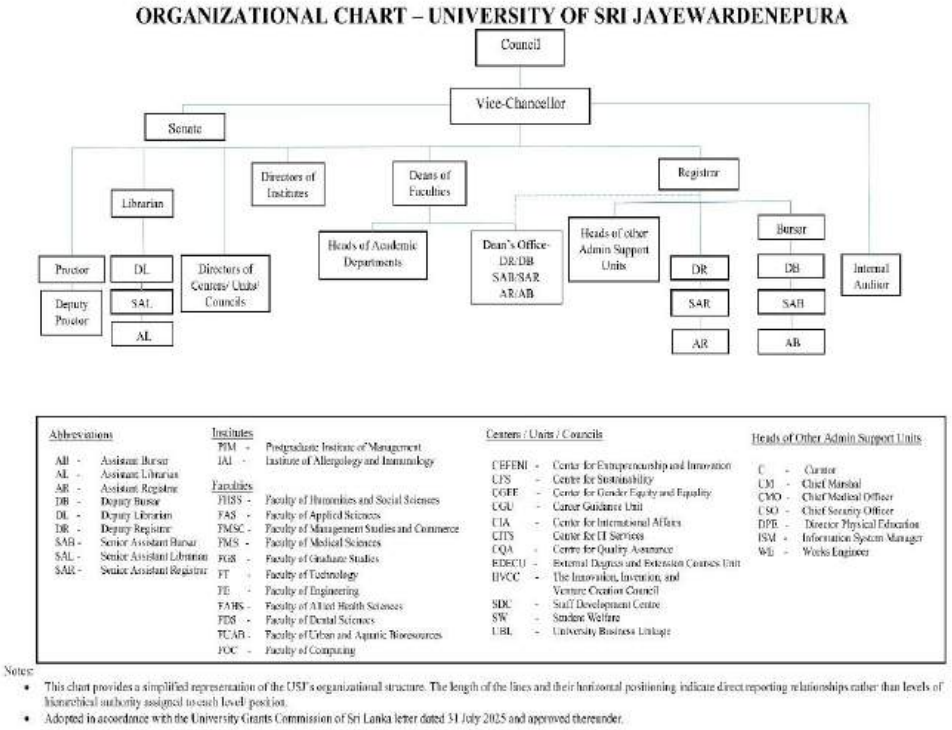
At its inception, Vidyodaya University consisted of five faculties (colleges of study), namely Buddhist Studies, Philosophy, Languages, Arts, and Ayurveda, and commenced its academic activities in 1959 under the leadership of Ven. Welivitiye Sri Soratha Nayaka Thero. Currently it consists of eleven faculties: Humanities and Social Sciences, Applied Sciences, Management Studies and Commerce, Medical Sciences, Technology, Engineering, Allied Health Sciences, Graduate Studies, Dental Sciences, Urban Aquatic and Bioresources and Faculty of Computing. The distinguished Postgraduate Institute of Management (PIM), recognized as a leading center for postgraduate management education in the region, was also established as an affiliated institution of the USJ. The University established the Institute of Allergology and Immunology (IAI) in 2025, recognizing the growing significance of this emerging field. Since 2012, USJ has been the largest university in Sri Lanka in terms of internal student population.

The academic portfolio of USJ has progressively diversified, integrating contemporary disciplines such as Engineering, Technology, and Allied Health Sciences—reflecting a strategic transformation beyond the traditional framework of public universities. USJ is widely recognized for its high research output, culture of innovation, and strong global academic collaborations. The University continues to enhance its research capacity through the establishment of advanced laboratories, the acquisition of international research grants, and partnerships with leading foreign universities. Consequently, USJ has recorded a steady rise in global and regional university rankings, achieving notable recognition in fields such as Medicine, Management, Environmental Sciences, Biotechnology, and Social Sciences.

USJ remains deeply committed to national service and community engagement through consultancy services, policy-oriented research, and contributions to socio-economic development initiatives across Sri Lanka. Continuous infrastructure expansion, digital transformation initiatives, and modernization of student services have positioned the University as a fully integrated and future-ready higher education institution.

Over the past sixty-six years, all faculties of study have experienced rapid advancement within their respective disciplines, marking a significant evolution from the characteristics of a traditional public institution. Today, the University of Sri Jayewardenepura stands as a symbol of Sri Lanka’s intellectual heritage and its dynamic progression toward modern scholarship—while steadfastly preserving its foundational values rooted in Buddhist philosophy and humanistic education.

Figure 2 – Organization Chart of the USJ



1.2 Faculties, Divisions and Units of University of Sri Jayewardenepura

1.2.1 Faculty of Humanities and Social Sciences (FHSS)

The Faculty of Humanities and Social Sciences (FHSS), founded in 1958 along with the university, is its oldest existing faculty. At its inception, the faculty was entrusted with the noble task of promoting national languages and culture, in response to the growing demand for higher education in national languages across the country. Over the last five decades, FHSS has evolved from this noble beginning to its present status as a modern centre for higher education in humanities and social sciences. Today, it stands as the largest faculty in the fields of humanities and social sciences in the country.

FHSS offers three main degree programmes—Bachelor of Arts, Bachelor of Arts (Honours), and Bachelor of Science—through the following academic departments: Department of Economics, Department of English and Linguistics, Department of Geography, Department of History and Archaeology, Department of Pali and Buddhist Studies, Department of Political Science, Department of Languages, Cultural Studies and Performing Arts, Department of Sinhala and Mass Communication, Department of Social Statistics, Department of Criminology and Criminal Justice, Department of Sociology, Department of Anthropology, Department of Philosophy and Psychology, Department of Music and Creative Technology, and the Department of Information Communication Technology.

In addition to its degree programmes for internal students, the faculty also offers a range of degree programmes and extension courses for external students and professionals. More than 40,000 students are currently enrolled in the faculty's external programmes. Moreover,

proposals are underway to establish additional full-fledged academic departments across a range of disciplines, further enhancing the faculty's capacity to serve its growing body of internal and external students.

Over the past decade, the FHSS has made remarkable progress in developing its infrastructure and enhancing the overall teaching and learning process. In addition, the following measures have been implemented to facilitate and promote high-quality research in humanities and social sciences: (i) the establishment of a faculty-level research centre, (ii) the organization of an international research conference on humanities and social sciences, and (iii) the enhancement of research infrastructure. Furthermore, in recent years, the faculty has initiated several collaborations with universities worldwide, focusing on research partnerships and student exchange programs.

The strategic plan of the faculty identifies key priorities aimed at further strengthening its capacity over the next five years. They include: (i) the enhancement of the overall teaching-learning environment, (ii) maintaining a healthy research culture, and (iii) infrastructure and staff development. Developments in these areas are expected to strengthen our position as the leading center for research and higher education in the humanities and social sciences in the country. Moreover, with the full implementation of the plan, the FHSS aspires to emerge as a regional leader in humanities and social sciences education and research within South Asia.

1.2.2 Faculty of Applied Sciences (FAS)

The Faculty of Applied Sciences of the University of Sri Jayewardenepura was established in 1961 and is the second oldest faculty at the University. With a rich history, a large and diverse student body, a highly qualified academic staff, and a broad range of courses, the faculty plays a crucial role in shaping the country's future in science and technology.

Initially established as a Faculty of Science offering programmes in core science disciplines, the faculty later expanded with new and revolutionary ideas, introducing new courses covering applied aspects of science into its curriculum. Additionally, opening the gates of the Physics and Mathematics Departments to biological science students marked a significant step forward, and the Faculty of Science was converted to the first Faculty of Applied Sciences of the country in 1973.

The faculty is home to about 3,000 students and provides a supportive and dynamic learning environment, where students can engage in both classroom-based learning and practical, hands-on experiences in laboratories and fieldwork. Furthermore, the faculty is blessed with a highly qualified academic staff comprising over 150 members, who are active researchers and leaders in their respective fields.

The faculty offers a wide range of undergraduate and postgraduate programmes. The undergraduate programmes offer degrees in Chemistry, Industrial Chemistry, Polymer Science and Technology, Biology, Food Science and Technology, Plant Biotechnology, Microbiology, Plant Biology, Zoology, Aquatic Resource Management, Environmental Management and Forestry, Mathematics, Genetics and Molecular Biology, Physics, Statistics, Computer Science, Sport Science and Management and Polymer Science and Industrial Management under eleven departments and three units.

The faculty offers ten postgraduate courses in addition to the undergraduate courses, which are available in various subjects and are both exciting and constructive. The faculty's research initiatives and collaborations further enhance its reputation as a leading institution for applied sciences in Sri Lanka and beyond.

1.2.3 Faculty of Management Studies and Commerce (FMSC)

The Faculty of Management Studies and Commerce (FMSC) of USJ has served as a gateway to success for over 60,000 graduates for more than six decades. As the pioneering institution in management education in Sri Lanka, the Faculty has continuously contributed to national human capital development by offering academic programmes that address the evolving socio-economic needs of the country. Throughout its history, FMSC has produced a distinguished body of internationally recognized graduates, academics, researchers, and business leaders who have excelled across diverse fields, both locally and globally.

At present, the faculty comprises twleve academic departments offering twleve internal undergraduate degree programmes that cover more than 460 subjects. To widen access to higher education, the faculty also provides three external undergraduate degree programmes, alongside training, certificate, diploma, and advanced diploma courses in management-related disciplines. Its postgraduate portfolio includes four postgraduate diploma programmes, ten master's programmes, one MPhil, and a PhD programme in Management Studies. The recently established Postgraduate Centre for Business Studies (PCBS) manages these postgraduate offerings, ensuring academic quality and administrative excellence. In addition, two academic units —the Business Communication Centre (BCC) and the Legal Studies Unit (LSU)— and the Information Technology Resource Centre (ITRC) serve as essential support units, fostering professional communication, legal awareness, and digital literacy.

FMSC is deeply committed to teaching, learning, research, and community engagement, aligning with national development priorities. The faculty's commitment to excellence was formally recognized when all 12 undergraduate programmes received an "A" grade during the quality assurance reviews conducted by the University Grants Commission in 2018–2019. This exceptional achievement positioned FMSC as the only faculty within the Sri Lankan university system to secure top grades across all its degree programmes. The faculty also plays a leading role in research and innovation. Through the Research Center for Management Studies and Commerce and several departmental research centers, FMSC promotes interdisciplinary research, industry collaboration, and consultancy work.

The annual International Conference on Business Management (ICBM) stands as the faculty's flagship academic event, attracting both local and international scholars. Furthermore, FMSC publishes several peer-reviewed journals, offering opportunities for faculty and students to engage in scholarly publication and knowledge dissemination.

The faculty maintains strong collaborations with public and private sector organizations, professional bodies, and international universities, enriching curriculum design, internships, and research partnerships. Numerous Memoranda of Understanding (MoUs) signed with local and global partners enable joint research, student exchange, and curriculum development initiatives, ensuring the continued relevance of FMSC programmes in an evolving business environment.

The undergraduate programmes of FMSC are well aligned with the UGC Subject Benchmark Statement for Management and global standards. The faculty offers a wide range of four-year honours degrees in fields such as Accounting, Finance, Business Administration, Marketing, Business Economics, Human Resource Management, Operations and Technology Management, Business Information Systems, Entrepreneurship, Estate Management and Valuation, Public Management and Commerce. This breadth enables students to pursue specializations that match their career aspirations while ensuring a solid grounding in core management disciplines. The common first-year structure across all programmes helps build foundational knowledge before advancing into specialized areas.

A strong emphasis is also placed on soft skills and transferable competencies, including communication, teamwork, leadership, and ethics. These are cultivated through student-centred teaching approaches, mentoring programmes, and co-curricular activities that nurture both professional and personal growth. The faculty's commitment to relevance and modernity is evident in its inclusion of programmes addressing technological advancement and global business trends, such as Business Information Systems and International Business Management.

1.2.4 Faculty of Medical Sciences (FMS)

The FMS was established in 1993 as the sixth medical school in Sri Lanka under the Universities Act No.16 of 1978 under section 21. It offers two undergraduate degree programmes, namely, Bachelor of Medicine and Bachelor of Surgery (MBBS) and BSc Honours programmes in Human Biology through 17 departments. The faculty continually strives to uplift the standards of the institution, by paving the way for students to reach their full potential. The faculty has strengthened its human resources and other infrastructure facilities during the past 32 years. In 2004 the faculty revised its medical curriculum from a traditional subject-based to a system-based curriculum with horizontal and vertical integration. This was further revised into a hybrid curriculum with system-based delivery and subject-based assessments. Throughout the short history of the faculty, our undergraduates have secured high ranks in the common merit order and excelled in various postgraduate courses. The Colombo South Teaching Hospital (CSTH), Sri Jayewardenepura General Hospital and Base Hospital Homagama serve as the main teaching hospitals. CSTH houses the University Professorial Units in the main clinical disciplines and is the second largest government hospital in the Colombo district. It has a bed strength of about 1100, with a staff comprising of over 2300 healthcare workers providing in-patient care.

In addition, for the exposure of medical students to other sub-specialties, hospitals such as the Apeksha Hospital, Maharagama, National Hospital of Sri Lanka, Lady Ridgeway Hospital for Children and The National Institute of Mental Health, Angoda are utilized. Students are also provided exposure towards rural and community-oriented health through a Community Medicine programme conducted at the Boralesgamuwa MOH office and a Community Based Medical Learning programme, which is a residential posting in a rural area. The Faculty Family Practice Centre (FPC) provides healthcare services to the surrounding semi-urban population of Wijerama and Raththanapitiya. FPC is a model for teaching and training in Family Medicine for both undergraduates and postgraduates and provides an opportunity for students and staff to interact with the local community. It was the first ever purpose-built family practice teaching centre in South Asia. A Medical Library exclusive to the FMS provides a variety of resources and services to the student population (undergraduate and postgraduate), researchers, academic and non-academic staff of the faculty. The Faculty Resource Centre consists of three units, Information Technology Unit, Language and Communication Unit and Clinical Skills Unit.

1.2.5 Faculty of Graduate Studies (FGS)

Established in 1996 under the Universities Act No. 16 of 1978 (Section 48A), the Faculty of Graduate Studies (FGS) serves as the central body for leading and facilitating postgraduate teaching and research activities at the University of Sri Jayewardenepura. Our primary objective is to provide advanced learning opportunities that cultivate students' academic and professional capabilities to meet both national and international demands.

FGS aspires to be a center of excellence in advanced learning and research, recognized both within Sri Lanka and internationally. Our mission aligns with the university's goal: to produce

globally competent citizens through education, drawing strength and inspiration from the nation's cultural heritage and wisdom.

FGS operates through nine specialized Boards of Study (BoS), ensuring comprehensive coverage across diverse academic disciplines: Social Sciences, Humanities, Life Sciences, Physical Sciences, Management Studies and Commerce, Medical Sciences, Engineering, Industrial Technology, and Multidisciplinary Studies. Through these BoS, FGS offers a wide spectrum of postgraduate qualifications, including Postgraduate Certificates, Postgraduate Diplomas, Master's Degrees, Master of Philosophy (MPhil), and Doctor of Philosophy (PhD) programmes. All FGS programmes are meticulously aligned with the Sri Lanka Qualifications Framework (SLQF), ensuring our academic standards meet national benchmarks and are comparable to international standards.

FGS is committed to providing a dynamic and supportive learning environment and many of its programmes are designed for working professionals, featuring hybrid learning modes that integrate traditional classroom teaching with flexible e-learning components. Teaching and supervision are conducted by highly qualified internal academic staff alongside experts drawn from external private and public sectors, who contribute valuable practical experience.

We foster numerous collaborations with reputed local and international universities and institutions, offering opportunities for joint research projects. Close ties with industry ensure our teaching and research remain practical and relevant to national development needs. The University Research Council (URC) provides financial assistance for research focusing on significant national issues, supporting both students and academics.

To enhance the postgraduate study experience of its students, the FGS offers a graduate skills enhancement programme, which consists of several certificate courses. This initiative is designed to strengthen essential research capabilities, language proficiency, and soft skills, ensuring the production of high-quality work and well-rounded professionals.

FGS is proud of its contribution to national development, having produced a significant number of graduates who have excelled in both the public as well as private sectors, holding key positions and driving the development of the country forward. Students of the FGS at USJ embark on a journey that not only enriches their academic knowledge but also prepares them to make impactful contributions to local and global challenges.

1.2.6 Faculty of Technology (FT)

The Faculty of Technology at the USJ was the first Technology Faculty established in 2016 upon the approval of the University Grant Commission and the publication of Gazette Extraordinary (No. 1948/59 Order under Section 27(1), THE UNIVERSITIES ACT, No. 16 of 1978) by the Ministry of Higher Education and Highways of Sri Lanka. The faculty plays a vital role in advancing the nation's technological education by offering higher education opportunities to students entering the university through the newly introduced Technology Stream of the G.C.E. Advanced Level studies. It is in Mahenawatta, Pitipana, Colombo, and is equipped with modern laboratories, lecture rooms, a library, an auditorium, staff offices, canteens, and student welfare facilities and amenities.

The Faculty of Technology consists of five academic departments that collectively offer practical-oriented Bachelor of Technology (Honours) degree programmes across twelve specializations, all aligned with the Sri Lanka Qualifications Framework (SLQF) Level 6. The Department of Biosystems Technology offers the Bachelor of Biosystems Technology (Honours) degree with specializations in Agriculture and Environmental Technology, Food Processing Technology, and Industrial Biosystems Technology. The Department of

Information and Communication Technology provides the Bachelor of Information and Communication Technology (Honours), specializing in Multimedia Technology, Network Technology, and Software Technology. The Department of Civil and Environmental Technology offers the Bachelor of Engineering Technology (Honours) degree with specializations in Construction and Building Services Technology, Energy and Environmental Technology, and Geotechnology. The Department of Materials and Mechanical Technology awards the Bachelor of Engineering Technology (Honours) degree with pathways in Automobile Technology, Mechatronics Technology, and Polymer Processing Technology. Supporting all these programmes, the Department of Science for Technology delivers essential foundational and interdisciplinary modules to first-year students, enabling them to build a strong scientific and analytical base for advanced technological studies.

There are currently five specializations within the Bachelor of Engineering Technology (Honours) degree programme that have been accredited by the Institution of Engineers, Sri Lanka (IESL) under the Sydney Accord. The Bachelor of Biosystems Technology (Honours) degree programme is in the process of obtaining accreditation from the National Biotechnology Industry Association (NBIA). Additionally, documentation is being prepared to seek accreditation from the Accreditation Board of the Computer Society of Sri Lanka (CSSL) for the Bachelor of Information and Communication Technology (Honours) degree programme. The Faculty of Technology is committed to contributing to the nation by producing high-quality technologists and engaging in industry-driven knowledge.

1.2.7 Faculty of Engineering (FE)

The Faculty of Engineering, University of Sri Jayewardenepura, is the latest addition to the Faculties of Engineering in the state Universities coming under the purview of the University Grants Commission. This is in line with the national requirement for professionals to drive the country towards a knowledge-based economy. The faculty was established in January 2016, and consists of five Departments of Study (Civil Engineering, Computer Engineering, Electrical and Electronic Engineering, Mechanical Engineering, and Interdisciplinary Studies) with a mandate to offer study programmes in Engineering, and in particular an undergraduate study programme in Engineering leading to the award of the degree of the 'Bachelor of the Science of Engineering'.

The first four Departments are responsible for delivery of the Study Programme in four specializations in engineering as "Civil Engineering", "Computer Engineering", "Electrical and Electronic Engineering", and "Mechanical Engineering". The Department of Interdisciplinary Studies functions as a service department and is responsible for the delivery of courses in Engineering Mathematics, Management, and Humanities.

The Faculty of Engineering, located in Mattegoda is a fully equipped institution featuring state-of-the-art laboratories, lecture halls, staff offices, canteens, and other essential facilities. It is dedicated to producing highly skilled graduates and generating research-driven knowledge to support national development.

1.2.8 Faculty of Allied Health Sciences (FAHS)

The Faculty of Allied Health Sciences, University of Sri Jayewardenepura, started functioning as the eighth faculty in January 2019 with the approval of the University Grants Commission. The aim of establishing a new faculty in health sciences is to meet the growing demand for allied health care professionals in the national health care delivery system and to meet the global markets in health sciences.

FAHS offers four degree programmes in Health Sciences conducted by five departments, namely - BSc Honours in Nursing and Midwifery - Department of Nursing and Midwifery, BSc Honours in Medical Laboratory Sciences - Department of Medical Laboratory Sciences, Bachelor of Pharmacy Honours - Department of Pharmacy, and BSc Honours in Optometry - Department of Optometry.

The Department of Basic Sciences provides academic guidance in Basic Sciences subjects for all undergraduates in the faculty. These courses are designed in conformity with the national and international standards specified by the respective disciplines and professional bodies (Ceylon Medical College Council and the Sri Lanka Nursing Council of Sri Lanka). FAHS was instrumental in USJ being credited as the first state university to offer the B.Sc. Honours in Optometry Degree Programme in Sri Lanka. The current annual undergraduate intake is 250.

Currently, the faculty is equipped with academics having a wealth of knowledge, experience and skills in different disciplines. Laboratories for teaching and skills development are also established. Colombo South Teaching Hospital, Sri Jayewardenepura General Hospital, and Apeksha Hospital in Maharagama are the main hospitals where students are trained. For special training and internships, students are sent to other relevant government institutions. Several links between the industry have also been established by the faculty for the students to gain hands-on knowledge and expertise in the relevant healthcare profession. The graduates are gainfully employed in Sri Lanka and in other countries.

In addition to undergraduate teaching and training, the faculty offers opportunities for the lateral entry of in-service Diploma-holding Nurses, Pharmacists, Medical Laboratory Technologists, and Optometrists employed under the Ministry of Health, to obtain degrees, upgrading their qualifications and skills in providing better healthcare services. The faculty intends to launch postgraduate courses in health sciences to address the needs and demands in health sciences in Sri Lanka.

1.2.9 Faculty of Dental Sciences (FDS)

The Faculty of Dental Sciences (FDS) of USJ was established by Gazette Extraordinary No. 2257/28 on 8 December 2021 and inaugurated in January 2022, becoming the ninth faculty of the University and the second dental faculty in Sri Lanka. Its establishment fulfilled a national need to expand access to dental education and address the growing shortage of dental surgeons within the country.

The faculty offers a five-year Bachelor of Dental Surgery (BDS) degree programme and currently accommodates four batches of approximately 30 students each, supported by a dedicated cadre of 12 permanent academic staff members, alongside an extended team of professors and consultants serving on honorary or contractual basis. Notably, the faculty also admits students from the Tri-Forces quota, strengthening the oral health workforce in the armed services.

The BDS curriculum is delivered across three integrated phases: Phase I – Preclinical, Phase II –Paraclinical and Phase III – which is the Clinical phase. Phases I and II are conducted in collaboration with the Faculty of Medical Sciences. A fully equipped Skills Laboratory with dentalmanekins provide students with practical training in basic procedures before they begin treating patients. The clinical phase is primarily based at the Dental Professorial Unit of the CSTH in Kalubowila, the first of its kind in Sri Lanka's dental education system to follow the Professorial Unit model widely used in medical education. The unit, equipped with 14 modern dental chairs and a steady patient flow, offers extensive clinical exposure. Further clinical exposure is provided through collaborations with the Navy Hospital, Welisara and units under

the Ministry of Health. The Faculty of Dental Sciences provides a vibrant and inclusive academic environment. Students participate actively in inter-faculty sports, cultural events, and outreach programmes. A strong culture of mutual respect is maintained, continuing the "zero ragging" tradition pioneered by the Faculty of Medical Sciences. The faculty also fosters academic engagement beyond the university through participation in events organized by the Sri Lanka Dental Association, Sri Lanka Medical Council, Sri Lanka Association of Oral and Maxillofacial Surgeons, and the Government Dental Surgeons' Association.
The faculty's academic staff are actively involved in teaching, research, and national service. Research at FDS-USJ focuses on areas of national relevance such as oral disease prevention, and community oral health. The faculty also promotes collaborative research with other faculties. Guided by the University's vision of "Prospering Lives Through Education," the Faculty of Dental Sciences is committed to nurturing a new generation of competent, ethical, and patient-centreddental professionals equipped to meet the nation's evolving oral healthcare needs.

1.2.10 Faculty of Urban and Aquatic Bioresources (FUAB)

The University of Sri Jayewardenepura, situated in the suburbs of Colombo, is guided by its vision to "Prosper Lives through Education." In line with this vision, the University established the Faculty of Urban and Aquatic Bioresources (FUAB) as its tenth faculty, with a mandate to address emerging challenges in urban and aquatic bioresource management.

FUAB is uniquely positioned as the first faculty of its kind in the Sri Lankan university system, dedicated to teaching, research, and outreach in the fields of urban and aquatic bioresources. Colombo and its surrounding regions host numerous industries and institutions dependent on terrestrial and aquatic resources. Yet, there has been a longstanding shortage of skilled human resources to contribute effectively to research, innovation, and collaboration with these industries. Recognizing this critical gap, FUAB was created to produce graduates and postgraduates equipped to serve national needs while supporting the advancement of a knowledge-based bioeconomy.

The faculty maintains close collaborations with reputed industries, institutions, and entrepreneurs, both large-scale as well as small to medium scale, strengthening the workforce in sectors related to urban and aquatic bioresources. Its mission is to develop the necessary human resources through undergraduate and postgraduate degree programmes, advanced research, and the dissemination of new knowledge to address urgent national and global priorities such as water security, sustainable food production, and ecosystem health. Sri Lanka's rapid urbanization, rising population, food insecurity, and underutilization of aquatic resources underscore the urgency for sustainable bioresource management. At present, the country spends significant foreign exchange on agricultural imports while its rich aquatic resources remain largely untapped. FUAB is strategically placed to address these challenges by producing a new generation of graduates and researchers who will strengthen the bioeconomy through innovation, sustainability, and collaboration.

The Faculty of Urban and Aquatic Bioresources has achieved several significant milestones since its initial establishment—an accomplishment that also marked a historic development within the Sri Lankan university system. It pioneered the introduction of undergraduate degree programmes in Urban and Aquatic Bioresources, offering both Bachelor's and Honours degrees that are the first of their kind in the country. Over the span of a few years, the faculty has experienced steady growth in human resources, now comprising nine permanent academic staff, eleven academic supportive staff, and two non-academic staff, thereby enhancing its teaching and research capabilities. Its commitment to scholarly advancement is reflected in the

current enrolment of five postgraduate students pursuing PhD and MPhil degrees. Anchored in the principles of the blue–green economy, all academic programmes are designed to prepare graduates to contribute to sustainable national development while strengthening Sri Lanka's position in the global arena.

The Corporate Plan 2026–2030 outlines the faculty's vision for consolidating these achievements, advancing its research capacity, strengthening academic programmes, and deepening collaborations with industry and society. Through this plan, FUAB seeks to position itself as a center of excellence in urban and aquatic bioresource management, contributing to Sri Lanka's sustainable development and the global knowledge economy.

1.2.11 Faculty of Computing (FoC)

The Faculty of Computing (FoC), established in December 2022, is the youngest and eleventh faculty of the prestigious University of Sri Jayewardenepura (USJ). It is also the first faculty among public sector universities in Sri Lanka dedicated exclusively to the field of computing and related disciplines, marking a significant milestone in the nation's higher education landscape. Aligned with the National Export Strategy and in response to the growing demand from the IT and BPO sectors for a skilled and innovative workforce, the University took the initiative to establish FoC as a center of excellence for computing education, research, and innovation.

The faculty offers Sri Lanka's first Bachelor of Computing (BComp) Honours degree programmes—in Computer Science, Software Engineering, and Information Systems—covering a wide spectrum of modern computing knowledge areas. These programmes are carefully designed to blend theoretical foundations, practical competencies, and industry exposure, ensuring that graduates are well-prepared for both global and local technology-driven economies. FoC comprises three academic departments; Department of Scientific Computing, Department of Information Systems Engineering and Informatics, and Department of Knowledge Engineering and Communication.

Through these departments, students gain knowledge and experience across diverse domains such as artificial intelligence and machine learning, data science, cloud computing, networking and web technologies, software quality assurance, and project management. The flexible curriculum allows cross-disciplinary learning, ensuring high student satisfaction and adaptability to evolving industry trends.

Currently, the faculty serves approximately 450 undergraduates, with enrolment expected to rise to 600 students by 2026. The academic team comprises a blend of experienced senior lecturers, probationary staff, and contract lecturers committed to fostering excellence in teaching, research, and community engagement.

Looking ahead, the FoC is poised to expand its research and development capacity, industry collaborations, and international partnerships. FoC aims to become a national leader and regional hub for innovation in computing, contributing significantly to Sri Lanka's socio-economic and digital transformation.

1.2.12 The Library

The Library of the University of Sri Jayewardenepura functions as the intellectual hub of the University, aligning with its vision to prosper lives through education. It strengthens teaching, learning, and research by ensuring reliable access to high-quality information resources, modern facilities, and technology-driven services. Integrating traditional strengths with digital innovation, the Library contributes towards achieving academic and research excellence across the University.

The University Library network comprises of the Main Library and three branch libraries: the Medical Library, the Technology Library, and the Engineering Library, collectively serving the academic and research needs of all eleven faculties. The newly established Engineering Library is a fully modernized facility equipped with advanced infrastructure, digital access, and contemporary study spaces, reflecting the University's commitment to enhanced technology learning.

The Library offers quiet and collaborative learning areas, extended opening hours during examination periods, and a 24x7 open reading room. Its extensive collection of over 200,000 printed books, complemented by a growing range of e-books, journals, and electronic databases, supports all major disciplines. The Library also preserves the University's Special Collection, a Rare Book Collection, and an invaluable Palm Leaf Manuscript Collection, which is accessible to researchers on request and for external researchers on a payment basis.

The English Language Zone (ELZ) promotes English language learning and reading through grammar materials, graded readers, and literary works. It also features the Bhasha Buddy Programme, which helps students enhance their English-speaking skills through guided peer interaction and conversational practice. Regular orientation programmes, information literacy sessions, and research support workshops are conducted in collaboration with academic departments to strengthen students' research, critical thinking, and lifelong learning abilities. Apart from these, the Library organizes human library programmes, guest talks and exhibitions.

Looking ahead, the Library seeks to evolve into a digitally empowered knowledge hub, focusing on digital infrastructure development, research visibility, and AI-assisted information services. Guided by the principles of innovation, inclusivity, and sustainability, the Library will continue to play a central role in achieving the University's long-term goals of academic excellence, digital transformation, and knowledge leadership.

1.2.13 Centre for Quality Assurance (CQA)

The Centre for Quality Assurance of the University of Sri Jayewardenepura serves as the apex body responsible for planning, implementing, and coordinating all quality assurance (QA) activities of the University. It operates in alignment with the National Quality Assurance Framework of Sri Lanka, under the guidance of the Quality Assurance Council of the University Grants Commission (UGC-QAC). The CQA is headed by a director who oversees both academic and administrative functions of the Centre. Each faculty of study has established its own Internal Quality Assurance Cell (IQAC) to monitor, guide, and evaluate QA activities related to academic programmes and other faculty-level functions.

Aligned with the policy framework of the UGC-QAC, the CQA strives to ensure the continuous improvement and sustainability of quality standards within the University. Its core objectives include institutionalizing a culture of quality assurance in line with national policies and international best practices, ensuring compliance with UGC regulations, and enhancing the public perception of USJ through the consistent application of QA mechanisms. In pursuit of these objectives, the CQA provides guidance in programme design and review, supports external quality assessments and accreditation processes, facilitates the establishment and effective operation of IQACs, and promotes capacity-building through workshops and seminars. The Centre also liaises with the UGC-QAC, external quality assurance agencies, and international partners while developing and updating by-laws, manuals, and standard operating procedures essential for maintaining an effective and transparent QA system.

1.2.14 University Medical Centre (UMC)

The main goal of the Medical Center of USJ is to provide health care to the undergraduates and the university staff. The center is prepared to provide necessary medical advice and treatment when and where necessary. There are measures taken by public health section of the UMC in

the prevention of communicable illnesses, control of vector borne diseases, food and environmental hygiene, etc.
When notified, psychological and personal support for the undergraduates is provided through counselling. This is an important service that has been rendered by the UMC, especially during last five years. The number of undergraduates who are seeking the services of the UMC has remarkably increased over the recent past. This can be attributed to the increase in the quality of services provided by the center in addition to the increase in the number of new entrants to the university. Hence, there is an urgent need to revise the cadre to meet the demands of the students and the staff.

1.2.15 Staff Development Centre (SDC)

The Staff Development Centre (SDC) of USJ serves as the primary institutional mechanism for enhancing the knowledge, skills, and professional competencies of academic, administrative, and non-academic staff. Aligned with the University's vision of excellence in higher education, the SDC fosters a culture of continuous learning, innovation, and reflective practice. Through its diverse programmes—most notably the Certificate Course in Teaching in Higher Education (CTHE), which is mandatory for all probationary lecturers—the Centre equips staff with pedagogical expertise, assessment literacy, and modern teaching methodologies. In addition, it conducts training in leadership, research methods, academic writing, and soft skills, thereby contributing to the University's mission of producing globally competent educators and professionals.
Functioning under the direct supervision of the Vice-Chancellor, the SDC collaborates with faculties, administrative divisions, and external stakeholders such as the University Grants Commission and the Ministry of Higher Education to ensure alignment with national and international best practices. Integrating principles of quality assurance and continuous improvement, the Centre promotes a performance-driven and ethically grounded institutional culture. By nurturing collaboration, innovation, and professional excellence, the SDC continues to play a transformative role in developing a high-performing, future-ready academic community within the University of Sri Jayewardenepura.

1.2.16 Career Guidance Unit (CGU)

The Career Guidance Unit (CGU) of USJ serves as a dynamic center dedicated to empowering students to become capable, employable, and well-rounded individuals. Aligned with the University's vision of producing competent and socially responsible graduates, the CGU provides a wide range of programmess and services that foster personal growth, career readiness, and professional excellence.
Guided by its core values of integrity, empowerment, excellence, inclusivity, collaboration, continuous learning, and well-being, the Unit works to bridge the gap between academic learning and the world of work. Through personalized career counseling, skill development workshops, internship facilitation, mentoring programs, and partnerships with industry, the CGU ensures that students are well-prepared to thrive in an evolving global environment. The Unit stands as a leading center of excellence in career guidance and student empowerment within the Sri Lankan university system nurturing not only employability but also the holistic well-being and lifelong learning of every student.

1.2.17 External Degrees and Extension Courses Unit (EDECU)

External Degrees and Extension Course Unit of the University of Sri Jayewardenepura was formed in 1979 with the commencement of the External Degree Programme in B. Com. Subsequently, B.A. General Degree Programme commenced. In 1997, the External Degree Programmes in B.Sc. Business Administration and Public Administration also commenced.

Currently there are six external degree programmes offered by the University of Sri Jayewardenepura, mainly from the Faculty of Humanities and Social Sciences and the Faculty of Management Studies and Commerce.

1.2.18 Centre for IT Services (CITS)

The Centre for IT Services is the core entity of the university, which manages the Campus-wide IT Infrastructure, Internet & Email facilities, Server Administration and maintains e-Services and Applications while providing IT Technical Support and Solutions for university students and staff. Apart from the above, CITS develops and maintains the university website and is also fortified with a fully equipped media team.
The core services provided by the Centre for IT Services are as follows.

- Managing the University E-Mail Service
- Managing and Providing the Internet Facility
- Designing and Developing Management Information Systems
- Development and Maintenance of the Fiber Optic Backbone
- Designing and Implementing Local Area Networks
- Development and Maintenance of the Wi-Fi Network
- Development and Maintenance of the University Web Site
- Provides Digital Media Coverage
- Oversee the Installation, Operation and Maintenance of the Intercom System
- Administer the Installation, Operation and Maintenance of the VoIP System
- Troubleshooting and Maintenance of ICT Equipment
- Installation of Software and Providing Security Software
- Preparing Specifications and Technical Evaluations
- Conducts Special Training Programs for University Staff
- Conducts Special Computer & Multimedia Technology courses for Students
- Assisting the University Staff for their ICT Requirements
- Advisory Services & Technical Support for Students

1.2.19 University Research Council (URC)

The vision of the University Research Council (URC) is to be a unique science, technology and innovation centre, which will be recognized internationally for its proactive role in stimulating research and development, innovation of technology and commercialization of outputs that nurture through highest quality research advancements to foster prosperity and wellbeing of Sri Lanka and the world at large.
The URC rationale for existence is to foster research and development by widening the access to funds and infrastructure which facilitates and creates an enabling atmosphere to achieve excellence in successful research and development-based advancements to uplift the quality of the environmental, social, economic bases, while nurturing sustainable partnerships with local and international stakeholder institutions for the well-being of the present and future generations. Following are the objectives of the URC.

1. Promote research that has national and international excellence
2. Cater to national requirements via research
3. Cultivate a conducive research culture in the university
4. Establish self- sustainable centres of excellence in research
5. Facilitate researchers to collaborate and perform quality research
6. Enhance the skills of the researchers
7. Smoothen the research process
8. Facilitate researchers in disseminating knowledge nationally and internationally
9. Promote industry links and facilitate research consultancy

10. Promote high quality student research
11. Improve the effectiveness of research operations at URC member institutions
12. Establish and maintain liaison with other organizations concerned with research and its administration

1.2.20 Invention, Innovation and Venture Creation Council (IIVCC)

The Innovation, Invention and Venture Creation Council (IIVCC) of the University of Sri Jayewardenepura serves as a dynamic bridge between research, creativity and entrepreneurship. It provides a platform for innovators, inventors and entrepreneurs to transform their ideas into commercially viable products and services that contribute to societal and economic progress. Whether it is developing a novel product, launching a new service or refining a creative idea, the IIVCC offers comprehensive support ranging from business incubation and mentorship to legal guidance, intellectual property protection, strategic marketing and financial planning.

In line with the University's vision of "developing globally competent citizens through education for a sustainable future," and guided by the Strategic Plan, the IIVCC plays a vital role in translating university-led research into practical, real-world applications. The Council fosters strong collaboration among academia, industry and government to ensure that innovations move effectively from the laboratory to the marketplace, creating tangible benefits for society.

Through its initiatives, the IIVCC strives to create a positive connection between academic research and the evolving needs of industry, deepening and expanding knowledge on innovation, invention, and venture creation. It encourages inventors and innovators to collaborate, exchange ideas, and pursue commercialization opportunities. Moreover, the Council empowers entrepreneurs, both emerging start-ups and established enterprises to strengthen their concepts, build resilient business models and connect with a network of industry experts. Upholding the importance of intellectual property rights, the IIVCC also ensures that innovations are properly recognized, valued and protected in accordance with copyright and patent regulations. Other than that, through international platforms such as TEDxUSriJayewardenepura, IIVCC provides opportunities to share ideas, engage with global audiences and gain visibility beyond national boundaries.

By nurturing creativity and entrepreneurial thinking, the IIVCC continues to drive a culture of innovation at University of Sri Jayewardenepura, contributing to sustainable development and positioning the university as a national leader in research-driven commercialization and venture creation.

1.2.21 Centre for Sustainability (CFS)

The Centre for Sustainability (CFS) is a body for professional environmental consultancy services, research and extension, attached to the Department of Forestry and Environmental Science (DFES), University of Sri Jayewardenepura. CFS is an organization that supports the broader efforts of the DFES, Faculty of Applied Sciences and the university to ensure environmental protection and sustainable development in the country through productive University-Industry linkages and partnerships.
Being the first one of its kind to be established at the University of Sri Jayewardenepura, with the assistance of the Ministry of Higher Education - HECT Quality and Innovation Grant (QIG) program, the CFS is committed to produce a new breed of responsible stewards of environment by promoting the concept of sustainability among corporate sector, general public, university academia and students, primarily through professional support, education and awareness. The strategic intent of the centre is to become recognized as the leading scientific organization

affiliated to a state university in Sri Lanka, dedicated to develop and disseminate knowledge and practice of sustainability, and contribute actively to the sustainable development of the country. Accordingly, the goal is to promote the concept of sustainability among corporate sector, general public, university academia and students, primarily through professional support, education, awareness and extension, and help producing responsible leaders of environmental stewardship. Given below are the objectives of the CFS.

- Foster university-industry linkages, international collaborations and partnerships with other higher education institutions through implementation of common projects under the broader theme of sustainability.
- Provide information, training and consulting services, contributing to the development of entrepreneurship and sustainability
- Disseminate research findings and scientific knowledge through organization of conferences, training courses and public events.

1.2.22 Physical Education Unit

The Physical Education unit at the University of Sri Jayewardenepura has been a pillar of athletic excellence since its establishment in 1966. Boasting a strong platform, we oversee 25 competitive sports and 5 recreational sports, catering to a diverse range of interests. Providing facilities to a remarkable capacity of 17,000 students and staff, our university stands out among the 16 state universities as a sports leader. Evidencing our capacity, we clinched the Overall Championship at the Inter-university Championships in 2015, 2016, 2017, 2019, 2022, 2023, 2024 & 2025 securing a memorable four times win at Sri Lanka University Games as well. At the heart of our operations is a dynamic sports council, comprising student representatives from each sport, fostering collaboration and student engagement. Our overarching objective is to cultivate a physically fit and healthy student population, setting the standard for athletic achievement at the University of Sri Jayewardenepura.

1.2.23 Center for Gender Equity & Equality

The Center for Gender Equity & Equality (CGEE) at the University of Sri Jayewardenepura functions as a vital institutional arm of the national Centre for Gender Equity/Equality under the University Grants Commission (UGC) of Sri Lanka. As part of the implementation framework of the UGC Standing Committee on Gender Equity/Equality, the Center is entrusted with translating national policy into actionable strategies within the university context.
The Standing Committee serves as the standard setter, policy maker, regulator, and arbitrator for gender equity and equality across Sri Lankan universities. The CGEE at the University of Sri Jayewardenepura is led by a director and supported by administrative staff who report directly to the Standing Committee, ensuring alignment with national objectives and institutional accountability.

Symposia and Conferences of USJ

Following are the key Symposia and Conferences of the University:

- ICBM – International Conference on Business Management
- ICREMV - International Conference on Real Estate Management and Valuation
- IRCHSS – International Research Conference on Humanities and Social Sciences
- IIUPST – International Symposium on Polymer Science and Technology
- ICMA – International Conference on Multidisciplinary Approaches
- ICICH- International Conference on Intangible Cultural Heritage
- Scientific Sessions – Medical Faculty
- International Conference on Health Sciences

- Forestry and Environment Symposium
- International Conference on Buddhist Studies
- International Industrial Mathematics Conference
- The EMAN Global Conferences

1.3 Graduate Profile & Learning Outcomes

1.3.1 Student competencies at present

Across the world, universities typically define general education in terms of content subjects: History, Literature, Sociology, Science, Management and Arts. Yet there is an emerging sense that general education should focus more on the key attributes of a graduate that employers value as needed : critical thinking, writing, speaking, researching, arguing, and analytical reasoning. In addition to introducing a broad variety of subjects, general education should exercise skills and habits of mind.

As some leading experts contend, a much better job of university admission, as well as instruction and assessment may be done if we were to think about student abilities in a broader way—in particular, by valuing, assessing, and teaching to enhance analytical, creative, practical, and wisdom-based skills. Thinking along these ilnes provide clear implications for how we envision the general education curricula. In addition to courses in History and Physics, general education might also include coursework in areas such as analytical and verbal skills, creativity and innovation, entrepreneurship, the appreciation of complexity and ambiguity and leadership.

Given such changes, USJ has initiated an effort to define the appropriate learning goals for students. A key premise is that USJ should foster a range of capabilities, some of which extend beyond formal curricula delivered in the classroom. For example, students at USJ should learn:

- to embrace moral and ethical values
- to use knowledge and skills in their own lives and pursue lifelong learning
- to develop leadership and team-work skills
- to participate in community and civic affairs and engage with social issues
- to care for self-management and manage physical and emotional needs responsibly
- To understand the values and beliefs of multiple cultures

These capabilities have direct relevance to many of the changes taking place in the contemporary world, and thus it is reasonable to infer that students of USJ need preparation in these skills to lead *successful lives, professionally and personally. This makes outside-of-the-classroom educational* experiences increasingly important to the development of such abilities. USJ's tradition, engagement and international scope provide many relevant opportunities.

To conceptualize learning outcomes in a more comprehensive manner, the university has developed a set of core competencies and distinguishing personal abilities, as given below:

1.3.2 Academic Competencies

- Critical thinking
- Disciplinary knowledge
- Scientific, analytical and quantitative reasoning
- ICT skills
- Information literacy
- Engagement in the process of discovery or creation
- Self-directed learning

1.3.3 Personal Attributes

- Moral and ethical awareness
- Multicultural competence
- Self-management

- Community engagement

This strategic plan emphasizes the importance of educationally rich international and public engagement experiences under the supervision of respective faculties. This emphasis involves a focus on what is termed “personal competencies” above. Thus, the plan gives special emphasis to those educational activities that interconnect academic and personal competencies.

SECTION II:

STRATEGIC ANALYSIS

SECTION II: STRATEGIC ANALYSIS

2.1 SWOT Analysis

As a basis for determining future strategic direction of the university, an environmental scan was conducted using the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis (Exhibit 1) targeting the following key questions;

- ❑ Where were we in the past?
  - ✓ **Strategic assessment of external and internal environment -past;**
- ❑ Where are we now?
  - ✓ **Strategic assessment of external and internal environment - present;**
- ❑ Where should we go?
  - ✓ **Alternatives considering external opportunities and threats;**
- ❑ Where can we go?
  - ✓ **Alternatives considering internal strengths and weaknesses.**

Exhibit 1: SWOT Analysis

Strengths (Internal)

- Over **150 years of academic legacy** and a strong national reputation for producing high-quality, employable graduates.
- **Comprehensive academic portfolio** spanning Social Sciences and Humanities, Applied Sciences, Management, Medicine, Engineering, Technology, Dental Sciences, Computing, and other disciplines, offering internationally recognized degree programmes (undergraduate, postgraduate, and external).
- **Capability to engage in interdisciplinary and multidisciplinary** study programmes and research projects with flexibility to catering timely individual education and research needs.
- **Maintain cultural diversity and serving differently abled** categories of society with improved infrastructure and learning culture.
- **High-quality academic staff**: large proportion of PhD holders, including internationally trained academics with strong industry expertise.
- **Quality-assured academic programmes** which have been accepted by local and international bodies.
- **Strong research and innovation ecosystem** have been developed through research council, IIVCC (Invention, Innovation, Venture Creation Council), multiple research centers, research laboratories, international conferences, faculty journals, and competitive grant achievements supported by world class research personnel enabling to conduct timely important issues with national priorities.
- **State-of-the-art teaching and learning facilities** include hybrid classrooms, laboratories, simulation labs, practical labs, ICT-enabled library services, and large number of computing facilities,
- **Strategic industry linkages**: MoUs with leading corporations; internship, research, and training collaborations across sectors.
- **Largest student population** plays a dominant role in undergraduate and postgraduate levels in the high education sector in Sri Lanka.
- **Strong alumni network** offers mentorship, networking, career development

opportunities as well as supporting student hardships, sports, extracurricular activities and infrastructure development of the university.

- **Collaborative and positive staff–student relationships**, supported by student support services, counselling, mentoring and financial support fostering an inclusive academic culture.
- **Government-funded free education** ensuring access and equity.
- **Strong reputation in world rankings**: QS Asia 2025 (377), QS World (1201–1400), THE World (1501+), enhancing global visibility.
- **Community engagement** through centers such as the Family Practice Centre, CSR projects carried out by students and staff and outreach initiatives in different dimensions.
- **Improved facilities** for sports, physical education, recreation and aesthetic activities, medication and relaxation for both students and staff members.
- **Resilient financial condition** of the university ensured through multiple sources for self-generated funds
- **Progressively integrating sustainability** principles into all university functions.

Weaknesses (Internal)

- **High student–staff ratio** (approx. 40:1 in some faculties) limiting personalized teaching, mentoring, research supervision, allocating time to research and innovations and continuous personal development.
- **Difficulties in recruiting and retaining competent academics** due to limited remuneration and restricted recruitment procedures.
- **Resource scarcity** for developing five relatively new faculties, including space, buildings, laboratories, and other infrastructure required to create a collegiate learning environment.
- **Limiting access to common infrastructure, facilities, services** and wasting time for travelling to locating two faculties outside of the main campus premises.
- **Infrastructure constraints**: inadequate and substandard hostel and residential facilities, students' study areas, limited space in library, clinical and laboratory areas, transport facilities, sport and recreation facilities (in remotely located faculties), and insufficient modern lecture halls (in some faculties).
- **Limited and outdated IT infrastructure and information systems** with restricted access to modern facilities and managing information throughout the university restricting resource sharing and effective decision making.
- **Limited research visibility internationally**, with limited high indexed publications and limited global academic impact.
- **Low student mobility and limited international exposure**, due to lack of scholarships, partnerships, and visiting faculty.
- **Lack of flexibility** in curriculum structures, delaying curriculum updates, and slow upgrading teaching, learning and assessment methods.
- **Variability in English and IT competencies** among students of some faculties, affecting employability and academic performance.
- **Limited treasury funding and procurement delays** restricting smooth implementation of capital and research projects and other education and research capabilities.
- **Insufficient technical and administrative staff**, resulting in inefficiencies and overburdened academics.
- **Lack of encouragement and motivation for lifelong learning** within the university.
- **Lack of international orientation** to support collaborative research, staff–student

exchanges, recruitment of international students, and facility sharing.

- **Restrictions on continuous professional development** of staff, including limited funding for foreign training and challenges in obtaining approvals.
- **Lack of security, health and safety concerns** in all areas of the university.
- **Limited access to quality-assured canteen** and cafeteria facilities, affecting food hygiene and student health.
- **Limitations to obtain services from foreign experts** due to lack of accommodation facilities, difficulties in obtaining approvals, and restrictions for remunerations.
- **Limited facilities for health, psychological, addictions and social issues** among staff and students.

Opportunities (External)

- **Rising national and regional demand for higher education** qualifications at postgraduate, undergraduate and extension courses.
- **Expansion into emerging fields** such as FinTech, AI for Business, ESG/Climate Finance, Health Informatics, and Sustainability Studies.
- **Increased global emphasis on research, innovation, and entrepreneurship**, enabling partnerships, funding, and commercialization opportunities.
- **Potential for international collaborations** in research, exchange, and joint degrees with globally ranked universities.
- **Growing demand for industry driven executive and postgraduate education**, offering revenue-generation and lifelong learning opportunities.
- **Availability of national and international level grants scholarships** for research and postgraduate studies.
- **Technological advancements through integration** (AI, hybrid learning, simulation labs) enabling digital transformation of teaching, research and administration.
- **Enthusiasm for community and industry partnerships** for applied research and social innovation initiatives.
- **Possibility to optimize alumni and professional networks** that can be leveraged for funding, mentorship, and institutional development.
- **Possibility to further increase recognition through global rankings including sustainability** which helps to enhance visibility for foreign student recruitment and partnerships.
- **Growing enthusiasm on higher education and research among public** which will lead to expanding the future demand for education and research projects through collaborations.
- **Aligning government policies** with promotion of higher education, digitalization, open sciences, open education and resources adoption.
- **Opportunities for generating funds** through academic programmes, research projects, consultancies, clinical services, testing, resources outsourcing and training services.

Threats (External)

- **Intensifying competition** from local and international universities, including private and foreign-affiliated higher education institutions.
- **Administrative rigidity and bureaucratic decision-making processes** have hindered the University's strategic initiatives, leading to internal inflexibility and reduced operational efficiency
- **Continued brain drain** and an aging academic workforce, creating succession planning and leadership continuity concerns.

- **Economic, social and political volatility** negatively affecting public funding, operational planning, and stakeholder confidence.
- **Limitations in internship and training opportunities** such as overcrowded teaching hospitals, limited clinical spaces, quality and relevant internship providers.
- **Limited job opportunities** in certain traditional academic disciplines reducing student attraction and graduate employability.
- **Rapid technological and environmental changes** outpacing curriculum reforms adaptation, staff readiness and institutional responsiveness due to restrictions and limited flexibility.
- **Changing student expectations** for flexible, digital, industry-aligned and career-oriented education models.
- **Negative public perception** of state universities arising from isolated incidents, service inefficiencies, or systemic governance challenges.
- **Increasing costs** associated with accessing international library resources, laboratory equipment, and imported materials due to currency depreciation.
- **Insufficient allocation of treasury funding** for education within the national budget, limiting development initiatives
- **Regulatory restrictions** related to staff recruitment, managing foreign research grants, handling fund disbursement, employee termination, bond agreements.
- **Absence of a consistent academic calendar** at the national level

SECTION III:

STRATEGIC FUTURE DIRECTION OF THE UNIVERSITY

SECTION III: STRATEGIC FUTURE DIRECTION OF THE UNIVERSITY

3.1 Vision

Prosper Lives through Education

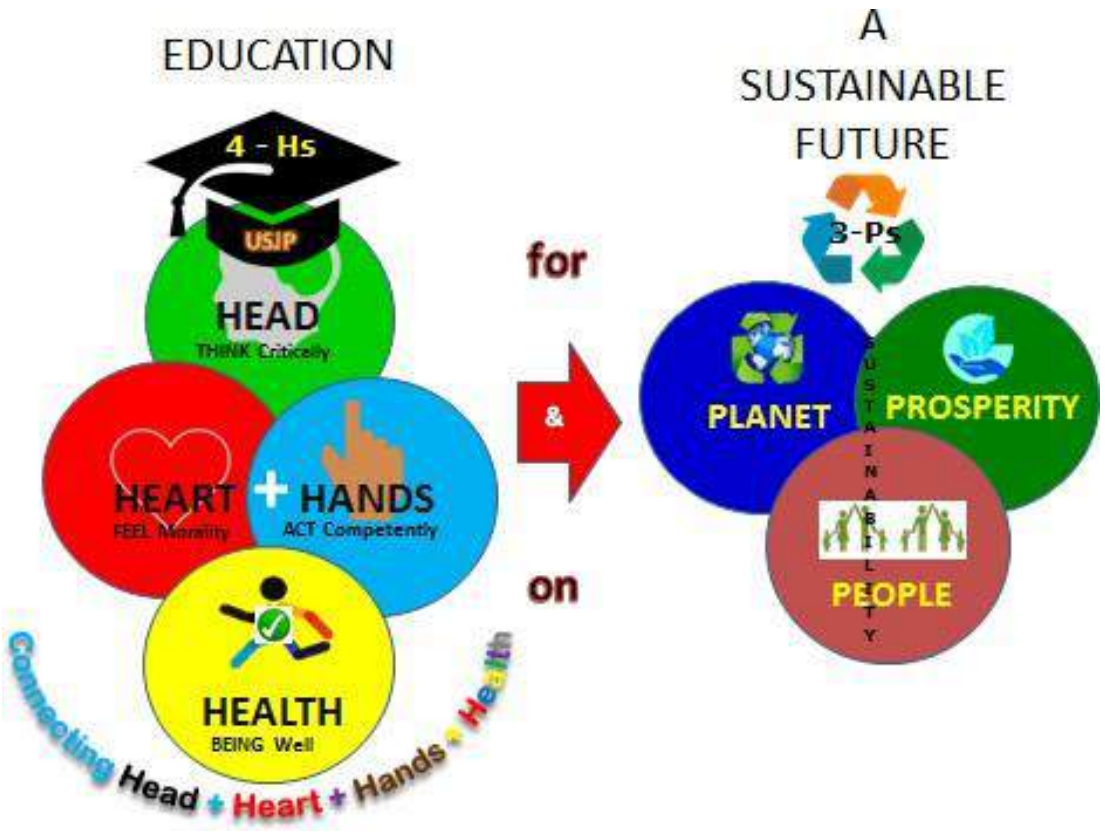
3.2 Mission

We exist to

Develop globally competent citizens through education for a sustainable future drawing inspirations from our cultural heritage and wisdom

Our strategic **approach to education** in the coming decade for a **sustainable future** is based on unique 4-H Model to: ● THINK Critically ● FEEL Morally ● ACT Competently ● BEING Well and 3-P Model to seriously contemplate: ● People ● Planet ● Prosperity

Figure 3: 4H Model - Head, Heart, Hands and Health; 3-P Model – People, Planet and Prosperity



Transition to a sustainable university

For an effective transition to a sustainable or green university, USJ considers the following five key aspects to be necessary: the top management commitment, educational input, university

research endeavors, the local community assistance and a central coordination center (Figure 4).

Figure 4: USJ to become a Sustainable University



1. Top Management Commitment – Administrative Influence

The university's top management commitment towards sustainability has a significant impact at the very outset and in the process of implementation. The major decisions they make include new building design, repair and renovation projects, building operations and maintenance, energy management procurement practices, landscaping, recycling at various levels, waste management, transportation, food service and dining operations and hostel operations.

2. Educational Input - Role of Faculty & Students (Academic Departments)

The educational aspect is remarkably significant in different ways and is an investment for future sustainability. Education on sustainability through curricula and extra-curricular engagements, the students of these subjects could obtain long-term benefits and some short-term benefits. They will eventually become leaders in their community and bring with them the important applications of sustainability. Various teaching methods allow students to learn required material pertaining to curricula while applying what they learn to address real world problems. This learning model is very well suited to the university environment and is a way to integrate the knowledge base with local requirements and applications which inturn may prove immediate benefits Further educational opportunities exist with developing courses on sustainable development, workshops and training, as well as distance or e-learning.

As outlined by the United Nations (http://www.un.org/sustainabledevelopment/takeaction/) out of just a few of the many things we can do to make an impact, there are some which we can adopt easilty into our routines, that, if we all do it, will make a big difference. In our attempts, we will seriously consider:

- **Things we can do from our couch**
- **Things we can do at home**
- **Things we can do outside our house**

3. Research Endeavors

The Research Council of the university has a significant role in terms of its short-and long-term impacts. There are already on-going research projects with ecological habitats and other environmental issues, social issues and economic issues. Areas for research could also include large scale composting, manufacturing methods, alternative energy sources and building design, construction, operations and maintenance practices etc.

4. Local Community Assistance

The local community of the university can also provide various levels of resources and involvement to assist the sustainability endeavors, and it includes alumni, the business community, utility suppliers, vendors, other service providers, community organizations, and professional associations.

5. Central Coordination

The entire sustainability efforts should be centrally organized through the Centre for Sustainability. This dedicated centre is to coordinate all planning initiatives, projects, networking, and monitoring of the programme's progress in achieving its goals. This is essential in the beginning to share information, understand associated issues and concepts, and also develop plans for future initiatives. Nearly, each faculty, department, centre and unit has a significant role to play.

4-H Promise:

Since the university requires everyone's commitment, following 4-H promise will be made.

"I Promise to be concerned on the following during my stay at USJ and even thereafter;

My **HEAD** to **Think Critically,**

My **HEART** to **FEEL Morally,**

My **HANDS** to **ACT Competently,**

My **HEALTH** to **BEING Well** (better living),

For myself, my university, my society, my country and my world."

3.3 Core Values

Core Values will guide every major decision making; it embodies the spirit of the university; revisits the Vision and Mission statement. The core values of the University of Sri Jayewardenepura are:

1) **Academic Excellence and Performance**
   We strive to achieve academic excellence through the creation and dissemination of knowledge to perform our social and national responsibility with perseverance and outstanding commitment.

2) **Universal Loving Kindness and Compassion**
   We let our thoughts of boundless loving kindness and compassion pervade the whole world among all living beings to encourage a life without hatred and enmity.

3) **Modesty and Integrity**
   We cherish and uphold modesty and exemplary conduct while demonstrating professionalism and integrity in all aspects of our work.

4) **Preserving Socio-cultural and Natural Heritage**
   We protect and promote indigenous knowledge and practices while preserving and nurturing socio-cultural and natural heritage.

5) **Freedom of Intellectual Thought and Creativity**
   We promote academic freedom, creativity, innovation, critical inquiry and intellectual discourse through a proactive approach to equality and diversity, embracing a culture of mutual respect.

6) **Accountability and Social Responsibility**
   We hold responsibility for maximum sustainable utilization of all resources while achieving performance excellence to uplift the lives of the Sri Lankan population.

3.4 Areas on Strategic Goals

Main Focus	**1. Academic Excellence** *(Ensure curricula are modern, relevant, and aligned with socio-economic needs)*
	2. Research, Innovation, & Partnerships *(Elevate research output, enhance quality, and grow local and international partnerships)*
Facilitators	**3. Human Capital Development**
	4. Infrastructure & Digital Transformation *(Build, upgrade, and maintain facilities, technology systems, and campus amenities to support world-class teaching, research, and student experience — while ensuring accessibility, safety, and sustainability)*
	5. Financial Resilience *(Build strategic capacity and diversify funding sources beyond government grants)*
Strategic Concerns	**6. Outstanding Student Experience** *(distinctive and quality experience to prepare themselves for life beyond their studies)*
	7. National Development, Global Presence and Sustainability

SECTION IV:

MAJOR ACTION PLANS 2026-2030

Strategic Goal 1: Academic Excellence To inspire students to develop as competent global citizens with pioneering, innovative, and independent personalities									
Objectives		**Strategies**	**Tasks/Activities**	**Lead Role/ Responsibility**	**Secondary Responsibility**	**Timeline**		**Resources Required**	**KPIs**
						Starting	**Completion**		
University Level Corporate Strategies									
University Level	1.1 Expand higher education in timely important study areas	1.1.1 Strengthen the Institute of Allergology and Immunology (IAI)	1.1.1.1 Obtain the required approval and appoint the director	VC, Registrar	Coordinator of the IAI	2026	2026	Human resources	Completion of the establishment
			1.1.1.2 Strengthen the IAI and recruit students for study programmes	VC, Registrar	Director - IAI	2027	2030	Human & financial resources	No. of students
		1.1.2 Expand opportunities to pursue postgraduate education in health sciences by pioneering the Postgraduate Institute of Health Sciences (PGIHS)	1.1.2.1 Obtain approval of the proposal and appoint a director	VC, Registrar	Dean FAHS, Registrar	2026	2028	Human resources	Completion of the establishment
			1.1.2.2 Strengthen the PIAHS and recruit students for study programmes	VC, Registrar Bursar	Director - PIAHS	2028	2030	Human & financial resources	No. of students Number of Postgraduate study programmes
		1.1.3 Expand opportunities to learn foreign languages; Japanese, Hindi, Chinese, French, Russian and Korean to become globally competent graduates	1.1.3.1 Establish a Languages and Tourism School enabling all students to improve different language skills	VC Bursar	Dean FHSS	2027	2029	Human & financial resources	No. of students Number of language Programmes
		1.1.4 Set a policy and infrastructure needed for AI based education	1.1.4.1 Train staff and create AI enabling environment to facilitate AI based teaching, learning, assessments and research	VC Registrar	Deans	2027	2029	Human & financial resources	Rate of AI adoption

	1.2 Increase university ranking focusing on sustainable aspects	1.2.1 Establish a strong mechanism for ensuring continuous upgrading of world ranking	1.2.1.1 Develop a strong unit with capable and motivated team to continuously monitor university ranking systems	VC Registrar	Chairpersons/ Directors of centres and councils	2026	2030	Human & financial resources	Upgrading university ranking
		1.2.2 Increase the visibility of the university through a strong media presence	1.2.2.1 Establish a strong media unit with modern equipment and capable staff by creating new job cardres similar to a marketing group in a company	VC Registrar	Deans Chairpersons/ Directors of centres and councils	2026	2030	Human & financial resources	University web presence Updates and number of posts, views and reactions
		1.2.3 Strengthen the units enabling to perform more effectively in the prioritized areas	1.2.3.1 Expand the resources and capabilities of the research council, IIVCC, QAC, UBL, IRD and Center for Gender Equality	VC Registrar	Chairpersons/ Directors of centres and councils	2026	2030	Human & financial resources	University rankings
			1.2.3.2 Establish new centers as required for ensuring excellence in education such as corporate planning and monitoring, reconciliation	VC Registrar	Chairpersons/ Directors of centres and councils	2026	2030	Human & financial resources	Rate of establishment
Faculty of Humanities and Social Science									
Faculty of Humanities and Social Sciences	1.1 To produce globally competitive graduates in the streams of Humanities & Social Sciences	1.1.1 By increasing the number of course units offered in the medium of English from 80% to 90%	1.1.1.1 Increase number of courses offered in English medium	Dean	Heads & Academic staff	2026	2030	Human, financial & physical resources	No. of courses offered in English medium
			1.1.1.2 Increase number of students studying in English medium	Dean	Heads & Academic staff	2026	2030	Human, financial & physical resources	No. of students studying in English medium
			1.1.1.3 Conduct a diploma in English	Dean	Head-DELT & Course coordinator	2026	2030	Human & physical resources	No. of students completing the diploma in English
			1.1.1.4 Conduct workshops to evaluate and	Dean	Chair-CDC	2027	2030	Human, financial & physical resources	No. of workshops & attendees

			assess the revised and reviewed curricular						
			1.1.1.5 Develop manuals on English related to each subject	Dean	Heads & Academic staff	2026	2030	Human, financial & physical resources	No. of manuals developed
			1.1.1.6 Conduct English language short courses for students of Anthropology	Dean	Head-DA	2026	2030	Human, financial & physical resources	No. of short courses conducted
			1.1.1.7 Conduct essay competition in English	Dean	Head-DA	2026	2030	Human, financial & physical resources	No. of essay competitions conducted
		1.1.2 By helping fresh undergraduates adapt to the university life	1.1.2.1 Conductorientation, meditation, cultural programs for freshers	Dean	Heads, Academic staff, DR & OC	2026	2030	Human, financial & physical resources	No. of programmes conducted
			1.1.2.2 Conduct a training program for junior mentors	Dean	DR & Deputy Proctors	2026	2030	Human & financial resources	No. of training programmess conducted
			1.1.2.3 Facilitate counseling service for the freshers	Dean	Director-SSC, Coordinator & Councilors	2026	2030	Human & financial resources	No. of counselling services /students facilitated
		1.1.3 By helping undergraduates adapt to the academic programs	1.1.3.1 Conduct academic mentoring programs for students	Dean	DR & AMC	2026	2030	Human & financial resources	No. of academic mentoring programs conducted
			1.1.3.2 Facilitate counseling service for the undergraduates	Dean	Director- SSC, Coordinator & Councilors	2026	2030	Human & financial resources	No. of counselling services/ students facilitated
		1.1.4 By incorporating IT skills into curricular	1.1.4.1 Conduct IT courses for all the undergraduates	Dean	Coordinator-LMS & Director-CDEPD	2026	2030	Human & financial resources	No. of IT courses conducted

			1.1.4.2 Distribute learning materials & teaching learning activities via LMS	Dean	Heads Coordinator-LMS, & Academic staff	2026	2030	Human resources	No. of course units conducted using LMS
			Conduct assessment via LMS	Dean	Heads, Coordinator-LMS & Academic staff	2026	2030	Human resources	No. of assessments conducted using LMS
			1.1.4.3 Integrate AI-related IT tools into the curriculum	Dean	Heads & Academic Staff	2028	2030	IT software/licenses, training sessions	No. of AI integrated curriculums
		1.1.5 By increasing employability skills of undergraduates	1.1.5.1 Conduct workshops to develop employability and socio-emotional skills of undergraduates	Dean	Coordinator-IP & IP-department representative	2026	2030	Human, financial & physical resources	No. of workshops conducted
		1.1.6 By incorporating socio-emotional skills and soft skills into Degree Programmes	1.1.6.1 Conduct Out-bound training on soft skills (leadership) and socio-emotional skills	Dean	Heads & Academic staff	2026	2030	Human, financial & physical resources	No. of programmes / participants
		1.1.7 By strengthening the students' mental condition	1.1.7.1 Organize "*Abilitree*" motivational lecture series	Dean	EOC	2026	2030	Human resources	No. of motivational lecture series organized
		1.1.8 By creating opportunities for students to receive foreign exposure via online modes	1.1.8.1 Organize an international annual workshop /programme for undergraduates in collaboration with a foreign university	Dean	Heads & Academic staff	2021	2025	Human, financial & physical resources	No. of workshops /programmes conducted
		1.1.9 By maintaining academic excellence in teaching,	1.1.9.1 Conduct workshops on Teaching methodology for academic staff	Dean	Heads, QAC Coordinators & Repres	2026	2030	Human & financial resources	No. of teaching methodology workshop

		research and testing and evaluation			entativ es				s conducted
			1.1.9.2 Conduct workshops on Testing and evaluation for academic staff	Dean	Heads, QAC Coordi nators & Repres entativ es	2026	2030	Human & financial resources	No. of testing and evaluation workshop s conducted
			1.1.9.3 Revise the degree programmes to align with national and international subject benchmark standards	Heads	Acade mic staff	2028	2030	Human & financial resources	No. of degree programm es revised
		1.1.10 By helping students to overcome various challenges in their university life	1.1.10.1 Conduct special workshops on mental health & motivational programmes for students	Dean	AMC	2026	2030	Human & financial resources	No. of workshop s /programs on mental health
			1.1.10.2 Conduct training programmes for the academic staff on mentoring	Dean	AMC	2026	2030	Human & financial resources	No. of mentoring programm es
		1.1.11 By introducing new undergraduate programmes of study	1.1.11.1 Introduce Bachelor's (Honours) Degree programmes; Bachelor's Degree in Law, BA (Honours) Degree in Document Conservation and Preservation, BA (Honours) Degree in Korean, BA (Honours) Degree in Drama & Theatre, BA (Honours) Degree in Dance, Bachelor of Education Degree in Primary English	Dean	Heads- DCCJ, DHA, DLCS, DELT, PA, DA, DSS & Acade mic Staff	2026	2030	Human, financial & physical resources	No. of degree programm es introduce d No. of students enrolled

			Language Teaching, BA (Honours) Degree in Gerontology/ Aged Care & BA (Honours) Degree in Data Analytics						
			1.1.11.2 Introduce B. A. (General) External Degree in Applied English, B. A. (General) External Degree in Economics, B. A. (General) External Degree in Music & B. A. (General) External Degree in Data Analytics	Dean	Heads- DEL, DE, DLCS PA, DSS & Academic Staff	2026	2030	Human, financial & physical resources	No. of external degree programmes introduced No. of students enrolled
		1.1.12 By introducing new postgraduate programmes of study	1.1.12.1 Introduce PG degree programmes; MEcon in Development Economics (two years), MEcon in Financial Economics (two years), MA in Dance (02 years), MA in Sanskrit (02 years), MA in Japanese (02 years), MA in Sinhala, MA in Mass Communication, Master of Music (02-year), MA in Applied Psychology, MA in Philosophy & MA in Anthropology	Dean	Head- DE, DLCS PA, DSM, DMCT, DPP, DA, Coordinators & Academic staff	2026	2030	Human, financial & physical resources	No. of PG degree programmes (two year) introduced No. of students enrolled

			1.1.12.2 Introduce PG degree programmes; MA in Criminology and Criminal Justice, (one year) MA in Philosophy (one year), MA in Psychology (one year), Master of Applied Geography (one year)	Dean, Heads-DCCJ, DA, DPP, DG,	Academic Staff	2026	2030	Human, financial & physical resources	No. of PG programmes (one year) introduced Number of students enrolled
			1.1.12.3 Introduce PGD programmes; PGD in Writership and Communication, PGD in Social Statistics, PGD in Business Statistics, PGD in Educational and School Psychology, PGD in Music Education & PGD in Information Technology	Dean, Heads-DSM, DSS, DPP, DICT& DMCT	Coordinators & Academic Staff	2026	2030	Human, financial & physical resources	No. of PGD programmes introduced No. of students enrolled
		1.1.13 By introducing Advanced Diplomas/Diplomas in different study fields	1.1.13.1 Introduce Advanced diploma programmes; Advanced diploma in Buddhist Studies, Advanced diploma in Counselling Psychology & Advanced diploma in Disaster Management &	Dean & Head-DPBS DPP DG	Academic Staff	2026	2030	Human, financial & physical resources	No. of Advanced diploma programmes introduced No. of students enrolled

			Rural Development						
			1.1.13.2 Introduce Diploma programmes; Diploma in Hindi, Diploma in Creative Music Technology and Production, Diploma in Guitar, Diploma in Communication Skills and Modelling for Media Personality, Diploma in Advertising and Creative Writing, Diploma in Public Relations and Intercultural Studies, Diploma in Entrepreneurship in Tourism & Diploma in Tour guiding	Dean, Heads-DLCSPA, DMCT, DPP & DSM	Academic Staff	2026	2030	Human, financial & physical resources	No. of diploma programmes introduced No. of students enrolled
		1.1.14 By introducing Certificate Courses for different fields of study	1.1.14.1 Introduce a Certificate Course in Geospatial Technologies	Heads-DG	Coordinator & Academic staff	2026	2030	Human, financial & physical resources	No. of students enrolled
		1.1.15 By streamlining and aligning the extended courses with the existing standards	1.1.15.1 Conduct orientation programmes & award ceremonies for extended courses	Dean	Heads, Coordinators & Academic staff	2026	2030	Human, financial & physical resources	No. of orientation programmes & award ceremonies conducted

		(SLQF, MVQ etc.)	1.1.15.2 Conduct workshops for academics to streamline the curriculum	Dean	Heads, Coordinators & Academic staff	2026	2030	Human, financial & physical resources	No. of workshops conducted and Number of participants
	1.2 To establish new departments with specialized areas according to global and national current trends and requirements	1.2.1 By increasing the number of students in specialized disciplines	1.2.1.1 Establish Departments; Hospitality and Tourism, Legal Studies & Dance and Theatre Arts	Dean	Head & Academic staff	2026	2030	Human, financial & physical resources	No. of departments established No. of students enrolled
			1.2.1.2 Establish School of Languages and Tourism	Dean	Director & Academic staff	2026	2030	Human, financial & physical resources	No. of students enrolled
	1.3 To produce research oriented, creative and competent graduates	1.3.1 By creating a research culture among the students	1.3.1.1 Conduct a Vidyodaya Undergraduate Research Day (VURD)	Dean	Committee-VURD	2021	2025	Human, financial & physical resources	No. of papers/abstracts presented
			1.3.1.2 Publish journals at department levels; Dhara students e journal, English and Applied Linguistics, 'Sanshakthi' & 'Socium', Exploring Music, Hindi, Sanskrit Japanese & Chinese, Criminology & Criminal Justice, History & Archaeology and 'Mahee'	Heads	Editors	2026	2030	Human & Financial resources	No. of journals published
	1.4 To develop employability and employment	1.4.1 By enhancing entrepreneurial and employment skills of the	1.4.1.1 Conduct a workshop on entrepreneurship for students	Dean	Entre-Club & Director-CDEPD	2026	2030	Human & Financial resources	No. of workshops conducted on entrepreneurship

	opportunities for undergraduates	undergraduates	1.4.1.2 Conduct a workshop and career fare for students with prospective employers	Dean	Entre-Club & Director-CDEPD	2026	2030	Human & Financial resources	No. of workshops and career fairs conducted
			1.4.1.3 Organize competitions to enhance career related skills and business ideas	Dean	Entre-Club & Director-CDEPD	2026	2030	Human & Financial resources	No. of competitions organized
			1.4.1.4 Conduct a program to develop coordination with Entrepreneurship Development Authority and students	Dean	Entre-Club & Director-CDEPD	2026	2030	Human & Financial resources	No. of programs conducted
			1.4.1.5 Conduct Entre Club Awards Ceremony	Dean,	Entre-Club & Director-CDEPD	2026	2030	Human & Financial resources	No. of awarding ceremonies conducted
			1.4.1.6 Conduct motivation programs and competitions	Dean	Heads, IIVCC	2026	2030	Human & Financial resources	No. of motivation programs conducted
			1.4.1.7 Conduct an annual faculty-level job fair to strengthen industry linkages and improve networking opportunities for students	Dean	Heads, CGU, Carrier Advisor-FHSS	2026	2030	Human & Financial resources	No. of job fairs conducted No. of students attended
			1.4.1.8 Conduct workshops to improve employability	Dean	Director-CGU, Internship Coordinators & CDEPD	2026	2030	Human & Financial resources	No. of employability workshops conducted

			1.4.1.9 Provide assistance and guidance to establish networks with the corporate world and authorities on innovation and entrepreneurship	Dean	Director-CGU, Internship Coordinators & CDEPD	2026	2030	Human resources	No. of networks established
	1.5 To enhance the employability opportunities of the undergraduates	1.5.1 By setting up a mechanism to provide students with internship	1.5.1.1 Provide each 4th year student an internship programme in a related field	Dean	Heads, Internship Coordinators	2026	2030	Human resources	No. of students in internship programme
			1.5.1.2 Establish an internship mechanism & sign MOUs with industry partners	Heads, internship coordinators		2026	2030	Human resources	No. of signed MOUs No. of established internship placement via MOUs
		1.5.2 By continuing and maintaining a centre for digital education and professional development	1.5.2.1 Conduct motivational programs to guide undergraduates on different career opportunities and career paths	Dean	Director-CDEPD	2026	2030	Human resources	No. of motivational programmes conducted
Faculty of Applied Sciences									
Faculty of Applied Sciences	1.1 Advance and popularize study programmes in Applied Sciences	1.1.1 Produce students with knowledge and skills on par with global standards.	1.1.1.1 Implement blended learning and digital teaching tools	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human, financial, IT personnel, equipment, digital resources	Courses using digital & innovative learning tools
			1.1.1.2 Use innovative teaching practices	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human, financial, IT personnel, equipment, digital resources	No. of course units incorporating self-directed learning approaches
			1.1.1.3 Introduce at least 3 new elective/skill-based courses	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human, financial, IT personnel, equipment, digital resources	No. of interdisciplinary elective modules introduced

			1.1.1.4 Integrate practical and hands-on components such as projects, labs, and real-world data analysis.	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human, financial, equipment	No. of course units incorporating project-based TLA components
		1.1.2 Develop programmes and curricula to meet national and	1.1.2.1 Revise curricular to include courses and components to fit the needs of the modern world.	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human, financial	No. of curriculum revisions

		international standards	1.1.2.2 Introduce new undergraduate. external, postgraduate and other educational programs as below. **a. Undergraduate degree programs** i. BSc. Honors in Engineering Physics/Computational Physics - (2 + 2) program (Department of Physics) ii. BSc Honours Degree Programme in Computational Mathematics and Intelligent Systems (Department of Mathematics) iii. BSc Honours in Data Science and AI (continuation & revision for 2026–2030 - Department of Computer Science) iv. B.Sc. Honours Degree in Environmental Economics (Department of Forestry) v. BSc in Environmental Economics and Policy (newly proposed) as one stream of study –	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human, financial	No. of students No. of new programs introduced No. of new learning materials developed No. of practical manuals No. of students in new degree programs No. of awareness and training programmes on compliance with national reference points and standards, OBE-LCT and assessment strategies

			Department of Forestry) vi. Revising the existing B.Sc PBT/MBL/PBL curriculum B.Sc (General Pathway -3 years) Microbiology and Plant Biotechnology- One stream titled as MPB B.Sc Honous Degree Molecular Plant Science & Plant Biotechnology (MPP) B.Sc Honours Degree Microbiology (MBL) (Department of Botany) **b. Undergraduate external degree programs** i. B.Sc. in Industrial Physics and Instrumentation (3 year) (Department of Physics) ii. BSc. Honors in Polymer Product Manufacturing and Industrial Management and a bridging program (Department of Polymer Science)						

			iii BSc in Mathematics (Department of Mathematics) iv. BSc in Data Science and AI (Department of Computer Science) v. External Degree in Applied Microbiology and Biotechnology (3 years) (Department of Botany) vi. BSc. in Food Sciemce and Quality Management **c. Postgraduate degree programs** i. MSc in Biodiversity and Conservation (Department of Zoology) ii. MSc. in Applied Physics and Instrumentation. Exit Point: Postgraduate Diploma in Applied Physics and Instrumentation (Department of Physics) iii. MSc. in electronics and embedded systems. Exit Point: Postgraduate Diploma in						

			electronics and embedded systems (Department of Physics) iv MSc Programmes in Mathematics (Department of Mathematics) v. Master's in Sports Management (Department of Sports Science) vi. MSc. in Sports Management (Department of Sports Science) vii. MSc in Sports Science - Exit Point: Postgraduate Diploma in Sports Science (Department of Sports Science) vii. MSc in Cyber Security, Privacy & Trusting in Computing (Department of Computer Science) viii. Masters / Pg.Diploma in Biology Education (1 year) -Distance learning (Department of Botany) ix. M.Sc Pg. Diploma/ Masters in Herbal Science and Technology (1						

			year) (Department of Botany) x. MSc. in Biology Education (Department of Botany) xi. MSc. in Environmental Management (Department of Forestry) xii. MSc. in Food Science (1 year) (Department of Food Science) xiii. MSc. in Food Science and Technology (2 year – existing program with revised curriculum) (Department of Food Science) **d. Diplomas** i. Diploma in Data Analytics (Department of Statistics) ii. Postgraduate Diploma in Physical Education (Department of Sports Science) iii. Postgraduate Diploma course in Ecosystem valuation (Department of Forestry) iv. Postgraduate Diploma course in circular economy						

			(Department of Forestry) V. Postgraduate certificate and diploma course in Mathematics						
		1.1.3 Aid fresh students in the transition from school to university	1.1.3.1 Strengthen mentorship and academic Support	Dean FAS/ Heads/ Program coordinator/	Counsellors, Academic staff	2026	2030	Human, financial	Student orientation program
		1.1.4 Upgrade Units to departments	1.1.4.1 Upgrade the Genetics and Molecular Biology Unit	Dean FAS/ Coordinator of the Unit	Academic staff of the Unit	2026	2030	Human, financial	UGC approval obtained for the Department
	1.2 Increase employability of students	1.2.1 Produce skilled graduates to accept the challenges in the modern world	1.2.1.1 Enhance digital literacy and responsible use of generative AI tools for solving real-world problems	Dean FAS/ Heads/ Programme coordinator/	Director of the IT center Academic staff	2026	2030	Human, financial, IT personnel, equipment, digital resources	Percentage of undergraduate programmes embedded with AI literacy and ethics.
		1.2.2 To produce nationally and internationally recognized and industry-demanding graduates	1.2.2.1 Align the curriculum with socio-economic and industry requirements to ensure graduates are job-ready	Dean FAS/ Heads/ Program coordinator/	Academic staff	2026	2030	Human, financial, IT personnel, digital resources	No. of employability and socio-emotional skill development programmes/activities
			1.2.2.2 Implement co-curricular activities framework focused on developing soft skills for students	Dean FAS/ Heads/ Program coordinator/	Academic staff	2026	2030	Human, financial, IT personnel, digital resources	
			1.2.2.3 Provide Career related information	Dean FAS/ Heads/ Program coordinator/	Academic staff	2026	2030	Human, financial, IT personnel, digital resources	No. of Career fairs No. of workshops conducted

		1.2.3 Maintain a network with the industry for availing work experience and job placement	1.2.3.1 Establish industrial partnerships	Dean FAS/ Heads/ Program coordinator/	Counsellors, Academic staff	2026	2030	Human, financial, IT personnel	No. of MoUs signed No. of industrial partnerships formed
	1.3 Ensure the quality of undergraduate degree programme	1.3.1 Continuous monitoring and upgrading culminating in accreditations	1.3.1.1 Peer review and feedback mechanism for academics 1.3.1.4 Benchmarking selected programs	Dean FAS/ Heads/ Program coordinator	Academic staff	2026	2030	Human, financial	Peer review process and feedback for academics
			1.3.1.2 Programme review	Dean FAS/ Heads/ coordinator	Academic staff	2026	2030	Human, financial	No. of programme reviews
			1.3.1.3 Initiation of accreditation of selected programmes	Dean FAS/ Heads/ coordinator	Academic staff	2026	2030	Human, financial	Benchmarking and accreditations initiated
Faculty of Management Studies and Commerce									
	1.1 Expand Accessibility to higher education	1.1.1 Expand the student intake	1.1.1.1 Increase the existing intake for undergraduates – FMSC	Dean-FMSC	HODs	2026	2030	Human, financial, physical	Increase in undergraduate student intake
			1.1.1.2 Increase the intake of all postgraduate programmes	HODs Programme Coordinators	Dean-FMSC Dean - FGS	2026	2030	Human, financial, physical	Increase in postgraduate student intake
			1.1.1.3 Increase the intake for Diploma and Advanced Diploma	Programme Coordinators	HODs	2026	2030	Human, financial, physical	Increase in diploma and advanced diploma student intake
			1.1.1.4 Increase the intake for certificates course	Programme Coordinators	HODs	2026	2030	Human, financial, physical	Increase in student intake in certificate courses

			1.1.1.5 Increase the intake for short course and executive education	Programme Coordinators	HODs	2026	2030	Human, financial, physical	Increase in student intake in short courses and executive education programmes
		1.1.2 Introduce new programmes to address the requirements of the industry	1.1.2.1 Introduce New Degree Programs- Degree of Business Analytics - ITC, BSc Honours in Accounting and Information Systems degree programme - ACC, BSc Honours in Accounting and Business Analytics degree programme- ACC	HODs Coordinator-CRDC	Dean-FMSC	2026	2030	Human, financial, physical	Number of new or revised programmes introduced
			1.1.2.2 Rename the existing degree programme as BSc Honours in Accounting and Financial Management-ACC	HODs Coordinator-CRDC	Dean-FMSC	2026	2030	Human, financial, physical	Completion of the process of designing the degree to match the name
			1.1.2.3 Introducing concentration areas/ Major/Minor Areas	HODs Coordinator-CRDC	Dean-FMSC	2026	2030	Human, financial, physical	Achievement rate of planned actions
			1.1.2.4 Introduce new course modules	HODs Coordinator-CRDC	Dean-FMSC	2026	2030	Human, financial, physical	Number of new or revised modules
			1.1.2.5 Introduce more elective courses	HODs Coordinator-CRDC	Dean-FMSC	2026	2030	Human, financial, physical	Number of new or revised elective courses
		1.1.3 Enable academic units to obtain departmental	1.1.3.1 Introducing a Double Degree Programme connected with LLB	HODs CRDC Committee-FMSC	Dean-FMSC	2026	2030	Human, financial, physical	Completion rate

		status -Legal unit	1.1.3.2 Increasing the visibility of such units at institutional and national level-LSU	HODs	Lecturers	2026	2030	Human, financial, physical	Achievement rate of planned actions
		1.1.4 Design and implement new postgraduate degree programmes	1.1.4.1 Introduce MBA in Global Business and strategy – BUS	HOD Programme Coordinator	Dean-FMSC Director-PCBS	2026	2030	Human, financial, physical	Achievement rate of planned actions
			1.1.4.2 Introduce Doctor of Business Administration Programme aligned with MPhil in Business Programme – BUS	HOD Program Coordinator	Dean-FGS	2026	2030	Human, financial, physical	No. of students enrolled for these two programmes
			1.1.4.3 MSc in ICT for Development – ITC	HOD Programme Coordinator	Dean-FMSC Director-PCBS	2026	2030	Human, financial, physical	No. of students enrolled for MSc in ICT
			1.1.4.4 Introduce new one-year master's Programmes in: Estate Management and Valuation Master's in Entrepreneurship	HODs Program Coordinators	Dean-FMSC Director-PCBS	2026	2030	Human, financial, physical	Number of students enrolled in the programmes
			1.1.4.5 Develop new postgraduate programmes in collaboration with national and international partners, with emphasis on practical relevance - EMV, FIN	HODs Program Coordinators	Dean-FMSC Director-PCBS	2026	2030	Human, financial, physical	Number of collaborative postgraduate programmes/student enrollment
			1.1.4.6 Introduce new postgraduate program for international students-FMSC	HODs Program Coordinators	Dean-FMSC Director-PCBS	2026	2030	Human, financial, physical	Number of foreign students registered

		1.1.5 Expand postgraduate portfolio by strengthening existing postgraduate programs	1.1.5.1 Develop a tiered portfolio, leverage industry partnerships and create flexible learning pathways for postgraduate programmes	HODs Program Coordinators	Dean-FMSC Director-PCBS	2026	2030	Human, financial, physical	Number of active MOUs/collaborations established
			1.1.5.2 Conduct awareness and promotional programs for the postgraduate degrees offered	HODs Program Coordinators	Dean-FMSC Director-PCBS	2026	2030	Human, financial, physical	No. of awareness or promotional activities
			1.1.5.3 Update the curriculum of the existing Master's programme in line with industry requirements	HODs Program Coordinators	Dean-FMSC Director-PCBS	2026	2030	Human, financial, physical	Achievement rate of planned actions (%)
		1.1.6 Design and implement Executive Education Programmes/ Extended Programs	1.1.6.1 Introduce new programs on Business Analytics/ERP – ITC	HOD Program Coordinator	Dean-FMSC	2026	2030	Human, financial, physical	No. of participants registered
			1.1.6.2 Introduce top-up degree as a part of CPD of the Diploma and Higher Programmes-ENT(SMEDSU)	HOD Program Coordinator	Dean-FMSC	2026	2030	Human, financial, physical	Achievement rate of planned actions (%)
			1.1.6.3 Introduce new short courses and/or certificate-level courses, Executive Programmes	HODs Programme Coordinators	Dean-FMSC	2026	2030	Human, financial, physical	Number of new or revised programmes
			1.1.6.4 Introduce Diploma Programme – EMV	HOD Programme Coordinator	Dean-FMSC	2026	2030	Human, financial, physical	Achievement rate of planned actions
		1.1.7 Improve the quality of external degree programmes	1.1.7.1 Revise and update the external degree curriculum from time to time	HODs Coordinators of the	Dean-FMSC Director/EDECU	2026	2030	Human, financial, physical	Number of revisions made

	1.2 Enhance the quality and relevance of academic programmes	1.2.1 Continuously update the existing degree programmes with emergent areas in relevant disciplines	1.2.1.1 Consult stakeholders and review stakeholder feedback	HODs	Lecturers	2026	2030	Human, financial, physical	Number of stakeholder meetings conducted
			1.2.1.2 Monitor and address the issues with failure rates	HODs	Lecturers	2026	2030	Human, financial, physical	Degree completion rate
			1.2.1.3 Conduct best practices studies and benchmark to be in par with the emerging trends and standards in the global academia and professional bodies	HODs	Lecturers	2026	2030	Human, financial, physical	Number of best practice studies conducted / Number of courses matched
			1.2.1.4 Establish a formal stakeholder advisory panel/partnerships /Network to provide feedback on curriculum relevance	HODs	Lecturers	2026	2030	Human, financial, physical	Number of discussions held
			1.2.1.5 Conduct annual graduate and employer surveys	Dean-FMSC	SAR_FMSC	2026	2030	Human, financial, physical	Number of surveys conducted
			1.2.1.6 Conduct needs assessment surveys with relevant parties to identify future needs and gaps	HODs	Lecturers	2026	2030	Human, financial, physical	Number of surveys conducted
			1.2.1.7 Form a departmental-level curriculum review committee/mechanism	HODs	Lecturers	2026	2030	Human, financial, physical	Number of curriculum review meetings conducted

			1.2.1.8 Improve courses on data analytics, Business analytics, blockchain, AI, ERP applications And other national development priorities (Digital Economy, SME Development) and Global Trends (FinTech and Data Analytics)	HODs	Lecturers	2026	2030	Human, financial, physical	Number of courses revised with an IT and AI flavor
			1.2.1.9 Introduce programmes to develop skills and attitudes of students to enhance their employability	HODs	Lecturers	2026	2030	Human, financial, physical	No. of programmes conducted for skill development
			1.2.1.10 Include global case studies and research to ensure students gain international perspectives	HODs	Lecturers	2026	2030	Human, financial, physical	No. of course units with international flavour
			1.2.1.11 Improve curriculum to match industry demands integrating emerging disciplines	HODs	Lecturers	2026	2030	Human, financial, physical	No. of courses integrating with industry demands
			1.2.1.12 Regularly update the core areas, core subject areas, course content of the core subject areas	HODs	Lecturers	2026	2030	Human, financial, physical	Number of new or revised programmes
		1.2.2 Ensure Quality Assurance	1.2.2.1 Align the degree programmes with the new SLQF requirements and relevant subject benchmark statements and Global best practices	HODs Coordinator-CRDC Coordinator-QAC	Lecturers	2026	2030	Human, financial, physical	Number of degree programs aligned with the new SLQF

			1.2.2.2 Pursue accreditation from relevant national or international bodies	Dean - FMSC	HODs	2026	2030	Human, financial, physical	Number of accreditations
		1.2.3 Ensure flexibility and global exposure	1.2.3.1 Introduce credit transfers or exchange opportunities by forming MOUs with local foreign universities	Dean-FMSC CRDC Committee HODs	Lecturers	2026	2030	Human, financial, physical	Number of MOUs signed allowing credit transfers/ exchange opportunities
			1.2.3.2 Organize events with visiting professors, alumni abroad, and multinational company leaders	HODs	Lecturers	2026	2030	Human, financial, physical	Number of events conducted
			1.2.3.3 Facilitate virtual global classrooms by partnering with international lecturers and universities	HODs	Lecturers	2026	2030	Human, financial, physical	Number of virtual classrooms
			1.2.3.4 Launch short-term study tours for the students	HODs	Lecturers	2026	2030	Human, financial, physical	Number of study tours
			1.2.3.5 Secure scholarships/funding support for outbound mobility of students	HOD	Lecturers	2026	2030	Human, financial, physical	Number of scholarships secured
		1.2.4 Expand industry partnership to enhance practical exposure	1.2.4.1 Expand the network of internships provided through different mechanisms	HODs MOU Review Committee	Internship coordinators	2026	2030	Human, financial, physical	Number of internship sponsors
			1.2.4.2 Strengthen the existing IMS of the Faculty for industry/corporate mentorship programme	HODs, Dean-FMSC	Internship Coordinator	2026	2030	Human, financial, physical	Level of completion of the mentorship programme
			1.2.4.3 Conduct guest lectures conducted by the professionals of the industry	HODs	Lecturers	2026	2030	human, financial, physical	Number of guest lectures

			1.2.4.4 Organize workshops/training programmes in collaboration with industry partners	HODs	Lecturers	2026	2030	Human, financial, physical	Number of training sessions/ workshops
			1.2.4.5 Facilitate collaborative student projects with industry	HODs	Lecturers	2026	2030	Human, financial, physical	Number of projects
			1.2.4.6 Hold an annual industry collaboration date	HODs	Lecturers	2026	2030	Human, financial, physical	Number of industry and university participants
			1.2.4.7 Promoting industry visits for academics and students	HODs	Lecturers	2026	2030	Human, financial, physical	Number of industry visits
			1.2.4.8 Involve industry/government experts in teaching, mentoring, and co-supervision	HODs	Lecturers	2026	2030	Human, financial, physical	Number of courses taught/ students mentored/ projects supervised
			1.2.4.9 Organize events by student bodies in collaboration with industry	HODs	Lecturers	2026	2030	Human, financial, physical	Number of events held in collaboration with the industry
		1.2.5 Establish formal strategic partnerships	1.2.5.1 Form a department industry council to identify opportunities for curriculum enhancement, internship, research and collaboration	HODs	Lecturers	2026	2030	Human, financial, physical	Rate of completion and progress of activities
			1.2.5.2 Collaborate with professional bodies	HODs	Lecturers	2026	2030	Human, financial, physical	Number of collaborations established

			1.2.5.3 Obtain exemptions and concessions for graduates through collaborations with professional bodies	HODs	Lecturers	2026	2030	Human, financial, physical	Level of exemptions and concessions received
		1.2.6 Develop soft skills of students	1.2.6.1 Embed communication skill modules to skill development programmes	HODs	Lecturers	2026	2030	human, financial, physical	Number of skill development programmes
			1.2.6.2 Boost digital literacy and IT skills coursework	HODs	Lecturers	2026	2030	Human, financial, physical	No. of new or revised courses in digital literacy & IT
			1.2.6.3 Arrange soft skill training sessions on leadership, teamwork, time management, personality development, and emotional intelligence	HODs	Lecturers	2026	2030	Human, financial, physical	Number of training sessions/ workshops
			1.2.6.4 Provide Continuous Professional Development pathways for students	HODs	Lecturers	2026	2030	Human, financial, physical	Number of sessions/ workshops
		1.2.7. Promote student entrepreneurship and startup development	1.2.7.1 Establish incubation and startup facilitation units	HOD - ENT	Lecturers	2026	2030	Human, financial, physical	Number of students facilitated
			1.2.7.2 Foster an entrepreneurial mindset by introducing elective courses or seminar series on entrepreneurship and innovation	HODs	Lecturers	2026	2030	Human, financial, physical	No. of courses/ seminars on entrepreneurship and innovation

			1.2.7.3 Encourage student participation in competitions and organize such competitions (Entrepreneurs Awards, Innovation Awards, Business Plan/ idea Competitions)	HODs	Lecturers	2026	2030	Human, financial, physical	Number of competitions / Number of participants
			1.2.7.4 Encourage and support student startups through mentoring, networking and financial assistance	HOD - ENT	Lecturers	2026	2030	Human, financial, physical	Value of monetary support/ Number of beneficiaries
		1.2.8 Introduce and sustain student-centered, technology-enabled learning and assessment methods	1.2.8.1 Implement and encourage the use of platforms relevant to modern practices	HODs	Lecturers	2026	2030	Human, financial, physical	Number of modern platforms used
			1.2.8.2 Empower academics as facilitators through continuous training & development for guiding students through hands-on, project-based learning	Dean-FMSC HODs	Lecturers	2026	2030	Human, financial, physical	Number of training sessions/ workshops conducted annually
			1.2.8.3 Establish a dedicated physical and virtual space with the latest technology and software to experiment with real-world applications	Dean-FMSC HODs	Lecturers	2026	2030	Human, financial, physical	Degree of completion of the facility, Number of software packages
		1.2.9 Continuously upgrade Internship Programmes	1.2.9.1 Continuously update internship standards in collaboration with the industry participants	HODs	Internship Coordinators	2026	2030	Human, financial, physical	Number of meetings held to update internship standards

			1.2.9.2 Introduce hybrid learning options for students engaged in internships	HODs	Internship Coordinator, Lecturers	2026	2030	Human, financial, physical	Number of courses with hybrid learning options
			1.2.9.3 Invite industry experts for internship viva voce examinations and for the evaluation of practice-based assignments	HODs	Internship Coordinator, Lecturers	2026	2030	Human, financial, physical	Number of industry experts participated
			1.2.9.4 Update the existing policies and guidelines on monitoring and evaluation of the internship programmes	Dean – FMSC HODs	Internship Coordinator, Lecturers	2026	2030	Human, financial, physical	Number of internship programms revised
		1.2.10 Build students' IT and Digital skills to fulfil the requirements of the industry	1.2.10.1 Streamline and align core IT-related courses	HODs	Lecturers	2026	2030	Human, financial, physical	Number of core IT related courses
			1.2.10.2 Incorporate IT applications into non-core IT-related courses as appropriate	HODs	Lecturers	2026	2030	Human, financial, physical	Number of non-core IT courses
			1.2.10.3 Provide hands-on training with relevant software and data analysis and visualization tools	HOD	Lecturers	2026	2030	Human, financial, physical	No. of training sessions/ workshops
			1.2.10.4 Organize workshops on concurrent IT and AI applications	HODs	Lecturers	2026	2030	Human, financial, physical	Number of training sessions/ workshops
			1.2.10.5 Strengthen the partnerships with industry offer internships focused on IT/IS applications	HODs	Lecturers	2026	2030	Human, financial, physical	Number of internships focused on IT and IS
			1.2.10.6 Invite guest speakers from industry to share digital transformation experiences	HODs	Lecturers	2026	2030	Human, financial, physical	Number of guest lectures on digital transformation

			1.2.10.11 Support student-led research projects on IT/IS applications in accounting	HODs	Lecturers	2026	2030	Human, financial, physical	Number of students led research outputs
	1.3 Encourage more learner-centered active learning through improved delivery and assessment methods.	1.3.1 Integrate outcome-based education (OBE) with teaching, learning and assessments.	1.3.1.1 Train academic staff on curriculum design, delivering and assessment align with modern pedagogies	HODs, Director-SDC	Lecturers	2026	2030	human, financial, physical	No. of workshop on curriculum design, delivering and assessment
			1.3.1.2 Encourage to use innovative practices in delivering and assessment (With practical assignments/case studies)	HOD	Lecturers	2026	2030	human, financial, physical	Number of courses delivered using novel methods
			1.3.1.3 Conduct annual reviews of programme learning outcomes and course learning outcomes	HODs	Lecturers	2026	2030	Human, financial, physical	Number of reviews/ courses reviewed
			1.3.1.4 Facilitate staff members to participate in national and international conferences on teaching and learning	HODs	Lecturers	2026	2030	Human, financial, physical	Number of conferences on teaching and learning attended
			1.3.1.5 Revisit assessment policies considering concurrent requirements	Dean - FMSC HODs	Lecturers	2026	2030	Human, financial, physical	Number of assessment policies
		1.3.2 Integrate blended learning (online and Physical)	1.3.2.1 Develop and expand blended courses	HODs	Lecturers	2026	2030	Human, financial, physical	Number of new or revised courses
			1.3.2.2 Train staff in digital pedagogy	HODs	Lecturers	2026	2030	Human, financial, physical	No. of workshops conducted
			1.3.2.3 Monitor student engagement & feedback on blended learning	HODs	Lecturers	2026	2030	Human, financial, physical	Number of feedback obtained

			1.3.2.4 Use digital tools in formative summative assessments	HODs	Lecturers	2026	2030	Human, financial, physical	Number of digital tools used
			1.3.2.5 Implement blended learning using short videos, hybrid delivery, and real-world issue discussions	HODs	Lecturers	2026	2030	Human, financial, physical	Number of short videos, hybrid deliveries, and real-world issue discussions
		1.3.3 Expand open educational resources	1.3.3.1 Encourage lecturers to develop and share open educational resources	HODs	Lecturers	2026	2030	Human, financial, physical	No. of lecturers who develop and share open educational resources
			1.3.3.2 Creating a structured video lecture series that complements classroom teaching and supports independent study	HODs	Lecturers	2026	2030	Human, financial, physical	Number of structured video lecture series
		1.3.4 Foster inclusive and supportive learning	1.3.4.1 Adapt teaching methods and material to accommodate differently abled students	HODs	Lecturers	2026	2030	Human, financial, physical	No. of courses revised for differently abled students
			1.3.4.2 Establish a peer tutoring and mentoring program where senior students or tutors help juniors in different subjects to foster collaborative learning	HOD	Lecturers	2026	2030	Human, financial, physical	No. of tutoring and mentoring programs/ resource persons/ beneficiaries
			1.3.4.3 Celebrate multi-cultural and academic events that foster inclusivity	HODs	Lecturers	2026	2030	Human, financial, physical	No. of events to celebrate cultural and academic events

			1.3.4.4 Recognize the innovative teaching practices of the staff members of the department	Dean-FMSC HODs	Lecturers	2026	2030	Human, financial, physical	Number of lecturers awarded
	1.4 Develop and implement formal feedback mechanisms to support informed decision making and ensure timely corrective and developmental actions	1.4.1 Establish formal feedback mechanisms	1.4.1.1 Conduct student forums to gather feedback and co-create solutions with the administration	HODs	Lecturers	2026	2030	Human, financial, physical	Number of student forums held
			1.4.1.2 Collect student feedback at the end or during each semester	HODs	Lecturers	2026	2030	Human, financial, physical	Number of feedback
		1.4.2 Ensure inclusivity in feedback	1.4.2.1 Introduce digital suggestion boxes via LMS/website and physical drop-boxes	HODs	Lecturers	2026	2030	Human, financial, physical	Number of digital suggestion boxes/ physical drop-boxes
		1.4.3 Transparency in action on feedback	1.4.3.1 Publish an annual departmental report summarizing student feedback and changes implemented	HODs	Lecturers	2026	2030	Human, financial, physical	Number of annual reports for the period
		1.4.4 Capacity building for student representatives	1.4.4.1 Train student leaders elected to improve skills in leadership, negotiation, and feedback presentation skills	HODs	Lecturers	2026	2030	Human, financial, physical	Number of training sessions/ workshops/ participants
		1.4.5 Link feedback to curriculum and services	1.4.5.1 Integrate structured student feedback in curriculum review cycles and service quality audits	HOD	Lecturers	2026	2030	Human, financial, physical	Integration of students' feedback to curriculum review and service improvements
		1.4.6 Recognize student contributions	1.4.6.1 Introduce recognition awards for most impactful student suggestions	HODs	Lecturers	2026	2030	Human, financial, physical	Number of awards

		1.4.7 Monitor and evaluate the effectiveness of student feedback systems	1.4.7.1 Conduct periodic evaluation of feedback mechanisms (surveys on the usefulness of platforms)	HODs	Lecturers	2026	2030	Human, financial, physical	Growth of the respondents of the student feedback system
Faculty of Medical Sciences									
Faculty of Medical Sciences	1.1 Enhance quality of the existing higher learning programmes to meet the national and international quality assurance benchmark	1.1.1 Inculcate student-centered learning	1.1.1.1 Encourage the use of learning management system (LMS)	Chairperson LMS	Dean	2026	2030	Human, financial resources	Percentage of students using LMS per day
			1.1.1.2 Improve library facilities to promote the usage of electronic resources such as e-journals	Chairperson LMS Committee and Library Com.	Dean	2026	2030	Physical space, Human, financial resources	e-journals downloaded per day
			1.1.1.3 Introduce the e-patient information management system	Head, Family Medicine	Dean	2026	2030	Human, financial resources	No. of students learning the e information system
			1.1.1.4 Introduce web-based assignments to the curriculum	Chairperson LMS and other Heads	Dean	2026	2030	Human, financial resources	Percentage of number of assignments on web
			1.1.1.5 Introducing the 3D Anatomy software to promote skills and using virtual reality for the above purpose	Heads	Dean	2026	2030	Human, financial resources	Number of students with relevant skills
			1.1.1.6 Train students with IT and English writing skills	Chairperson IT and LMS	Dean Coordinator of English Language and communication skills unit	2026	2030	Human	No. of students with training in IT and English writing skills

		1.1.2 Strengthen the clinical skills in diagnosing and rationally managing defined range of diseases and conditions relevant to Sri Lanka	1.1.2.1 Improve bed side clinical teaching to train in obtaining a relevant clinical history, carrying out appropriate examination, formulating differential diagnosis, planning appropriate cost-effective investigations and rational management plan	Coordinator skills, laboratory and clinical Departments Heads	Dean	2026	2030	Human, Financial	Number of facilities in the skills lab Number of students trained and number of students awarded CPR competency certificates
		1.1.3 Provide skills to students with knowledge and skills to care for patients with empathy	1.1.3.1 Develop ability to work as a member of multi-disciplinary team in patient care Provide skills in providing Palliative care end of life care prehospital care	Coordinator skills, laboratory and Department Heads	Dean	2026	2030	Human, Financial	Number of students trained
		1.1.4 Create awareness regarding globally important diseases trends, burden and management	1.1.4.1 Include current patterns of emerging diseases, clinical symptoms, signs, laboratory investigations and management in Paraclinical and Clinical teaching	Coordinator skills, laboratory, Paraclinical and Heads	Dean	2026	2030	Human, Financial	Number of curricula changes
			1.1.4.2 Improve skills of the students through training on mannequins	Coordinator skills	Dean	2026	2030	Human, Financial	Number of students trained
		1.1.5 Strengthen communication skills among students	1.1.5.1 Enhance communication skills of the students to cater for a wide variety of patients in the clinical environment	Heads and Chairperson PPD stream	Dean	2026	2030	Human, Financial	Percentage of marks in clinical OSCE and clinical case assessments

			1.1.5.2 Enhance communication skills in counselling and members of the family of their illness or their disablement or to close family on instances such as bereavement, critical conditions and incurable diseases	Heads and Chairperson PPD stream	Dean	2026	2030	Human, Financial	Percentage of marks in clinical OSCE and clinical case assessments
			1.1.5.3 Enhance communication skills in interacting with colleagues and the allied health personnel on professional matters clearly and effectively	Heads Chairperson PPD stream	Dean	2026	2030	Human/, Financial	Percentage of marks in clinical OSCE and clinical case assessments
		1.1.6 Enhance community based medical learning	1.1.6.1 Exposed students to primary health care provision in preventive and clinical care	Chairperson CMBL	Dean	2026	2030	Human, financial resources	No. of peripheral appointments per students
	1.2. Enhance ethical values in professional practice and conduct	1.2.1 Enhance the attitudes and ethics in clinical service	1.2.1.1 Improve understanding of privacy, confidentiality, especially in relation to HIV or any other stigmatized diseases, informed consent, consent for procedures and operations, adhering to patients' rights and requests	Clinical Department Heads, Heads of Paraclinical Departments and Department of Forensic Medicine	Dean	2026	2030	Human, Financial	Increase of percentage of marks in clinical OSCE assessments and at viva-voce examinations
	1.3. Provide opportunities to enhance knowledge	1.3.1 Provide knowledge, skills and attitude on importance of	1.3.1.1 Expose students for peripheral clinical appointments	Chairperson CMBL, Heads	Dean	2026	2030	Human, financial resources	No of peripheral appointments per student

	on Health care needs of the country	providing care to patients any part of the country	1.3.1.2 Expand clerkship appointments to wider range of fields	Head, Com Med	Dean	2026	2030	Human, financial resources	No of clerkship appointments per student
		1.3.2 Expose the students to new knowledge and technologies	1.3.2.1 Integrate new knowledge in the medical curriculum through new units or departments	Heads of new units or departments	Dean	2026	2030	Human, financial resources	Number of new units or departments established
	1.4 Encourage collaborative activities with other national and international institutions	1.4.1 Contribute in developing degree programmes as per the national need at the University	1.4.1.1 Develop and assist in implementation of new degree programmes in Health Sciences	Heads of relevant Departments	Dean	2026	2030	Human resources	Number of new degree programmes contributed
		1.4.2 Contribute in developing degree programmes as per the national need at a national level	1.4.2.1 Develop and assist in implementation of new degree programmes nationally	Heads of relevant Departments	Dean	2026	2030	Human resources	Number of new degree programmes contributed
		1.4.3 Develop collaborative programmes nationally and internationally with other higher educational institutions of excellence in teaching and research	1.4.3.1 Obtain external experts to disseminate knowledge and share experience	Head, Medical Education	Chairperson, Staff development	2026	2030	Human resources	Number of knowledge generated sessions
			1.4.3.2 Encourage student exchange programmes and electives	Elective coordinator	Dean	2026	2030	Human resources	Number of students on exchange programmes
			1.4.3.3 Engage in collaborative research	Heads of all departments	Dean	2026	2030	Human resources	Number of collaborative research
			1.4.3.4 Encourage split PhD and MSc programmes	Heads of all departments	Dean	2026	2030	Human resources	Number of split PhD and MSc programmes

			1.4.3.5 Conduct International Medical Undergraduate Research Session	Head, Department of Com. Medicine	Dean	2026	2030	Human resources	Undergraduate research Session
			1.4.3.6 Conduct certificate, diploma and postgraduate diploma courses to enhance the knowledge of medical students and other health care and non-health care personals	Heads	Dean	2026	2030	Human resources	Number of courses conducted Number of students enrolled and obtained a degree/certificate
	1.5 Upgrade curriculum continuously	1.5.1 Introduce monitoring and evaluation methods in the curriculum	1.5.1.1 Streamline the current learning and teaching review procedures	Dean	-	2026	2030	Human/financial resources	No. of curriculum development committee meetings
			1.5.1.2 Organize annual curricular workshops for all degree programmes	Head Medical Education	Dean	2026	2030	Human/financial resources	Number of curriculum development workshops per year
	1.6 Implement external quality assurance and accreditation.	1.6.1 Appoint QA Committees to evaluate teaching programmes	1.6.1.1 Assign committees to assess peer reviews and student feed backs	Director, Internal Quality Cell	Dean	2026	2030	Human resources	Number of peer reviews per year and students feedback per year
		1.6.2 Maintain complete and timely records	1.6.2.1 Encourage maintaining completed teaching and learning records in the department level	Heads	Dean	2026	2030	Human resources	Number of teaching records per department per year
		1.6.3 Improve the quality cell of the faculty	1.6.3.1 Empower the quality cell to maintain the standards of the faculty	Heads	Dean	2026	2030	Human resources	Availability of TORs for committees and societies

	1.7 Improve the quality of the clinical training	1.7.1 Collaborate with the extended faculty	1.7.1.1 Conduct advocate meetings with the extended faculty.	Clinical Coordinator and Heads	Dean	2026	2030	Human resources	Number of advocacy meetings
	1.8 Ensure accessibility to an acceptable qualification dropout students at the end of 10 years from their registration	1.8.1 Introduction of the fallback option for MBBS undergraduates who have completed up to final year satisfactorily but are unable to pass Final MBBS	1.8.1.1 Develop a curricular document and get the UGC approval for the proposed BSc in Health Sciences degree	HOD – medical education Coordinator of the human biology degree programmes	Dean	2026	2030	Human resources	Establishment of the MBBS fall back option
Faculty of Graduate Studies									
Faculty of Graduate Studies	1.1 Offer quality and relevance enhanced postgraduate programmes	1.1.1 Comply with National/International Accreditation and Quality Standards	1.1.1.1 Update FGS Committee to report Centre for Quality Assurance– (CQA)	Dean-FGS / Coordinator QAC/FGS	Chairs of BOSs	2026	2030	Financial allocations	Document on updating of QA /FGS
			1.1.1.2 Formalize QA procedures	Dean-FGS / Coordinator QAC/FGS	Coordinators of FGS Study Programs	2026	2030	Financial allocations	No. of quality improvement activities
			1.1.1.3 Establish mechanisms (comply with SBSs and regular curriculum revisions) at faculty and BOS levels to assure the quality	Dean-FGS	Chairs of BOSs / Coordinators of FGS Study Programs	2026	2030	Financial allocations	Completion rate
			1.1.1.4 Align FGS study programs with SLQF and revise FGS study programmes to adhere with SLQF guidelines	Dean-FGS/ Coordinator QAC/FGS	Chairs of BOSs, Coordinators of FGS Study Programmes	2026	2030	Financial allocations	Number of Programmes (SLQF aligned)

			1.1.1.5 Conduct workshop on QAC to assist lecturers to prepare their own Outcome-based teaching/learning student activity checklist	Dean-FGS/ Coordinator QAC/FGS	Chairs of BOSs, Coordinators of FGS Study Programs	2026	2030	Funding and human resources	No. of workshops conducted by the QAC/ Number of attendees
		1.1.2 Deliver up-to-date and emerging content in curricula	1.1.2.1 Update curriculum development committee in the faculty with the representation of all BOS Chairs	Dean-FGS/ Coordinator QA/FGS	Chairs of BOSs/ Coordinators of FGS Study Programs	2026	2030	Financial & other resources	Faculty Board & Senate Minutes
			1.1.2.2 Conduct regular curricular revision with the representation of Chairs of BOSs and Coordinators	Dean-FGS/ Coordinator QA/FGS	Chairs of BOSs, Coordinators of FGS Study Programmes	2026	2030	Funding and human resources	Number of Curriculum revisions
		1.1.3 Promote Multi/Cross/Trans-disciplinary Postgraduate Courses with national and international importance and priority	1.1.3.1 Identify and design Multi/Cross/Trans-disciplinary Postgraduate Courses	BOSs Relevant Course Coordinators	Relevant Curriculum Development Teams	2026	2030	Funding and human resources	Number Multi/Cross/Trans-disciplinary Courses
			1.1.3.2 Introduce tailor made postgraduate diploma/masters programmes targeted to the industry –with partners or by FGS	Relevant BOS chairs, Course Coordinators	Dean-FGS	2026	2030	Funding and human resources	No. of tailor-made postgraduate diploma/ masters programmes
			1.1.3.4 Strengthen / Design PhD/MPhil Programmes with a combination of course work and research	BOS Chairs & Coordinators	Dean-FGS	2026	2030	Funding and human resources	No. of PhD/MPhil programs No. of students
			1.1.3.5 Introduce new short courses and workshops to FGS students	Dean - FGS	Relevant Coordinators	2026	2030	Funding and human resources	No. of courses/ workshops

			1.1.3.6 Encourage foreign student enrolment on either full time or part time basis	Coordinators of FGS Study	Dean-FGS Programs Consultants	2026	2030	Funding and human resources	Number of foreign students
			1.1.3.7 Establishment of BOS for new faculties	Deans of the new faculties	Dean FGS	2026	2030	Funding and human resources	Faculty board, Senate & council minutes
			1.1.3.8 Conduct PG research progress evaluation for all boards	Chairpersons of all the Boards	Dean-FGS and staff at FGS	2026	2030	Funding and human resources	No. of Research progress seminars
	1.2 SMART FGS services and service quality improvement	1.2.1 Promote utilization of IT and technology tools for staff and students to better manage and participate in all the programs done by the faculty	1.2.1.1 Upgrade and develop MIS, LMS and Digital Content for Postgraduate Education	Director/CITS & Coordinators	Dean-FGS & SAR-FGS	2026	2030	Funding and human resources	Number of courses incorporated with LMS
			1.2.1.2 Make awareness on utilization of IT tools in research and postgraduate studies	Dean-FGS/FGS, Coordinators	Team members	2026	2030	Funding and human resources	Number of awareness / training programmes held
			1.2.1.3 Introduce and encourage IT enabled teaching and learning as online courses & hybrid courses	BOS Chairs and Coordinators	Dean-FGS/FGS	2026	2030	Funding and human resources	Number of IT enabled T&L in programmes
	1.3. Extra/Co-curricular enhancement	1.3.1 Enhance Academic Writing and Scientific Communication skills	1.3.1.1 Introduce on-demand Academic Writing and Scientific Communication as post-graduate foundation courses	Dean/FGS,	BOS Chairs, Coordinators	2026	2030	Funding	Content of foundation courses developed
			1.3.1.2 Improve Graduate Professional Skills	Dean/FGS	BOS Chairs, Coordinators	2026	2030	Funding and human resources	No. of awareness / training programs held

			1.3.1.3 Organize / Stage panel discussions on topics of current national and international interest	Dean-FGS	BOS Chairs, DR	2026	2030	Funding and human resources	Number of panel discussions held per year
Faculty of Technology									
Faculty of Technology	1.1 To broaden the scope of technological studies to produce globally recognized competent technologists	1.1.1 Update existing modules based on industry/academic requirements	1.1.1.1 Hold Industry Consultative Committee Meetings (ICCM)	HoDs	Specialization Coordinator	2026	2030	Human Resources, Finances	No. of Industry Consultative Committee meetings (ICCM)
			1.1.1.2 Organize seminars/talks/colloquia with industry experts	HoDs	Industrial Coordinator	2026	2030	Human Resources, Finances	No. of seminars/talks/colloquia held with industry experts
			1.1.1.3 Conduct curriculum revision based on new technological trends	Dean-FOT	HoDs	2026	2030	Human Resources	Number of new and revised curricula
		1.1.2 Promote the use of technological tools	1.1.2.1 Use Learning Management System (LMS) for teaching	Dean-FOT	HoDs	2026	2030	Human Resources, Finances	Percentage of modules delivered through LMS
			1.1.2.2 Use of new software/tools for teaching	Dean-FOT	HoDs	2026	2030	Finances	Number of new software/ tools
		1.1.3 Apply and refine pedagogical strategies	1.1.3.1 Organize training programs for academics	Dean-FOT	HoDs	2026	2030	Finances, Human Resources	Number of training programmes conducted
			1.1.3.2 Conduct peer-evaluation	HoDs	Specialization Coordinator	2026	2030	Human Resources	No. of peer evaluations
			1.1.3.3 Collect student-feedback	HoDs	Specialization Coordinator	2026	2030	Human Resources	Percentage of student-feedback collected modules

			1.1.3.4 Hold Student-Staff Liaison Committee (SSLC) Meetings	HoDs	Specialization Coordinator	2026	2030	Human Resources	No. of Student-Staff Liaison Committee (SSLC) meetings
		1.1.4 Conduct/ introduce certificate/ diploma courses	1.1.4.1 Conduct the diploma in Cosmetic Technology	Head-DBST	Course Coordinator	2026	2030	Finances, Human Resources	Number of certificate /advanced certificate /diploma programmes offered Number of students enrolled and completed
			1.1.4.2 Introduce certificate course in Food Quality Management	Head-DBST	Course Coordinator	2026	2030	Finances, Human Resources	
			1.1.4.3 Introduce advanced certificate course in Tissue Culture	Head-DBST	Course Coordinator	2026	2030	Finances, Human Resources	
			1.1.4.4 Introduce certificate course in Marine Natural Products and Applications	Head-DBST	Course Coordinator	2028	2030	Finances, Human Resources	
			1.1.4.5. Introduce advanced certificate course in Graphic Design	Head-DICT	Course Coordinator	2027	2030	Finances, Human Resources	
			1.1.4.6. Introduce advanced certificate course in Power BI	Head-DICT	Course Coordinator	2027	2030	Finances, Human Resources	
			1.1.4.7 Introduce certificate courses in Civil and Environmental Technology	Head-DCET	Course Coordinator	2027	2030	Finances, Human Resources	
			1.1.4.8. Conduct diploma in Polymer Processing Technology	Head-DMMT	Course Coordinator	2026	2030	Finances, Human Resources	
			1.1.4.9 Conduct advanced certificate on Digital Mechatronics and Intelligent systems	Head-DMMT	Course Coordinator	2026	2030	Finances, Human Resources	

			1.1.4.10 Introduce certificate course in 3D printing and additive manufacturing	Head-DMMT	Course Coordinator	2027	2030	Finances, Human Resources	
			1.1.4.11 Introduce a new diploma programme under the DMMT	Head-DMMT	Course Coordinator	2028	2030	Finances, Human Resources	
			1.1.4.12 Introduce certificate course in Teaching Mathematics for Understanding	Head-DSFT	Course Coordinator	2027	2030	Finances, Human Resources	
		1.1.5 Introduce new undergraduate /postgraduate degree programs	1.1.5.1 Introduce a specialization area, Data Science and AI, to the BICT degree programme	Head-DICT	Course Coordinator	2027	2030	Finances, Human Resources	Number of specialization/undergraduate/postgraduate programmes commenced No. of students in each programme
			1.1.5.2 Introduce BBST (External) degree in Cosmetic Technology	Head-DBST	Course Coordinator	2028	2030	Finances, Human Resources	
			1.1.5.3 Introduce MSc program in Agro-Environment Technology and Innovation	Head-DBST	Course Coordinator	2026	2030	Finances, Human Resources	
			1.1.5.4 Introduce MSc programme in Industrial Food Processing Technology	Head-DBST	Course Coordinator	2026	2030	Finances, Human Resources	
			1.1.5.5 Introduce MSc programme in Industrial Biotechnology	Head-DBST	Course Coordinator	2026	2030	Finances, Human Resources	
			1.1.5.6 Introduce Masters in Interactive Media	Head-DICT	Course Coordinator	2027	2030	Finances, Human Resources	
			1.1.5.7 Introduce Masters in Software and AI	Head-DICT	Specialisation Coordinator	2027	2030	Finances, Human Resources	
			1.1.5.8 Introduce MSc programme in Civil and Environmental Technology	Head-DCET	Course Coordinator	2027	2030	Finances, Human Resources	

			1.1.5.9 Introduce MSc programme under the DMMT	Head-DMMT	Course Coordinator	2028	2030	Finances, Human Resources	
			1.1.5.10 Commence MSc programme in Technology Management (SLQF10)	Head-DSFT	Course Coordinator	2026	2030	Finances, Human Resources	
			1.1.5.11 Commence Master of Technology Management (SLQF9)	Head-DSFT	Course Coordinator	2026	2030	Finances, Human Resources	
			1.1.5.12 Commence MSc program in Technology Education (SLQF 9)	Head-DSFT	Course Coordinator	2028	2030	Finances, Human Resources	
	1.2 To equip technology students with industry-relevant skills and competencies that align with current and emerging trends, preparing them for successful careers in the tech sector, with recognition	1.2.1 Improve industry engagement	1.2.1.1 Arrange industry field visits/workshops/trainings	HoDs	Lecturers	2026	2030	Finances, Human Resources	No. of industry field visits/workshops/trainings
			1.2.1.2 Conduct industrial trainings program	HoDs	Industrial Training Coordinator	2026	2030	Finances, Human Resources	No. of industrial training programs
			1.2.1.3 Implement industry-based research projects	HoDs	Industrial Training Coordinator, Specialization Coordinator	2026	2030	Finances, Human Resources	Percentage of industry-based research projects
			1.2.1.4 Organize technology-based exhibitions	HoDs	Coordinator	2026	2030	Finances, Human Resources	No. of exhibitions conducted
		1.2.2 Acquire/renewal accreditation for the degree program	1.2.2.1 Apply for National Biotechnology Industry Association (NBIA) accreditation	Head-DBST	Lecturers	2026	2030	Human Resources, Finances	Obtaining NBIA accreditation

			1.2.2.2 Apply for Computer Society Sri Lanka (CSSL) accreditation	Head-DICT	Lecturers	2026	2030	Human Resources, Finances	Acquire CSSL Accreditation
			1.2.2.3 Renew/apply for Sydney Accords Accreditation via Institute of Engineers Sri Lanka (IESL)	Head-DMMT Head-DCET	Lecturers	2026	2030	Human Resources, Finances	Obtaining and renewing IESL to conform Sydney Accord
Faculty of Engineering									
Faculty of Engineering	1.1 Make the Faculty of Engineering one of the most sought-after Engineering faculty	1.1.1 Increase the student intake	1.1.1.1 Increase intake for existing study programs maximum of 400 students yearly	Dean	Heads/ Faculty AR/SAR/DR/ Faculty AB/SAB/DB	2026	2030	Human Resources, Finance	Number of increased students
			1.1.1.2 Increase the intake of international students (5% of the local student intake annually)	Dean/ Heads	Faculty AR/SAR/DR/ Faculty AB/SAB/DB	2026	2030	Human Resources, Finance	Number of international students enrolled
		1.1.2 Revised the curriculum to cater national and international requirements	1.1.2.1 Curriculum revisions in undergraduate degree programmes according to national benchmark statement	Heads, By law committee, curriculum revision committee, QA cell	Dean/ Course coordinators	2026	2030	Human Resources, Finance	Number of Curriculum revisions/ Need assessments
			1.1.2.2 Prepare a fallback option	Heads, By law committee, curriculum revision committee, QA cell	Dean/ Course coordinators	2026	2030	Human Resources, Finance	Number of students obtain fallback option

		1.1.3 Introduce external degree/s	1.1.3.1 Design external degree curriculum	Heads, Curriculum development committee, QA cell	Dean/ Program coordinators Director/ External examination unit	2026	2030	Human Resources, Finance	Number of student enrolment / Number of External Degree introduced
		1.1.4 Introduce Postgraduate Degrees and Diplomas	1.1.4.1 Prepare Postgraduate Academic programmes targeting the national and international needs	Faculty Committees, FGS Heads	Dean/ Program coordinators Dean/ Faculty of Graduate Studies	2026	2030	Human Resources, Finance	Number of Postgraduate Academic programs introduced and Number of student enrolment
		1.1.5 Create active learning environment for the students	1.1.5.1 Active student center education with smart classrooms	Dean/ Faculty Heads	AR/SAR/DR AB/SAB/DB	2026	2030	Human Resources, Finance	Number of smart classrooms
			1.1.5.2 Organize field visits	Heads AB/SAB/DB	Course coordinators	2026	2030	Human Resources, Finance	Number of field visits per semester
			1.1.5.3 Conduct survey camp	Head/ AB/SAB/DB	Course coordinators	2026	2030	Human Resources, Finance	One survey camp outside per batch
		1.1.6 Gain recognition and accreditation for every degree awarding department	1.1.6.1 Obtaining recognition from IESL	Heads/ all the academic staffs	Dean/ Faculty AB/SAB/DB	2025	2030	Human Resources, Finance	No. of recognition cycles completed Number of DICC and FICC events held
			1.1.6.1 Obtaining Washinton accreditation	Heads/ all the academic staffs	Dean/ Faculty AB/SAB/DB	2026	2030	Human Resources, Finance	
Faculty of Allied Health Sciences									
Faculty of	1.1 Enhance the quality of the existing study	1.1.1 Add more skill-based student centered teaching	1.1.1.1 Identify current skill gaps through surveys, alumni, staff and from the other stakeholders	Dean HODs	Academic staff	2026	Ongoing	Human Resources Physical Resources	No. of surveys/stakeholder meetings

	programmes	sessions, laboratory sessions, industrial exposure, and placements, and skill assessment in practical evaluation to the curriculum	1.1.1.2 Introduce new skill-based components to existing courses and introduce practical skill-based assessments	HODs	Academic staff	2026	Ongoing	Human Resources Physical Resources	No. of curriculum revised
			1.1.1.3 Establish a new simulation laboratory and advanced skilled laboratory to the Department of Nursing	DR-Capital works Dean Bursar	HOD Academic staff Non-academic staff	2027	2029	Physical Resources Financial support	Completion rate of the laboratory
			1.1.1.4 Allocate lab spaces Dept of Basic Sciences (Biochemistry, Anatomy, Physiology) Dept of Optometry (Optics, Vision science)	VC DR-Capital works Dean HOD Bursar	Academic staff Non-academic staff	2027	2029	Physical Resources Financial support	Allocated spaces/ completion rate
			1.1.1.5 Equip with all new and excising laboratories with required instruments and safety facilities	VC HOD Bursar	Academic staff Non-academic staff	2027	2029	Physical Resources Financial support	Inventory acquired
		1.1.2 Curriculum reviewing and update	1.1.2.1 Conduct regular surveys and workshops to identify upcoming needs and requirements of the stakeholders	Dean HODs	Academic staff CDC	2026	2028	Financial support Human Resource	No. of surveys and meetings
			1.1.2.2 Conduct regular workshops with faculty academic staff to discuss emerging trends and standards in the global healthcare settings	Dean HODs SDC	Academic staff CDC	2026	2028	Financial support Human Resource	No. of workshops conducted
			1.1.2.3 Conduct final curriculum revision workshops	Dean Bursar SAR	HODs Academic Staff CDC	2028	2028	Financial support	No. of workshops
			1.1.2.4 Conduct Programme review	Dean SAR Bursar	HODs Programme Team	2028	Ongoing	Financial support	No. of programmes reviewed

	1.2 Implementation of postgraduate programmes	1.2.1 Introduce new postgraduate programmes of study (MSc in pharmacy and MSc in Nursing fields)	1.2.1.1 Develop curriculum and obtain university/ UGC approval	HODs Academic staff CDC SAR Bursar	Dean	2026	Ongoing	Financial support Human Resources Infrastructure	Rate of completion
	1.3 Implement blended and technology enhanced/ digital learning in degree programmes	1.3.1 Integrate digital and blended learning methodologies into all undergraduate and postgraduate curricula to enhance teaching quality, flexibility, and learner engagement	1.3.1.1 Develop and implement Faculty-wide guidelines and training programs for academic staff on digital pedagogy, Learning Management Systems (LMS), and educational technology tools	Dean HODs SDC	Academic staff Chairperson Faculty IT unit, USJ CITS	2026	Ongoing	Financial support Technological guidance	No of students using digital teaching tools No of workshops conducted by SDC on staff training
			1.3.1.2 Upgrade and standardize digital learning infrastructure and resources (LMS, virtual classrooms, simulation labs, multimedia materials) across all Departments	Chairperson Faculty IT unit USJ CITS HODs	Academic staff	2026	Ongoing	Financial support Technological guidance	No of students using digital teaching tools (calculations on monthly basis)
			1.3.1.3 Train academic staff on innovative digital pedagogy (flipped classroom, online assessments)	SDC	USJ CITS	2027	Ongoing	Technological guidance Skilled Human Resources Financial support	No of academic staff members using digital pedagogy
	1.4 To establish a Training, Education, and Research Hub in Pharmaceutical Manufacturing to enhance learning and	1.4.1 Obtain required approvals from university and national agencies	1.4.1.1 Prepare and submit proposals to Faculty Board, Senate, and UGC for approval	Dean HOD	Academic staff	2026	2030	Human Resources	Rate of completion
		1.4.2 Obtain grants, industry sponsorships	1.4.2.1 Apply for government/other grants and approach industry partners for co-funding	Dean HOD	Academic staff	2026	2030	Human Resources	No. of /amount of grants obtained

	education system	1.4.3. Develop infrastructure	1.4.3.1 Identify location, renovate/build facilities, procure and install laboratory equipment	DR-Capital works Dean HOD SAR Bursar	Academic staff	2026	2030	Financial support	Completion rate
		1.4.4 Build partnerships with universities, industry, government bodies, and international networks	1.4.4.1 Sign MOUs with national universities, research institutes, and private industry for collaboration	VC Dean HOD	Academic staff	2025	2030	Human Resources	No of MOUs signed
		1.4.5 Strengthen knowledge dissemination	1.4.5.1 Conducting workshops and training	HOD	Academic staff	2026	2030	Financial support Human Resources	No of workshops conducted No of attendees
			1.4.5.2 Improve undergraduate and post graduate learning environment	HOD	Academic staff	2026	2030	Financial support Human Resources	Rate of improved learning facilities
	1.5 Secure national/international accreditation for existing degree programmes	1.5.1 Align existing degree programmes with national/international accreditation frameworks	1.5.1.1 Map existing curricula to standards of accreditation bodies	Dean HODs CDC Bursar	Academic staff	Ongoing	Ongoing	Financial support Expert Human Resource	Accreditation obtained
		1.5.2 Update existing accreditation license	1.5.2.1 Renewal of existing accreditation license	Dean HODs SAR Bursar	Academic staff	Ongoing	Ongoing	Financial support	Accreditation renewals obtained
	1.6 Improve access to library/IT resources specific to optometry	1.6.1 Strengthen library/IT facilities with e-resources specific to optometry	1.6.1.1 Conduct discussions with faculty, students, and the university librarian to identify gaps in current optometry resources	HOD	USJ CITS and Main library	2026	2029	Financial support and Human resources	Positive feedback with student satisfaction with library/IT support
			1.6.1.2 Review e-resource collections and ink e-resources directly to course pages in the LMS	HOD	USJ CITS and Main library	2026	2029	Financial support	

	1.7 Maintain a network with the industry for availing work experience and job placement	1.7.1 Build network with corporate sector people to create internships and job opportunities	1.7.1.1 Organize separate job fairs for each faculty - "Touch the Peak"	Director CGU	Career Advisors/ Counsellors & Clubs / Societies	Ongoing	Ongoing	Financial support Human resources	No of students recruited by the companies Company feedback
Faculty of Dental Sciences									
Faculty of Dental Sciences	1.1 Enhance quality of existing higher learning programmes	1.1.1 Propagate student centred learning	1.1.1.1 Improve use of learning management system (LMS)	Heads of Department	Dean	2026	2030	Human	Percentage of students using LMS
			1.1.1.2Introduce the usage of e books	Heads	Dean	2026	2030	Human, financial	Percentages of students using their email access
			1.1.1.3 Appointment of chairperson LMS and formation of a library committee	Dean	Heads and academic staff	2026	2026	Human resources	Rate of completion
			1.1.1.4 Introduce web-based assignments	Heads, Academic staff	Dean	2026	2030	Human, financial	Number of web assignments on web
		1.1.2 Strengthen the dental hand skills and clinical skills	1.1.2.1 Introduce more sessions to improve dental hand skills on manikins	Dean	Clinical staff	2026	2030	Human, financial, physical	Increased percentage of marks in dental skills assessments
			1.1.2.2 Improve in bed/chair side clinical teaching to train in obtaining relevant clinical history, and assessment	Heads	Dean	2026	2030	Human, financial, physical	Increased percentage of marks in dental clinical assessments
		1.1.3 Strengthen communication skills among students	1.1.3.1 Conduct workshops for improvement of communication skills and IT	Heads	Dean	2026	2030	Human, financial	No. of participants/ workshops

		1.1.4 Enhance community-based learning	1.1.4.1 Expose students to primary oral health care through community visits	Head Department of community dental health	Dean	2026	2030	Human , financial	Number of community visits per year
		1.1.5 Enhance cases-based learning	1.1.5.1 Introduce multi-disciplinary case-based learning sessions	Clinical department heads	Dean	2026	2030	Human, financial	Number of sessions held
		1.1.6 Increase annual undergraduate intake	1.16.1 Increase to 50 students	Dean	Heads	2026	2030	Human, financial, physical	Number of students enrolled
	1.2 Encourage collaborative activities both national and international to establish new study programmes	1.2.1 Contribute to develop training programs	1.2.1.1 Introduce training programme for dental auxiliaries (technicians, dental surgery nurse assistants) and practice managers	Head of department of Oral Maxillofacial surgery	Dean	2026	2030	Human, financial, physical	Number of students enrolled
		1.2.2 Expand postgraduate and diploma programmes in collaboration with the Postgraduate Institute of Medicine	1.2.2.1 Become a training center for PGIM training programs	Head of department of Community Dental Health	Dean	2026	2030	Human, financial, physical	Number of training programs conducted
		1.2.3 Introduce foreign student intake	1.2.3.1 Develop methods for intake of foreign students	Dean	Clinical department heads	2026	2030	Human, financial, physical	Number of foreign students enrolled
		1.2.4 Introduce certificate courses in Implantology & CBCT for undergraduates and dental surgeons.	1.2.4.1 Get approval for the program and continue student intakes	Dean	HoD	2026	2030	Human, financial, physical	Number of students enrolled
	1.3 Monitor, evaluate teaching and learning methods	1.3.1 Introduce an MCQ and OSCE bank	1.3.1.1 Introduce MCQ and OSCE banks for all departments	Department heads	Dean	2026	2030	Human, financial,	Number of departments with MCQ and OCSE banks

			1.3.1.2 Establish an Examination Unit and appoint director of examination	Dean	Academic staff	2026	2026	Human	Completion rate
	1.4 Implementation of external quality assurance, accreditation	1.4.1 Appoint quality assurance committee to evaluate teaching programmes	1.4.1.1 Conduct peer reviews and student feedback per year	Coordinator IQAC	Dean	2026	2030	Human	Number of peer reviews and student feedback
		1.4.2 Establish initial collaboration with the SLMC accreditation for the degree programme	1.4.2.1 Submit self-evaluation report (SER) to SLMC	Dean	Heads of department	2026	2030	Human	Completion rate/No. of accredited programs
		1.4.3 Maintain a quality assurance database	1.4.3.1 Encourage maintaining teaching and learning records	Department heads	Dean	2026	2030	Human, financial	Number of departments using the QA database
		1.4.4 Establish the quality cell of the faculty	1.4.4.1 Empower the quality cell to maintain the standards of the faculty	Heads	Dean	2026	2027	Human,	Rate of esablishment
Faculty of Urban and Aquatic Bioresources									
Faculty of Urban and Aquatic	1.1 Undergraduate Student new intakes for the degree program offered by the department: BSc (Hons)	1.1.1 Increase student recruitment	1.1.1.1 Conduct awareness programs in schools (A/L science streams).	HOD, Academic coordinator	Academic staff	2026	2028	HR (require to double the number of cardre positions)	No. of awareness programs conducted
			1.1.1.2. Organize open days, exhibitions, and departmental promotional events/ media campaigns.	Vice chancellor, Dean, HOD	Academic staff	2026	2028	Funds and HR	No. of events organized

	and BSc in Aquatic Bio resources.	1.1.2 Enhance program visibility and attractiveness	1.1.2.1 Update department website and social media with student testimonials, graduate success stories, and research highlights.	Faculty Coordinator/University Alumni Association and a	Dept coordinator Management Assistant in the Department	2026	2030	Funds and HR	Number of web/media presence Reaching rate
			1.1.2.2 Collaborate with industry partners to showcase career pathways.	HOD, Academic staff	Research Assistant	2026	2030	Human resources	Number of industrial collaborations
		1.1.3. Strengthen relationships with stakeholders	1.1.3.1 Partner with ministries (Fisheries, Environment, Higher Education) for programme promotion	HOD, Academic staff	Research Assistant	2027	2028	Human resources	Number of partnerships/agreements
	1.2 Curriculum Revision	1.2.1 Integrate emerging knowledge and technologies	1.2.1.1 Incorporate new course-modules on aquatic toxicology, etc.	Curriculum Revision Committee, Dean, HOD	Academic staff	2026	2027	HR and funding	Number of incorporated new subject modules
			1.2.1.2 Update course content with latest research and innovations.	Academic staff	Academic staff, HOD	2026	2026	Human resources	No. of revisions in curriculum
		1.2.2. Ensure continuous feedback and improvement	1.2.2.1 Collect student feedback regularly.	Assistant Registrar of the faculty, HODs	Academic staff	2026	2030	Human resources	Positive changes based on student feedback
			1.2.2.2 Monitor course evaluations and graduate performance	Dean, HOD	Academic staff	2026	2030	Human resources	Number of monitoring
	1.3. Start postgraduate diploma/ certificate course in Aquatic Bioresources	1.3.1. Conduct needs assessment and feasibility study.	1.3.1.1 Survey industry, government agencies, NGOs, and potential students and assess demand, relevance, and financial viability	Course coordinator, HOD	Academic staff	2027	2029	HR/ funds	Number of postgraduate diploma/ certificate courses started

	Management	1.3.2 Develop curriculum and course structure.	1.3.2.1 Draft programme structure, course modules, credit requirements, and learning outcomes Ensure alignment with SLQF and UGC guidelines Incorporate flexible learning	Course coordinator	HOD, Academic staff	2027	2027	Human resources and funding	Number of programmes developed
		1.3.3. Strengthen partnerships and resource mobilization	1.3.3.1 Identify potential industry collaborators for guest lectures, case studies, and training Secure facilities, labs, and digital resources	Course coordinator, HOD	Academic staff, Technical officers	2027	2028	Funding	Number of partnerships/agreements
	1.4 New undergraduate student intake for the degree programme offered at the faculty: BSc (Hons) in Urban Bioresources	1.4.1 Increase awareness programs regarding the degree program	1.4.1.1 Awareness programs for A/L students	Dean	Heads and academics	2027	2030	Funding and Human resources	Number of programmes conducted
			1.4.1.2 One-day training programs for A/L teachers	Dean	Heads and academics	2028	2030	Funding and Human resources	No. of programmes/participants
		1.4.2 Enhance programme visibility and promotion	1.4.2.1 Strengthen the faculty website	Dean	All three HoDs	2026	Continue 2030	Funding and Human resources	Number of registered students in yearly intake
			1.4.2.2 Publicity through social media	HoD	Other staff members	2026	2030	Funding and Human resources	Number of media/ web presence
	1.5 To strengthen industrial level hands-on practical experience	1.5.1. Establish strong industry partnerships	1.5.1.1 Conduct practical of the curriculum with their facilities	Lecturer in charge/ Coordinator	HoD	2026	Continue 2030	Funding and Human resources	No. of practical examinations
			1.5.1.2 Conduct collaborative workshops with the relevant stakeholders and expertise in the field	Lecturer in charge/ Coordinator	HoD	2026	Continue 2030	Funding and Human resources	No. of workshops conducted
		1.5.2. Exposure to industry experts and practices	1.5.2.1 Arrange field visits for practical exposure	Lecturer in charge/ Coordinator	HoD	2026	Continue 2030	Funding and Human resources	Number of field visits

			1.5.2.2 Develop problem-solving based projects/assignments addressing real industrial challenges	Lecturer in charge/ Coordinator	HoD	2026	Continue 2030	Funding and Human resources	Number of collaborative projects
Faculty of Computing									
Faculty of Computing	1.1 Enhance the quality of learning and education to meet global accreditation standards and employer expectations.	1.1.1 Continuously update curricula and teaching practices	1.1.1.1 Establish an industry advisory board for curriculum	Dean	Assistant registrar	2026	2030	Financial and Human resource	Rate of completion
			1.1.1.2 Collaborate with professional bodies and employers to align curriculum with market needs	Dean HoDs	Coordinator / Curriculum Development and Exams	2026	2030	Financial and Human resource	No. of MoUs/ meetings/ curriculum updates
			1.1.1.3 Periodically review and update course content based on industry trends and feedback	Dean HoDs	Coordinator / Curriculum Development and Exams	2026	2030	Financial and human resource	No. of curriculum reviews
			1.1.1.4 Incorporate emerging technologies and tools into the curriculum	Dean HoDs	LMS Administrator Coordinator / Curriculum Development and Exams	2026	2030	Financial and Human resource	No. of curriculum improved
			1.1.1.5 Implement student feedback mechanisms for continuous improvement	Dean HoDs	Coordinator / Academic Counsellor Programme Coordinator	2026	2030	Financial and Human resource	No. of feedback surveys

		1.1.2 Build strong international linkages for joint degrees, exchange programs, and collaborative research.	1.1.2.1 Design and launch master's and research-based postgraduate programs focusing on Digital Systems, Innovation, and emerging technologies	Dean HoDs	Coordinator / Research & Development Coordinator / Academic Counsellor	2026	2030	Financial and Human resource	Number of programs launched
			1.1.2.2 Sign MoUs with global universities to enable student and faculty exchanges, fostering international exposure and collaboration	Dean	HoDs	2026	2030	Financial and Human resource	Number of students / faculty participated
			1.1.2.3 Establish a 'Scientific Computing Lab' with 150 computers	Dean	Head/ Dept. of Scientific Computing	2026	2028	Financial and Human resource	Completion rate Number of research projects conducted
			1.1.2.4 Organize international workshops, seminars, and webinars with partner institutions to enhance knowledge exchange	Dean	HoDs	2026	2030	Financial and Human resource	No. of programmes/attendees
	1.2 Broaden access to computing and digital technologies to equip students and multi-disciplinary communities with future-	1.2.1 Expand digital education pathways for students and professionals	1.2.1.1 Launch external, and professional certification for industry-relevant digital technologies	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	No. of certification programmes/ Participants
			1.2.1.2 Integrate computing and digital literacy modules across other disciplines	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	No. of updated course syllabi

	ready skills for Sri Lanka's digital transformation.		1.2.1.3 Target outreach programs for low-education and underserved communities to build computing skills	Dean HoDs	Student council Senior treasure ACS Advisor/	2026	2030	Financial and Human resource	No. of outreach programmes
			1.2.1.4 Establish the 'Information Systems Engineering and Informatics Lab' with 150 computers	Dean	Head/ Dept. of Information Systems Engineering & Informatics	2026	2028	Financial and Human resource	Lab setup completion rate No. of equipment purchases
		1.2.2 Strengthen digital literacy across communities and the workforce	1.2.2.1 Conduct nationwide digital literacy workshops and bootcamps for students, professionals, and underrepresented communities	Dean	HoDs Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	No. of workshops conducted
			1.2.2.2 Partner with industry and government to deliver skill-based training for workforce reskilling	Dean	HoDs Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	No. of MoUs / partnership agreements
			1.2.2.3 Implement mentorship programs linking students, professionals, and international experts	Dean	HoDs Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	No. of mentor–mentee pairs
	1.3 Foster independent, inquiry-driven, and industry-	1.3.1 Promote student-cantered, experiential, and project-based learning	1.3.1.1 Establish the 'Computing Resource Laboratory' as a modern digital workspace	Dean	HoDs CR Lab Administrator	2026	2028	Financial and Human resource	Lab setup completion rate Lab usage rate

	relevant learning experiences.		1.3.1.2 Implement mentorship programs pairing students with faculty and industry experts for guided project work	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	No. of mentor–mentee meetings/ interactions
		1.3.2 Enhance industry exposure and collaboration	1.3.2.1 Partner with local and international industries for collaborative projects, live case studies, and applied research	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	No. of joint outcomes, publications, MOUs
			1.3.2.2 Arrange industrial visits, workshops, and short-term training sessions to give students real-world experience	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	Event reports & Attendance lists
			1.3.2.3 Formalize industry internship programs as a mandatory requirement for graduation	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	Number of students completing internships
			1.3.2.4 Organize an annual Career and Internship Fair with professional development sessions, connecting students with leading IT companies	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial and Human resource	Number of participating companies
			1.3.2.5 Establish a Center for Computing Solutions (CCS) to collaborate with industry partners, provide applied solutions, and facilitate student-industry projects, internships, and knowledge exchange	Dean HoDs	Coordinator / Industrial Collaborative Body Director CCS	2026	2028	Financial and Human resource	Center establishment rate No. of activities/ Projects/ collaborations

		1.3.3 Strengthen continuous skill development and employability	1.3.3.1 Encourage students to undertake independent or team-based learning initiatives, such as competitions, hackathons, and innovation challenges	Dean HoDs	FoC Student council Senior treasurer ACS Advisor	2026	2030	Financial and Human resource	No. of events conducted / participations
			1.3.3.2 Develop structured skill-development modules linked to industry demands	Dean HoDs	FoC Student council Senior treasurer ACS Advisor	2026	2030	Financial and Human resource	Number of Student enrolment and completion records
			1.3.3.3 Formalize industry internship programs as a mandatory requirement for graduation	Dean HoDs	FoC Student council Senior treasurer ACS Advisor	2026	2030	Financial and Human resource	Number of students placed
			1.3.3.4 Establish a feedback and assessment system that tracks student competency development and readiness for industry engagement.	Dean HoDs	FoC Student council Senior treasurer ACS Advisor	2026	2030	Financial and Human resource	Graduate employability rate
Library									
Library	1.1 Make curriculum-aligned and future ready collection development	1.1.1 Establish mechanisms for continuous collection review aligned with curriculum requirements and accreditation standards	1.1.1.1 Conduct annual reviews with faculty input to align with curricula and research needs	Deans/ Librarian	DL/SAL/AL Acquisition/E-Resources/ Faculty Liaison	2026	2030	Human	% increase in curriculum-aligned resources
			1.1.1.2 Regular weeding, repair, and identification of materials that have remained unused for a long period within the library collection.	Deans/ Librarian/ Bursar/ HoDs	DL/SAL/AL Binding & Withdrawals/ Faculty Liaison	2026	2030	Human & Finance	% of outdated or unused materials weeded annually

			1.1.1.3 Engage with faculty regarding instruction, curricular support, and course design	Deans/ Librarian/ HoDs	DL/SAL/AL	2026	2030	Human`	% of courses with library input integrated
		1.1.2 Expand access to digital and open resources	1.1.2.1 Increase e-book and e-journal subscriptions	Deans/ Librarian/ Bursar	DL/SAL/AL (E-Resources/ IT/ Faculty Liaison)	2026	2030	Human & Finance	% increase in e-book/e-journal subscriptions; annual usage statistics
			1.1.2.2 Integrate Open Educational Resources (OER) into collections	Librarian		2026	2030	ICT infrastructure	No. of OER integrated annually
			1.1.2.3 Provide integrated access to all collections and external resources available to the USJ community, regardless of format, source, or location	Deans/ Librarian/ CITS		2026	2030	ICT systems, metadata integration tools, authentication software, server capacity	No. of integrated databases; user access logs
			1.1.2.4 Implement trial access to new e-resources to collect user feedback before making purchase decisions	Deans/ Librarian		2026	2030	Human & Document	No. of trial access implemented
		1.1.3 Develop a specialized knowledge repository to preserve indigenous knowledge	1.1.3.1 Collecting information through field visits via oral histories, folklore, rituals, and traditional practices	Deans/ Librarian/ Bursar	DL/SAL/AL	2026	2030	Human, Finance, Equipment & Documents	No. of indigenous items collected annually; % digitized items preserved
			1.1.3.2Document through digitizing manuscripts, photographs, and audio-visual records	Librarian		2026	2030	Human, Finance	No. of items digitized per year; repository usage statistics

		1.1.4 Formulate sustainable collection policies	1.1.4.1 Facilitate urgent online purchasing through trusted platforms (e.g., Amazon)	Librarian/ Bursar	DL/SAL/AL (Acquisition)	2026	2028	Procurement approvals, credit facility, e-procurement tools	Time reduction in book acquisition
			1.1.4.2 Formulate collection development policies	Librarian/ Bursar	DL/SAL/AL (Acquisition)	2026	2027	Human	Collection Development Policy document approved
			1.1.4.3 Seek the possibilities of getting support from donors	Librarian/ Bursar	DL/SAL/AL (Acquisition)	2026	2030	Human	No. of /amount of donor contributions
	1.2 Enhance awareness and encourage access to library resources and services	1.2.1 Provide the best use of library resources and services to the user community	1.2.1.1 Enhance orientation and user awareness programs for proper use of printed and electronic library resources and services	Deans/ Librarian/ Bursar	DL/SAL/AL	2026	2030	Human	No. of awareness /orientation programs held User participation count
			1.2.1.2 Prepare attractive leaflets, brochures, user guidebooks, web tools and videos as promotional materials	Librarian/ Bursar	DL/SAL/AL (Acquisition)	2026	2028	Human	No. of promotional materials developed / distributed
			1.2.1.3 Assess and analyze feedback from users regularly	Librarian/ Bursar	DL/SAL/AL (Acquisition)	2026	2030	Human Survey tools statistical software,	Annual user feedback reports, % of issues resolved based on feedback
			1.2.1.4 Promote library resources and services via newsletters, social media, and the library website	Librarian/ Bursar	DL/SAL/AL (Acquisition)	2026	2028	Human, ICT tools	No. of posts/newsletters issued; social media engagement statistics

			1.2.1.5 Create links to the library website through faculty LMSs			2026	2027	Human, ICT collaboration	No. of LMS-faculty links established; user access frequency from LMS
		1.2.2 Foster engagement through events and campaigns	1.2.2.1 Organize Library Day, Reading Week, monthly talks, Human Libraries and SDG-linked exhibitions essay competitions, spelling bee contests etc.	Deans / Librarian	DL/SAL/AL/Faculty representative of LC	2026	2030	Human, Finance	No. of events organized
	1.3 Promote information literacy and digital literacy	1.3.1 Develop students' information literacy, digital skills, and critical thinking	1.3.1.1 Propose credit-bearing IL and digital literacy modules	Deans / Librarian	Curriculum committees of each faculty DL/SAL/AL	2027	2028	Human, IT	No. of modules, No. of workshops
			1.3.1.2 Offer workshops on referencing, plagiarism, and ethical use of AI	Librarian	DL/SAL/AL Faculty Liaison	2028	2030		
			1.3.1.3 Train students to critically evaluate online and print sources	Librarian	DL/SAL/AL	2027	2030		
Centre for IT Centre									
	1.1 Centralized examination and results system	1.1.1 Standardize examination data structure	1.1.1.1 Consult with faculties to finalize result input/output formats	Director CITS	Deans of the Faculties	2026	2026	Funding, HR	Completion rate
			1.1.1.2 Develop and test the centralized results processing module	Director CITS	ISM CITS	2026	2027	Funding, HR	Completion rate of the module
	1.2. Scale up the LMS infrastructure	1.2.1 Upgrade the capacity of infrastructure for LMS	1.2.1.1 Procure a dedicated server for LMS	Director CITS	Bursar	2026	2027	Funding, HR	Availability of server capacity

			12.1.2 Upgrade the capacity of backup storage system	Director CITS	Bursar	2026	2027	Funding, HR	Capacity of the backup storage
Medical Centre									
Medical Centre	1.1 Advanced Life Support (ALS) training for staff	1.1.1 Build in-house training capacity partnering with Colombo South teaching Hospital and SDC	1.1.1.1 Conduct annual ALS workshops Certify all staff by 2030	Chief Medical officer	Staff	2026	2030	Fundin, HR	% of staff certified; Number of workshops held
	1.2 Training on Basic Life Support for students	1.2.1 Integrate BLS into student health programs	1.2.1.1 Develop modules Conduct workshops, issue certificates	Chief Medical officer	Staff	2026	2030	Fundin, HR	Number of students trained; Student feedback
Physical Education Unit									
	1.1 To organize workshops, seminars, and short courses that promote lifelong learning in health, fitness, and sports management.	1.1.1 Develop and implement a continuous learning programme.	1.1.1.1 Conduct workshops and practical sessions annually.	Director – PE Unit	Instructors	2026	2030	Budget, venues, resource persons	Number of programmes/ participants
	1.2 To provide leadership and teamwork development opportunities	1.2.1 Introduce structured leadership training through sports	1.2.1.1 Organize annual student leadership camps, team-building events & Include sports day for orientation period	PE Unit	Sports Council	2026	2030	Sports facilities, logistics	Number of events/ participants
Career Guidance Unit									
Career Guidance	1.1 Facilitate students' transition from school to university through	1.1.1 Conducting awareness program for first year students from all faculties	1.1.1.1 Conduct career orientation programs for first year students	Career Guidance Counsellor	Director Career Guidance Unit	2026	2030	Human resources and funding	No. of awareness programs/ student intake for the societies/ clubs

	structured orientation and career awareness programs	1.1.2 Conducting CV building Program for 1st year students	1.1.2.1 Two-day workshop to identify "self'' within Professional body and SWOT analysis	Career Guidance Counsellor	Director Career Guidance Unit	2026	2030	Human resources and funding	No. of undergraduates involved in the activities of the Clubs/ Society
		1.1.3 Conduct awareness programmes for the A/L students in the government schools	1.1.3.1 Career Guidance Programs for A/L Students	Career Guidance Counsellor	Director Career Guidance Unit	2026	2030	Human resources and funding	No. of programmes/ students attended
	1.2 Enhance employability by developing students' soft skills, communication abilities, leadership, and professional competencies.	1.2.1. Provide required ongoing workshops for self-preparation job careers	1.2.1.1 Conduct CV writing workshops	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human resources and funding	No. of recruitments after the job fairs
			1.2.1.2 Conduct mock interview sessions	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human resources and funding	Number of mock interviews/ participants
		1.2.2. Provide career related information provision	1.2.2.1 Providing internship opportunities and job-related information	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human resources and funding	No of recruitments after the job fairs
	1.3. Strengthen career readiness by building strong industry linkages, conducting career fairs, and offering internship and job placement opportunities.	1.3.1. Maintain a network with the industry for availing work experience and job placement	1.3.1.1 Organize separate job fairs for each faculty - "Touch the Peak"	Career Guidance Counsellors	Director Career Guidance unit	2026	2030	Human resources and funding	No of recruitments
			1.3.1.2 Develop an online job bank for internship seekers & fresh graduates Facilitating for Internships & trainings	Career Guidance Counsellors	Director Career Guidance unit	2026	2030	Human resources and funding	No of recruitments
			1.3.1.3 Facilitate for Internships & trainings based on departments and degree programs	Career Guidance Counsellors	Director Career Guidance unit	2026	2030	Human resources and funding	No of recruitments
			1.3.1.4 Facilitate short, exposed programs	Career Guidance Counsellors	Director Career Guidance unit	2026	2030	Human resources and funding	No of recruitments

	1.4. Teaching professional development and personal skills to enhance students' balanced personality to the future world of work	1.4.1 Integrate Career Guidance modules with curricular	1.4.1.1 Teaching career guidance modules introduced by UGC circular for Faculty of Technology, Faculty of Urban & Aquatic Bio resources, Sport Sciences	Career Guidance Counsellors	Director Career Guidance unit	2026	2030	Human resources and funding	Number of modules introduced
			1.4.1.2 Diploma in Creative application of Drama therapy for personality and professional Development	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human resources and funding	Number of students enrolled
			1.4.1.3 Certificate of Achievement in Service Learning for Leadership and Career Development	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human resources and funding	Number of students enrolled
		1.4.2. Providing skills based knowledge for personality development	1.4.2.1 Conduct workshops/trainings First- aid Water Safety Self-defense OBT Advance outdoor leadership training camp Rowing and water navigation Astro exploration night Basic Aviation Knowledge & inspiration	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human resources and funding	Number of participants to each program/ workshop
Innovation, Invention, and Venture Creation Council									
IIVCC	1.1 Improve educational initiatives focused on fostering innovation, encouraging motivatio	1.1.1 Develop awareness on innovations, IP, and motivational programs	1.1.1.1 Conduct awareness on required programs to improve the innovation culture	UBL	IIVCC	2026	2030	Financial	Number of awareness programmes/ participants Number of new ideas or projects initiated following the programmes

	n, and providing training		1.1.1.2 Conduct awareness on procedures of national and international MoU signing	IAD	IIVCC	2026	2030	Financial	Number of awareness sessions/ participants attended
			1.1.1.3 Conduct awareness on Entrepreneurship, startup businesses	CEFNI, CGU-Startup Hub	Faculty representatives of IIVCC	2026	2030	Financial, Human resources	Number of awareness programmes and number of participants
			1.1.1.4 CV writing, interview facing, Personnel soft skills development	CGU	Faculty representatives of IIVCC	2026	2030	Financial	Number of training sessions or workshops Number of participants
	1.2. Popularize the startup culture among the USJ students	1.2.1 Launch a startup speaker series	1.2.1.1 Organize a series of talks and workshops featuring successful entrepreneurs, investors, and startup founders	IIVCC	UBL, CEFNI	2026	2030	Financial	Number of participants and number of events
		1.2.2 Develop a startup incubator/accelerator	1.2.2.1 Collaborate with local business incubators or accelerators to provide mentorship, resources, and a structured environment for aspiring student entrepreneurs	Startup HUB, CGU	IIVCC	2026	2030	Financial, Human resources	Number of collaborations established, and number of students participated in incubation programmes
		1.2.3 Provide support for USJ curricula	1.2.3.1 Provide staff and study materials and inclusion of entrepreneurship related	CEFNI	IIVCC	2026	2030	Financial, Human resources	Number of courses updated or developed
Staff Development Centre									

Staff Development Centre	1.1 Strengthen CTHE and Training programmes	1.1.1 Serve more stakeholders in CTHE	1.1.1.1 Conduct one CTHE intakes annually	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	Number of CTHE intakes completed per year; Participant satisfaction score (>85%)
		1.1.2 Expand CTHE curriculum with new modules	1.1.2.1 Introduce new modules to CTHE	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	Completion rate of new modules
		1.1.3 Serve more stakeholders in training programmes	1.1.3.1 Annual Training needs analysis (Faculty wise and Division wise)	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	Number of surveys conducted
			1.1.3.2 Conduct training programmes based on the needs analysis for academic staff, executive staff and non-academic staff separately	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	Number of workshops conducted/ participants
			1.1.3.3 Introduction of an academic mentoring programme	SDC Director/Staff	Faculties / Departments/Units	2026	2030	Human resources and funding	Number of academic mentoring programme intakes completed per year
	1.2 Promote innovative pedagogy and blended learning	1.2.1 Introduce short online courses and workshops	1.2.1.1 Launch online CPD portal	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	Online CPD portal operational by 2026; Number of courses hosted; User engagement rate
	1.3 Enhance digital literacy among staff	1.3.1 Encourage peer-learning and best-practice sharing	1.3.1.1 Organize annual Teaching Excellence Forum	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	Annual Teaching Excellence Forum conducted; Number of participants

	1.4 Establish a system for continuous professional development (CPD)	1.4.1 Develop CPD policy for academics	1.4.1.1 Provide training in LMS and digital tools	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	Percentage of staff completing digital literacy workshops; Improvement in digital competency index
Centre for Quality Assurance									
	1.1 Ensure the quality of undergraduate and postgraduate education	1.1.1 Ensure that the developed/revised curricula comply with national reference points (SLQF, SBS), policy devices and professional standards.	1.1.1.1 Review the newly developed and revised curricula to ensure compliance with national reference points, policy devices and professional standards.	Director/CQA	Deputy Director /CQA	2026	2030	Human resources and funding	Records of degree programmes reviewed by the CQA
			1.1.1.2 Coordinate with IQAC and conduct awareness programmes on compliance	Director/CQA	Deputy Director /CQA	2026	2030	Human resources and funding	Number of awareness programmes on compliance with reference points and standards
		1.1.2 Strengthen the use of student feedback, peer evaluation, tracer studies and stakeholder consultation for continual improvement of study programmes through MIS	1.1.2.1 Develop a mechanism to link feedback mechanisms to MIS	Director/CQA	Deputy Director /CQA	2026	2027	Human resources and funding	Progress of linking all feedback mechanisms to MIS
			1.1.2.2 Develop a policy on peer evaluation	Director/CQA	Deputy Director /CQA	2026	2027	Human resources and funding	Progress of developing the Policy on peer evaluation
		1.1.3 Strengthen work-integrated learning	1.1.3.1 Develop a policy on collaborative provisions of work-based/ industrial placement	Director/CQA	Deputy Director /CQA	2026	2026	Human resources and funding	Progress of developing a policy on work-based/industrial placement

			1.1.3.2 Develop a directory of resources for work-based/ industry placement assignments	Director/CQA	Deputy Director /CQA	2026	2026	Human resources and funding	Progress of developing a directory of resources
		1.1.4 Enhance academic support for students with special needs	1.1.4.1 Develop policy and guidelines on teaching-learning and assessment for students with special needs	Director/CQA	Deputy Director /CQA	2026	2026	Human resources and funding	Rate of completion
		1.1.5 Develop policy / framework for postgraduate supervision	1.1.5.1 Develop a policy and bylaws of postgraduate supervision	Director/CQA	Deputy Director /CQA	2026	2026	Human resources and funding	Completion rate
Centre for Sustainability									
	1.1 Generating and applying knowledge through projects, publications, and fee-levying services.	1.1.1 Develop applied projects	1.1.1.1 Initiate 3-5 consultancy projects annually with industry partners	CFS Director	Research Fellows	Q1 2026	Q4 2030	Project funds, lab facilities	No. of projects completed Client satisfaction
			1.1.1.2 Publish findings in peer-reviewed journals and present at conferences	CFS Director and team	DFES Academic Staff	Q2 2026	Q4 2030	Publication funds	No. of publications per year
		1.1.2 Launch fee-levying training programs	1.1.2.1 Develop and conduct short courses on waste management and ecotourism (2-3 annually)	CFS Director	Course coordinators	Q3 2026	Q4 2030	Training materials, Venue	Revenue generated, No. of participants
	1.2 Providing internship opportunities together with environmental corporate sector to apply the theoretical knowledge and exposure to teamwork.	1.2.1 Establish corporate partnerships	1.2.1.1 Sign MoUs with 10+ corporate partners for student placements	CFS Director	Administration Staff	Q1 2026	Q4 2028	Partnership agreements	No. of MoUs signed
			1.2.1.2 Place 20-30 students annually in corporate internships	CFS Director	DFES Staff	Q2 2026	Q4 2030	Internship agreements	No. of students' placements, Feedback reports
		1.2.2 Monitor and evaluate internship outcomes	1.2.2.1 Conduct quarterly review meetings with corporate partners and students	CFS Director	DFES Staff	Q3 2026	Q4 2030	Meeting facilities	Evaluation reports, Student performance

Goal 2: Research, Innovation and Partnerships **To foster a vibrant, successful, and interactive research culture that creates, discovers, and disseminates new fields of knowledge and artefacts in different disciplines for the sustainable development of Sri Lanka, Asia and thereby the Global communities**									
Objectives		**Strategy**	**Tasks/Activities**	**Lead Role/ Responsibility**	**Secondary Responsibility**	**Timeline**		**Resources Required**	**KPIs**
						Starting	**Completion**		
University Level Corporate Strategies									
University Level	2.1 Create a conducive research and innovation culture among all	2.1.1 Promote research and innovation by strengthening the RC and IIVCC	2.1.1 Expand the role of the Research Council to recognize and award research excellence, funding for indexed journal publications, and competency building	VC Deans Registrar Bursar	Co-Chairs Research Council	2026	2030	Funding and Human Resources	No. of researchers in world top 2% Number of research awards/grants
			2.1.2 Strengthen the IIVCC and UBL to promote R&D led innovation, commercialization and venture creation through granting, network building, popularization, advising and facilitation	VC Deans Registrar Bursar	Co-Chairs IIVCC	2026	2030	Funding and Human Resources	No. of patents registered/ applied No. of innovation grants Number of Commercialization/ TT agreements /startups
		2.1.2 Building international partnerships and creating international opportunities for collaborative research and innovation	2.1.2.1 Strengthen IAD enabling them to access more international collaborations for research and innovation	VC Deans Registrar Bursar	Director - IAD	2026	2030	Funding and Human Resources	Number of foreign partners Number of exchange programmes
			2.1.2.2 Take actions to speed up MoU approval and signing process	VC Deans Registrar	Director – IAD Legal Officer	2026	2030	Human Resources	No. of MoUs Time taken to approve MoUs
			2.1.2.2 Encourage to sign initial agreements or letter of intents for international collaborations until obtaining the approval for MoUs	VC Deans Registrar	Director – IAD Legal Officer	2026	2030	Human Resources	No. of letter of intents or agreements

		2.1.3 Create more conducive research culture through transparent policy documents	2.1.3.1 Publish Vidyodaya Vision 3 as an extension of VV1 and VV2 which will provide updated guidelines and procedures for researchers	VC	Co-chairs – Research Council	2026	2026	Human Resources	Completion of the publication
Faculty of Humanities and Social Sciences									
Faculty of Humanities and Social Sciences	2.1 To maintain a healthy, proficient, and productive research culture in the FHSS	2.1.1 By providing more opportunities, training, and resources for the academic staff to conduct research	2.1.1.1 Maintain the International Centre for Multi-Disciplinary Studies in the Faculty	Dean	Director-ICMS	2026	2030	Human, financial & physical resources	No. of publications/research projects No. of research grants No. of research proposals evaluated
	2.2 To create new knowledge and innovations through interdisciplinary research	2.2.1 By providing institutional support for publications and mini research grants on demand	2.2.1.1 Monitor the national/ international research conferences held at faculty and departmental level	Director-ICMS, Chairperson/Research Committee	Newly appointed Manager/ICMS	2026	2030	Human, resources	No. of conferences monitored No. of proceedings edited
			2.2.1.2 Renovate and refurbish the language laboratory of the Department of English and Linguistics with new computers and equipment	Head-DEL	Academic staff	2026	2028	Human, financial & physical resources	Language laboratory refurbished
			2.2.1.3 Conduct workshops on research methodology/data analysis, publication process and academic writing	Dean	Director-ICMS	2026	2030	Human & financial resources	No. of workshops conducted
			2.2.1.4 Establish an ethical clearance committee for the faculty	Dean	Director-ICMS, ERC Members	2027	2030	Human & financial resources	Ethical clearance committee established No. of applications received for ethical clearance

	2.3 To enhance academic excellence by strengthening research capacity and promoting collaborative studies	2.3.1 By providing institutional support for publications and mini research grants on demand	2.3.1.1 Sign MOUs with National and International Universities, research Institutions and agencies at department level & by ICMS	Heads- DHA DCCJ DPP DA DG ICMS	Coordinator	2026	2030	Human & financial resources	No. of MOUs signed at department level & ICMS
			2.3.1.2 Establish research centres/units/consultancy services at department level; Centre for Disaster and climate resilience (DG) Sociological research unit (DS) Research unit for Criminology and Criminal Justice (DCCJ) Centre for women Philosophers (DPP) Provide statistical data analysis consulting service for researchers (DSS)	Heads- DG DS DCCJ DPP DSS	Center/ Units Coordinators	2026	2030	Human & financial resources	No. of research projects conducted No. of consultancy services provided
			2.3.1.3 Establish palm leaf conservation center	Head- DPBS	Academic staff	2026	2030	Human & financial resources	No. of palm leaves conserved
		2.3.2 By promoting and funding collaborative research	2.3.2.1 Fund academics' mini research projects Conduct student-teacher collaborative mini research projects	Dean	Director-ICMS	2026	2030	Human & financial resources	No. of academics & student-teacher collaborative mini research projects conducted No. of peer reviewed publications through mini projects
			2.3.2.2 Facilitate multidisciplinary collaborations and award	Dean/ Director ICMS	ICMS	2026	2030	Human resources Financing	No. of indexed publications

			research/publication grants						Number of publication grants received
		2.3.3 By forming groups of researchers	2.3.3.1 Establish junior & senior researchers' groups and conduct workshops to strengthen research capacity and promote collaborative studies	Dean/ Director ICMS	ICMS	2026	2030	Human resources & financing	No. of research groups established No. of workshops conducted No. of indexed publications
			2.3.3.2 Publish Sinhala-English Encyclopedia on HSS Research – volume III	Dean	Director ICMS, Editorial board-RDP	2026	2030	Human & financial resources	No. of words included
			2.3.3.3 Introduce a foreign staff exchange program	Dean	Heads	2026	2030	Human & financial resources	No. of academics participated
			2.3.3.4 Conduct research / survey on institutional training	Dean	Coordinator & committee-appointed	2026	2030	Human & financial resources	No. of institutional training surveys conducted
			2.3.3.5 Conduct stakeholder meeting annually	Dean	Heads & Academic staff	2026	2030	Human & financial resources	No. of stakeholder meetings conducted
			2.3.3.6 Conduct a survey on employer feedback annually	Dean	Heads & Academic staff	2026	2030	Human & financial resources	No. of employer feedback surveys conducted
			2.3.3.7 Conduct a survey on student satisfaction annually	Dean	Heads & Academic staff	2026	2030	Human & financial resources	No. of student satisfaction surveys conducted
			2.3.3.8 Conduct a survey and a tracer - study on student employability annually	Dean	Heads & Academic staff	2026	2030	Human & financial resources	No. of employability surveys conducted

	2.4 To disseminate research outcomes through high-quality publications, conferences, and other scholarly platforms	2.4.1 By creating avenues for dissemination of research in Humanities and Social Sciences	2.4.1.1 Conduct a biennially faculty-level International Research Conference in Humanities and Social Sciences (IRCHSS)	Dean	Chair & committee-IRCHSS	2026	2030	Human & financial resources	No. of conferences conducted No. of presentations held
			2.4.1.2 Upgrade Vidyodaya Journal of Humanities and Social Sciences (VJHSS) to a SCOPUS Indexed and Peer reviewed journal	Dean	Editor in Chief-& Editorial BoardVJHSS, Director-ICMS	2026	2030	Human & financial resources	No. of research articles published
			2.4.1.3 Maintain an online publication archive for the academics	Dean	Heads & Director & manager - ICMS,	2026	2030	Human resources	No. of articles added to archive
			2.4.1.4 Provide academic support to conduct an international /national conference at Unit & Department levels	Dean	Director & manager - ICMS,	2026	2030	Human & financial resources	No. of supported Conferences
			2.4.1.5 Conduct international and national conferences/symposiums at Department level	Dean	Heads-DCCJ DG DS	2026	2030	Human & financial resources	No. of conferences/Symposiums/action research workshops conducted
			2.4.1.6 Publish/launch creative works/translations /research work by students & academics annually by all Departments of FHSS	Dean	Head & Academic staff	2026	2030	Human & financial resources	No. of Publications Number of online journals published
		2.4.2 By conducting a national level literary awards ceremony to showcase the critical	2.4.2.1 Conduct Vidyodaya Literary Awards (Vidyodaya Sahithya Sammana)	Dean	Publication Committee	2026	2030	Human & financial resources	No. of awards presented

		discourse and intellectuality of the staff by acknowledging literary works of quality	2.4.2.2 Conduct Vidyodaya Publication Day	Dean	Publication Committee	2026	2030	Human & financial resources	No. of publications appreciated
		2.4.3 By Developing a structured recognition and reward system to motivate departments	2.4.2.3 Establish departmental level award system/ recognition for outstanding publications and research dissemination efforts	Dean, Director /ICMS	Research Committee, FHSS DR, DB Manager-ICMS	2026	2030	Human, financial resources	No. of awards granted No. of publications
		2.4.4 By establishing and maintaining a research and publication fund	2.4.4.1 Provide financial assistance to the academic staff to present their research at Scopus indexed international conferences	Dean	ICMS & DB	2026	2030	Financial resources	No. of presentations by staff at Scopus indexed international conferences
			2.4.4.2 Provide financial assistance for final year students for independent research work & indexed publications	Dean	Director-ICMS Head, Supervisors &	2026	2030	Financial resources	No. of independent studies No. of indexed/other publications
			2.4.4.3 Purchase field survey equipment for field research/data collection	Dean	Heads	2026	2030	Financial resources	No. of equipment purchased
		2.4.5 By encouraging academic staff for high quality research and publications	2.4.5.1 Provide financial assistance for academics to publish their research articles in peer review/SCOPUS/ Web of Science journals	Dean	Director-ICMS	2026	2030	Financial resources	No. of publications in peer review/ SCOPUS/ Web of Science journals
		2.4.6 By encouraging academics and students to be engaged in producing creative works	2.4.6.1 Produce an Audio/Video/Blog Program series on Sri Lankan Literature, Language, Arts and Crafts	Dean	Heads	2026	2030	Human & financial resources	No. of productions

Faculty of Applied Sciences									
Faculty of Applied Sciences	2.1 Enhance research culture across the faculty	2.1.1 Promote multidisciplinary and collaborative research	2.1.1.1 Establish research clusters & groups	Chair-FAS Research Committee /HOD	HOD/ Coordinators/ Res. Committee members	2026	2030	Human resources	No. of research clusters/groups/ joint projects/ publications by staff
			2.1.1.2. Link with Industry/government partnership for Research	Chair-FAS Research Committee/HOD	HOD/ Coordinators/ Department Research Coordinators/	2026	2030	Human resources and funding	No. of MoUs / partnership meetings, workshops, and joint forums
		2.1.2 Incentives and support services for research	2.1.2.1. Conduct workshops on research methodology and effective research grant proposal development	Chair-FAS Research Committee / Research Council	Department Research Coordinators /Dean/ HOD/ Coordinators	2026	2030	Funding for Resource Persons	No. of workshops conducted
	2.2 Strengthen research productivity and visibility & design projects addressing national sustainability priorities.	2.2.1 Encourage indexed/ high-impact publications, innovations and industrially important research	2.2.1.1. Encourage industrially important research projects	Chair-FAS Research Committee/	Dean - FGS HODs Faculty Staff	2026	2030	Human resources and funding	No. of industrially important research projects started
			2.2.1.2. Encourage post-graduate degree supervisions	Chair-FAS Research Committee	Dean HODs Faculty Staff	2026	2030	Human resources and funding	PG registrations under supervision of FAS staff members
			2.2.2.3. Identify priority research areas and Establish Research Centers and Laboratories •**Research centers** 1. Department of Forestry and Environmental Sciences Climate Change Research Centre 2. Department of Food Science and	Department Research Coordinators/	Dean HODs Faculty Staff	2026	2030	Human resources and funding	No. of research centers/ laboratories/ publications/patents

			Technology 3. Department of Physics •**Research laboratories** 1.Department of Forestry and Environmental Sciences •Biodiversity and Conservation Laboratory 2. Department of Polymer Science 3. Completion of the Laboratory at Department of Sports Science 4. Genetics and Molecular Biology Unit 5. Department of Botany						
		2.2.2 Enhance visibility of FAS web presence	2.2.2.1 Upgrading the profile of FAS academic members providing significant information	University Web master/IQAC Coordinator	University web team	2026	2030	Human resources and funding	Percentage of updates on profiles of academics
			2.2.2.2 Upgrade the faculty and departments webpages to showcase research expertise and outcomes	Faculty web team	HoDs	2026	2030	Human Resources	Number of related updates
		2.2.3 Create avenues for dissemination of Research outputs	2.2.3.1 Organize local and international conferences, symposia	FAS Research Comm Chair/ Dept. Research Coordinators	Research Comm Members/HODs/ Coordinators	2026	2030	Human resources and funding	No. of conferences,symposia No. of Participants in FAS symposia, conferences and workshops
			2.2.3.2 Publish conference booklets and academic journal/Magazines by departments	Department Research Coordinators	HODs Academic Staff	2026	2030	Financial Resources	No. of publications

	2.3 Encourage obtaining financial assistance and conducting ethically sound research	2.3.1 Encourage Obtaining research funding	2.3.1.2 Attract industry funding for research	FAS Res Comm Chair /Dean FAS	Heads / Coordinators/ Academic staff	2026	2030	Funding	No. of workshops on research and ethics/ exhibitions / stakeholder meetings
		2.3.2 Promote practicing ethics in research	2.3.2.1 Conduct workshops for students on research ethics	Ethics Review Committee Chair & Secretary	Research Coordinators	2026	2030	Human and Finance	No. of workshops conducted
	2.4 Facilitate research activities with national interest	2.4.1 Strengthen collaborative research with government and private institutions to address nationally significant research priorities.	2.4.1.1 Initiate research projects with industry-based high-tech labs	Res. Centre Directors/ HOD/ Coordinators/	Academic Staff	2026	2030	Human	No. of projects initiated with industry-based high-tech labs No. of industrially and commercially important research projects
		2.4.2. Enhance the facilities at the laboratories	2.4.2.1. Obtain high-quality modern apparatus and equipment	Director Instrument Centre/ HOD/ Coordinators	Academic Staff	2026	2030	Human and Financial Resources	No. of high-tech equipment purchased for research work
			2.4.2.2. Conduct training programmes/workshops on modern technology and equipment for staff and students	HOD	Academic Staff	2026	2030	Human	No. of workshops /training programmes on modern technology /equipment
			2.4.2.3. Ensure the safety and security of the staff and students	Director - Instrument Centre/ Lab Coordinators	HOD/ Coordinators/	2026	2030	Human & Finance	No. of SoPs developed for laboratories/safety tools purchased or updated
Faculty of Management Studies and Commerce									

Faculty of Management Studies and Commerce	2.1 Strengthen staff research output and impact	2.1.1 Collaborative research through the research clusters/centers of departments	2.1.1.1 Conduct research in broader fields of business management and organizations	HODs	Lecturers	2026	2030	Human and financial	No. of research outputs/publications
			2.1.1.2 Introduce new research clusters	HODs	Lecturers	2026	2030	Human resources	Number of clusters
			2.1.1.3 Conduct research conferences/ colloquium/sessions to facilitate young researchers	Dean – FMSC Chairs of Conferences	Lecturers HODs	2026	2030	Human and financial	Number of research outputs/publications per year
		2.1.2 Enhance the research capacity of staff members	2.1.2.1 Conduct workshop on research methodologies, advanced statistical analysis and academic writing	Coordinators- SDC and RC HODs	Lecturers	2026	2030	Human and financial	Number of training sessions/workshops conducted
			2.1.2.2 Develop an online repository of research training materials, recorded sessions for ongoing access	HODs	Lecturers	2026	2030	Human resources	Number of training sessions/workshops conducted
			2.1.2.3 Encourage participation in external research workshops and seminars	HODs	Lecturers	2026	2030	Human and financial	Number of participants
		2.1.3 Provide mentorship for research opportunities	2.1.3.1 Pair early career academics with senior researchers or external experts to mentor them on research projects-	HODs	Lecturers	2026	2030	Human and financial	Number of mentors/mentoring sessions
			2.1.3.2 Introduce an internal peer-review system to improve manuscript quality before submission	HODs	Lecturers	2026	2030	Human and financial	Number of peer reviews conducted
			2.1.3.3 Monitor annual publication targets at departmental meetings to	HOD	Lecturers	2026	2030	Human and financial	Number of research outputs/publications per year

			ensure accountability						
		2.1.4 Strengthen and expand local and international collaborations and networks	2.1.4.1 Initiate collaborative research projects and publications with international scholars	HODs	Lecturers	2026	2030	Human and financial	No. of collaborative research outputs/publications
			2.1.4.2 Sign and monitor MoUs with national and international universities to conduct collaborative research	Dean-FMSC, HODs	Lecturers	2026	2030	Human and financial	No. of MOUs signed/collaborative research projects
			2.1.4.3 Organize workshops, guest lectures, and consultancy projects collaboratively	Directors- RC HODs	Lecturers	2026	2030	Human and financial	No. of collaborative training sessions/workshops
			2.1.4.4 Create regular research discussion forums	HODs	Lecturers	2026	2030	Human and financial	No. of research discussion forums
			2.1.4.5 Encouraging staff to serve on international editorial boards	HODs	Lecturers	2026	2030	Human resources	No. of staff serving in international editorial boards
			2.1.4.6 Encourage academic staff to engage in joint research supervision and collaborative research studies with external peers	HODs	Lecturers	2026	2030	Human and financial	No. of research projects jointly supervised by academic staff
			2.1.4.7 Engage with interdepartmental, interfaculty or interuniversity research groups tackling broad issues in the field of business	HODs	Lecturers	2026	2030	Human and financial	No. of research outputs/publications with research groups
			2.1.4.8 Foster international research	HOD	Lecturers	2026	2030	Human and financial	No. of research outputs/publications

			partnership by inviting visiting scholars for collaborative research						per year with international scholars
		2.1.5 Implement a research incentive scheme .	2.1.5.1 Introduce rewards to researchers who publish in indexed journals, international conference presentations, or research grants	Dean-FMSC, HODs	Lecturers	2026	2030	Funding	Number of lecturers rewarded
			2.1.5.2 Provide incentives (workload adjustment) for Scopus/WoS-indexed publications and conference presentations	Dean-FMSC, HODs	Lecturers	2026	2030	Human resources and funding	Number of lecturers receiving incentives
		2.1.6 Encourage and nurture a rich research culture	2.1.6.1 Organize regular research seminars, colloquia, and guest lectures	HODs	Lecturers	2026	2030	Human resources and funding	Number of research seminars, colloquia, and guest lectures
			2.1.6.2 Conduct research discussions among staff members to share knowledge	HODs	Lecturers	2026	2030	Human resources and funding	Number of research discussions
			2.1.6.3 Advocate for filling all vacant lecturer positions to improve research capacity (Recruit at least two new lecturers with strong research background)	Dean-FMSC, HODs	Lecturers	2026	2030	Human resources and funding	Number of lecturers recruited with strong research background
			2.1.6.4 Allocate funds or leave for academics to attend at least one international or national conference per year	Dean-FMSC, HODs	Lecturers	2026	2030	Funding	Number of academics benefited
		2.1.7 Enhance the visibility of the research output	2.1.7.1 Upgrade and regularly update web pages with research outputs	HODs Web-coordinators	Lecturers	2026	2030	Human resources and funding	Number of updates per year

			2.1.7.2 Create a digital repository for departmental research (USJ Digital Repository and department websites)	HODs	Lecturers	2026	2030	Human resources and funding	No. of research outputs/publications available in the repository
			2.1.7.3 Publish policy briefs and newsletters summarizing departmental research for policy makers and industry	HODs	Lecturers	2026	2030	Human resources and funding	No. of research outputs/publications per year
			2.1.7.4 Launch social media campaign (short video features, interviews) to highlight departmental research achievements	HODs	Lecturers	2026	2030	Human resources and funding	No. of posts created to popularize research outcomes
			2.1.7.5 Publish departmental level journals continuously	HODs Editorial boards	Lecturers	2026	2030	Human resources and funding	No. of research articles in the journals
			2.1.7.6 Update the research profiles in the department website, FMSC profiles, Google Scholar profile, Research Gate profiles, and other platforms	HODs Web-coordinators	Lecturers	2026	2030	Human resources	No. of profile updates per year
		2.1.8 Secure external funding for research and innovation initiative	2.1.8.1 Build capacity to apply for competitive research grants by identifying and circulating opportunities	HODs	Lecturers	2026	2030	Human resources and funding	No. of workshops conducted on research grants
			2.1.8.2 Encourage staff to apply for international/national research grants	HODs	Lecturers	2026	2030	Human resources	No. of academics applying/ obtaining research grants
			2.1.8.3 Conduct annual workshops for improving	HODs	Lecturers	2026	2030	Human resources and funding	Number of training sessions/workshops

			proposal writing and grant application skills						on proposal writing
			2.1.8.4 Develop research teams for grant competitiveness and create grant support units	HODs	Lecturers	2026	2030	Human resources and funding	Number of research teams/ grant applications
			2.1.8.5 Monitor and evaluate research funding success	HODs	Lecturers	2026	2030	Human resources and funding	Number of successful grant applications
		2.1.9 Indexing and upgrading research journals of the faculty	2.1.9.1 Conduct gap analysis, update editorial and peer review processes to meet international standards and initiate indexing	HODs Editorial Board	Lecturers	2026	2030	Human resources and funding	Number of gap analyses conducted
			2.1.9.2 Establish and document ethical publication guideline	Editorial Board HOD	Lecturers	2026	2030	Human resources	Level of completion of the ethical publication guideline
			2.1.9.3 Obtain the service of qualified reviewers and strengthen reviewer data base	Editorial Board HOD	Lecturers	2026	2030	Human resources and funding	Number of new qualified reviewers engaged
			2.1.9.4 Improve journal website and ensure open access standards maintained	Editorial Board HODs	Lecturers	2026	2030	Human resources and funding	Number of improvements done
			2.1.9.5 Apply for inclusion of recognized indexing services	Editorial Board HODs	Lecturers	2026	2030	Human resources and funding	Number of indexed journals in the faculty
			2.1.9.6 Promote journal visibility	Editorial Board HODs	Lecturers	2026	2030	Human resources and funding	Number of visits and downloads of the journal articles
		2.1.10 Encourage textbook publications	2.1.10.1 Encourage book publications authored by academic members	HODs	Lecturers	2026	2030	Human resources and funding	Number of textbooks published

		2.1.11 Policy contribution through research	2.1.11.1 Contribute to national policymaking through research outputs	HOD	Lecturers	2026	2030	Human resources and funding	Number of research outputs with strong policy implications
			2.1.11.2 Promote engagement in national applied research projects	HOD	Lecturers	2026	2030	Human resources and funding	Number of applied national projects completed
		2.1.12 Increase access to research-based resources	2.1.12.1 Strengthen library and repository to provide research support services (translation, citation tools, training)	Dean – FMSC Librarian	Library committee members, Academics	2026	2030	Human resources and funding	Number of materials available in the department library
			2.1.12.2 Subscribe to international legal databases	Librarian Dean – FMSC	Librarian	2026	2030	Human resources and funding	Number of databases subscribed
			2.1.12.3 Expand physical and digital library collection with updated textbooks	Librarian Dean – FMSC	Academics	2026	2030	Human resources and funding	Number of physical and digital textbooks
			2.1.12.4 Provide training sessions on effective database usage	Librarian Dean – FMSC	Library Staff	2026	2030	Human resources and funding	Number of training sessions/workshops on database usage
		2.1.13 Research-based Curriculum and Educational Development	2.1.13.1 Guide staff in identifying teaching/learning issues to address through action research	HODs	Lecturers	2026	2030	Human resources and funding	No. of workshops on identifying teaching/learning issues
			2.1.13.2 Publish findings from classroom-based research in practitioner journals	HODs	Lecturers	2026	2030	Human resources and funding	Number of research outputs/publications per year
			2.1.13.3 Contribute to the design of curriculum for other degrees, professional courses, A/L and O/L and engage in writing textbooks based on research	HOD	Lecturers	2026	2030	Human resources and funding	No. of curricula designed, textbooks developed

			2.1.13.4 Encourage students to develop creative ideas and innovative outcomes through different student projects	HODs	Lecturers	2026	2030	Human resources and funding	No. of student projects
			2.1.13.5 Design suitable extra-curricular activities to improve creativity and innovation	HODs	Lecturers	2026	2030	Human resources and funding	No. of extracurricular activities to improve creativity and innovation
			2.1.13.6 Encourage the adoption of research-driven assignments	HODs	Lecturers	2026	2030	Human resources and funding	No. of research driven assignments
	2.2 Strengthen student research output and impact	2.2.1 Enhance undergraduate student research competencies and provide them with opportunities to publish	2.2.1.1 Conduct student research day/conference day	HODs	Lecturers	2026	2030	Human resources and funding	Number of students participated
			2.2.1.2 Conduct reflective research writing workshops	HODs	Lecturers	2026	2030	Human resources and funding	Number of training sessions/workshops on reflective research writing
			2.2.1.3 Encourage all final year students to complete research papers based on thesis or a project	HODs	Lecturers	2026	2030	Human resources	Number of research outputs/publications by students
			2.2.1.4 Encourage and support student participation in international competitions, conferences	HODs	Lecturers	2026	2030	Human resources and funding	No. of students participated
			2.2.1.5 Introduce a reward system to recognize students who initiate innovative work and projects	HOD	Lecturers	2026	2030	Human resources and funding	No. of students rewarded
			2.2.1.6 Introduce 3 min pitching completion and	HOD	Lecturers	2026	2030	Human resources and funding	No. of competitions held/

			reward the students						students rewarded
			2.2.1.7 Conduct workshops on data analysis tools (SPSS, Stata, R, Python) and use of databases and referencing software (e.g., Mendeley, EndNote)	HOD	Lecturers	2026	2030	Human resources and funding	No. of training sessions/workshops on data analysis tools and use of databases and referencing software
			2.2.1.8 Strengthen structured research curriculum by revising research methodology and proposal writing course module and dissertation	HODs	Lecturers	2026	2030	Human resources and funding	Number of revisions implemented
			2.2.1.9 Offer awards/medals for the best student researchers at convocation/ Undergraduate Research Conference	HODs	Lecturers	2026	2030	Human resources and funding	Number of students awarded
		2.2.2 Enhance postgraduate research competencies and provide them with opportunities to publish	2.2.2.1 Make it mandatory for postgraduate (PG) students to produce a publishable research output	HODs	Program Coordinators Academics	2026	2030	Human resources	Number of research outputs/publications per year by PG students
			2.2.2.2 Motivate PG students to publish in indexed journals	HODs PHD-Coordinators	Program Coordinators Academics	2026	2030	Human resources	No. of indexed research publications per year by PG students
			2.2.2.3 Conduct postgraduate research forums	Dean FMSC PHD Coordinators, Director PCBS	HODs, Program Coordinators	2026	2030	Human resources and funding	No. of students presented in the forum

			2.2.2.4 Conduct Research Clinics and Academic Writing bootcamps, workshops on data analysis	HODs	Program Coordinators	2026	2030	Human resources and funding	No. of Research Clinics and Academic Writing bootcamps
		2.2.3 Strengthen supervision and evaluation	2.2.3.1 Update the research project guidelines and evaluation guidelines	HOD	Program Coordinators	2026	2030	Human resources	Level of updating of research project guidelines and evaluation guidelines
			2.2.3.2 Enforce and monitor the AI and Plagiarism policy of FMSC and USJ	Dean FMSC HOD	Lecturers	2026	2030	Human resources	Completion of the policy
	2.3 Expand industry networks and partnerships to improve research culture	2.3.1 Expand industry partnership	2.3.1.1 Organize network forums with the industry practitioners/leaders	Dean – FMSC HODs	Coordinator - Industry Liaison	2026	2030	Human resources and funding	Number of network forums
			2.3.1.2 Enter new MOUs and strategic partnerships to conduct research in the field of business, policy-relevant research, consultancy projects etc.	Dean FMSC, Vice Chancellor	Lecturers	2026	2030	Human resources and funding	Number of MOUs signed for industry liaison
			2.3.1.3 Facilitate industry–academic collaboration for innovation and commercialization	HOD	Lecturers	2026	2030	Human resources and funding	Number of collaborations
			2.3.1.4 Host joint research seminars with professional bodies	HOD	Lecturers	2026	2030	Human resources and funding	Number of joint research seminars
			2.3.1.5 Engage in consultancy projects with the industry	HOD	Lecturers	2026	2030	Human resources	Number of consultancy projects completed
		2.3.2 Conduct and publish industry-based Case Studies	2.3.2.1 Identify partner companies willing to share management challenges and	HODs	Lecturers	2026	2030	Human resources	No. of new companies/ number of case studies written

			write case studies collaboratively						
			2.3.2.2 Develop a repository of local business cases to support teaching and publication	HOD	Lecturers	2026	2030	human, financial, physical	Number of cases in the repository
			2.3.2.3 Submit cases to reputed journals, conferences, and publishers	HOD	Lecturers	2026	2030	human, financial, physical	No. of case study publications
Faculty of Medical Sciences									
Faculty of Medical Sciences	2.1 Develop a team of academics with commitment and capacity to excel in research	2.1.1 Form interfaculty multidisciplinary research groups comprising high caliber academics with research capability	2.1.1.1 Promote conducting research on important issues and diseases prevailing in the country	Heads	Dean	2026	2030	Human/ financial	Number of publications per department
			2.1.1.2 Develop Centres for the most prevalent diseases in Sri Lanka such as "Centre for Kidney research" and "Centre for cancer research", "Centre for Non-Communicable Research Centre"	Heads	Dean	2026	2030	Human/ financial	Number of publications / research projects
		2.1.2 Encourage academics to engage in research, presentation and publications	2.1.2.1 Provide university funds to academics to commence research	Research committee	Dean	2026	2030	Financial	Number of grants awarded per year
			2.1.2.2 Encourage academics to pursue postgraduate research degrees	Heads	Dean	2026	2030	Financial	Number of postgraduate research degrees per year (of academics)
			2.1.2.3 Establish the concept of multi-disciplinary research	Heads	Dean	2026	2030	Human/ financial	Number of publications
			2.1.2.4 Encourage researchers to apply for travel grants and present their findings in	Heads	Dean	2026	2030	Human/ financial	Number of presentations in national and

			national and international forums						international forums
			2.1.2.5 Launch one peer reviewed e-journal to enhance the research output	Heads	Dean	2026	2030	Human/ financial	Publication of an online journal/ number of papers
	2. 2 Sustain a research culture with continued engagement of the academics in research with special attention to national needs	2.2.1 Enhance collaborative research sessions	2.2.1.1 Encourage research to be presented at the research sessions	Chairperson Research committee	Dean	2026	2030	Human/ financial	Number of presentations at the faculty and other national and international research sessions
			2.2.1.12 Encourage research projects with national and international collaboration	Heads	Dean	2026	2030	Human/ financial	Number of collaborative research projects
		2.2.2 Provide opportunities for continued training in research methodology to all academics	2.2.2.1 Obtain the services of the expert to conduct workshops in research methodology, statistics data analysis and proposal writing	Chairperson Staff Development	Dean	2026	2030	Human/ financial	Number of workshops per year related to research methodology
		2.2.3 Integrate research into teaching and learning	2.2.3.1 Enhance research projects into undergraduate and postgraduate degree programmes	Head, Community Medicine and Chairperson, Board of Study	Dean	2026	2030	Human/ financial	No. of undergraduate/ postgraduate student research projects/ completed postgraduate degrees
			2.2.3.2 Create awareness on importance of undergraduate student research projects carried out in the faculty	Heads	Dean	2026	2030	Human/ financial	No. of undergraduate student research projects presented in national and international forums

		2.2.4 Enhance translational research aimed at promoting evidence-based policy and practice for the benefit of the nation	2.2.4.1 Develop a community database by Department of family medicine for follow up and cohort studies	Heads	Dean	2026	2030	Human/ financial /physical resources	Data base for the community for the community services
			2.2.4.2 Develop a research database to be accessed by clinicians in hospital and non-clinicians in medical faculty through the patient e-information system	Chairperson LMS and IT, Department of Family Medicine and Clinical department	Dean	2026	2030	Human/ financial /physical resources	Developed e- data base/ No. of research papers/projects
			2.2.4.3 Conduct research promoting evidence on diseases and conditions where health policy is required	Heads	Dean	2026	2030	Human/ financial /physical resources	No. of publications on research promoting evidence on diseases
			2.2.4.4 Collaborate translational research activities with local health authorities	Heads	Dean	2026	2030	Human/ financial	No. of translational collaborative research
		2.2.5 Enhance financial facilities and support systems to achieve excellence in research	2.2.5.1 Ensure the accessibility to journals	Librarian	Dean	2026	2030	Human/ financial	No. of e-journals subscribed
			2.2.5.2 Provide financial support for research publications	Chairperson Research council	VC	2026	2030	Human/ financial	No. of publications financed per year
		2.2.6 Enhance capacity in research ethics to promote ethical research	2.2.6.1 Obtain re-accreditation from FERCSL	Chairperson Ethics Review Committee	Dean	2026	2030	Human/ financial	FERCSL recognition in 2026
	2.3 To provide facilities to enhance research and development skills and competencies of the	2.3.1 Enhance opportunities to improve skills and competencies to initiate quality research and publications	2.3.1.1 Arrange workshops for academic members to improve their skills and competencies	Chairperson of the research committee	Dean	2026	2030	Human and financial	No. of workshops for academics Increase number of publications

	academic members								
	2.4 Enhance research skills of students	2.4.1 Create an environment for students to initiate research at early stages	2.4.1.1 Encourage students to engage in research	Head Community Medicine	Dean	2026	2030	Human/Financial	No. of undergraduate research completed
			2.4.1.2 Time slots for student research activities are protected in the academic calendar	Phase 2 coordinator	Dean	2026	2030	Human	No. of completed research projects on time
			2.4.1.3 Facilitate presentation opportunities through research symposia annually	Chairperson of the research committee	Dean	2026	2030	Human	No. of student research presentations in national / international symposia
Faculty of Graduate Studies									
Faculty of Graduate Studies	2.1 Establish a holistic and inclusive research culture	2.1.1 Promote industry-oriented research/ innovation to foster public-private partnerships and support collaborative R&D initiative	2.1.1.1 Identify industrial research needs (Gap Analysis) and conduct research through relevant faculties or relevant institutes.	Dean-FGS	BOS Chairs, DR FGS	2026	2030	Human resources and funding	No. of research projects for industry No consultations held for the industry
			2.1.1.2 Create a platform to share and collect knowledge on research needs	Dean-FGS	BOS Chairs, DR FGS	2026	2030	Human resources and funding	Completion rate of the platform
			2.1.1.3 Identify areas/ priorities that need solutions in private or public sector and provide innovative solutions	Dean-FGS	BOS Chairs, DR FGS	2026	2030	Human resources and funding	No. of solutions provided
			2.1.1.5 Create formalized links with state sector related to different disciplines to share findings of the research to address national	Dean-FGS	BOS Chairs, DR FGS	2026	2030	Human resources and funding	No. of links created/contributed to address national issues

			level/ policy level requirements						
			2.1.1.6 Upgrade existing ethical review committee of FGS	Chairperson & committee of ERC	Dean FGS	2026	2030	Human resources	Number of ERC approvals / ERC SOPs
		2.1.2 Engage in bilateral R & D collaborations	2.1.2.1 Promote bilateral national and international R&D collaborations with state, industry and other parties from emerging fields	Deans of Faculties, BOS chairs	Coordinators & FGS supervisors	2026	2030	Human resources and funding	Number of bilateral national and international R&D collaborations
		2.1.3 Disseminate the knowledge created through R&D activities	2.1.3.1 Introduce Online FGS Services and Connectivity Extensions for relevant parties	Dean/FGS	DR/Faculty staff	2026	2030	Human resources and funding	Improvements in the faculty website
			2.1.3.2 Increase access to IJMS through reputed open access systems with DOIs	Dean/FGS	Journal Editorial Board	2026	2030	Human resources	Number of papers on journal website
			2.1.3.3 Organize International Conference on Multidisciplinary Approaches (*i*CMA) & Publication of *i*CMA proceedings	Dean-FGS, BOS Chairs	Conference committee	2026	2030	Human resources and funding	No. of papers in conference proceedings / *i*CMA website
			2.1.3.4 Encourage to publish Research articles / books / monographs	BOS Chairs and publication Committee	Dean-FGS	2026	2030	Human resources and funding	No. of articles / books / monographs published
		2.1.4 Create Digital Research Content Library	2.1.4.1 Upload thesis to digital repository	DR/FGS, webmaster	-	2026	2030	Human resources and funding	No. of thesis in digital repository on website

		2.1.5 Improve Library facilities	2.1.5.1 Upgrade and maintain the library at FGS	DR FGS	Dean-FGS	2026	2030	Human resources and funding	No. of books in inventory / FGS library website
		2.1.6 Improve a registry and a repository of experts and scholars	2.1.6.1 Update and maintain a repository of National and International subject experts and scholars	Dean/FGS, Coordinators, BOS Chair	DR FGS	2026	2030	Human resources	No. of experts in registry
Faculty of Technology									
Faculty of Technology	2.1. To advance and sustain cutting-edge research, innovation, and knowledge creation	2.1.1. Promote scientific publications	2.1.1.1. Increase the annual publication of books, book chapters, and articles	Dean-FOT, HoDs	Lecturers	2026	2030	Human Resources, Finances	No. of books/ book chapters, articles
		2.1.2 Encourage inventions/innovations	2.1.2.1. Increase the annual publications of patents and copyrights	Dean-FOT, HoDs	Lecturers	2026	2030	Human Resources, Finances	No. of intellectual properties filed
		2.1.3. Disseminate knowledge	2.1.3.1. Organize the conference and technical sessions	Conference Co-chair(s)	Conference Committee	2026	2030	Human Resources, Finances	No. of conferences and technical sessions
			2.1.3.2. Promote and maintain high quality publications in Advances in Technology (AIT) Journal	Editor-in-Chief	Editorial Board	2026	2030	Human Resources, Finances	No. of Advances in Technology issues
	2.2. To strengthen and expand national and international collaborations, partnerships, and research funding opportunities	2.2.1. Encourage applying for competitive research grants	2.2.1.1. Obtaining research grants (local/foreign)	Dean-FOT	HoDs	2026	2030	Human Resources, Finances	No. of research (local and foreign) grants
		2.2.2. Encourage MoUs/MoAs/NDAs with external bodies	2.2.2.1. Signing MoUs/MoAs/NDAs with external bodies	Vice Chancellor	Dean-FOT	2026	2030	Human Resources	No. of MOUs/MOAs/NDAs signed with external bodies
		2.2.3. Promote gatherings with Industry experts	2.2.3.1. Organize industry-academia gatherings	Dean-FOT	Event Chair	2026	2030	Human Resources, Finances	No. of industry-academia gatherings

Faculty of Engineering									
Faculty of Engineering	2.1 Make the faculty of Engineering one of the leading research institutes in engineering	2.1.1 Improve the research culture among staff	2.1.1.1 Identify key research areas in the faculty and produce PhDs and MPhil degree holders	Faculty Research Council / Heads	Dean/ Faculty AB/SAB/DB / Staff members	2026	2030	Human Resources, Finances	No. of PhDs and number of MPhils yearly
			2.1.1.2 Encourage staff members to have more publications in reputed journals and conferences	Faculty Research Council / Heads	Staff members/ Faculty AB/SAB/DB	2026	2030	Human Resources, Finances	No. of publications per year (Q1 and Q2)
			2.1.1.3 Encourage staff members to apply for grants	Dean/ Heads/ Faculty Research council	Staff members	2026	2030	Human Resources, Finances	Number of grants received per year
			2.1.1.4 Established publication incentive scheme	Faculty Research council	Faculty AB/SAB/DB	2026	2030	Finances	Amount/ No. of incentives
Faculty of Allied Health Sciences									
Faculty of Allied Health Sciences	2.1 Establish and strengthen national, international, and industry partnerships to advance collaborative research, innovation, and knowledge exchange	2.1.1 Develop and formalize academic and research collaborations with leading national and international universities and institutions	2.1.1. Identify and establish MOUs with universities and research institutions focusing on Nursing, Pharmacy, Optometry, and Medical Laboratory Sciences	VC Dean Research Committee HODs	International Affairs division	2026	2030	Human Resources	No. of partnership /MOUs
			2.1.1.2 Facilitate staff and student exchange programmes, technology transfer programmes, internships under these collaborations	Dean Bursar	HODs Academic Staff DB	2026	2030	Financial support	No. of staff/student exchange, internship, technology transfer
	2.2 Conduct quality research and disseminate research outcomes	2.2.1 Enhance research capacity among academic staff and students through structured	2.2.1.1 Organize regular workshops and training sessions on research methodology, statistical analysis, scientific	Research Committee DB	Academic staff	Ongoing	Ongoing	Human Resources and funding	No. of capacity building workshops annually with the majority academic

	nationally and internationally	capacity development programmes	writing, and grant proposal development						staff participation
		2.2.2 Increase the number and visibility of research publications in high-impact and indexed national and international journals	2.2.2.1 Strengthen the available incentive scheme or introduce recognition scheme for staff publishing in indexed journals	VC Dean Bursar	Research Committee	2026	Ongoing	Financial support	No. of researchers recognized and provided with incentives
			2.2.2.2 Facilitate collaborative research projects with national and international institutions to enhance publication opportunities	Research Committee	Academic staff	2026	2030	Human Resources	No. of collaborations initiated / High impact publication co-authored by Academics
		2.2.3 Strengthen the Faculty's scientific journal to improve quality, visibility, and indexing status	2.2.3.1 Develop and implement an editorial quality improvement plan, including peer-review strengthening and adoption of best publishing practices	Editorial Committee	Research Committee	2026	2027	Human Resources	Revised Editorial policy
			2.2.3.2 Pursue indexing in another recognized academic database	Editorial board Dean	Research Committee DB	2028	2030	Financial support	Index obtained in recognized database
	2.3 Strengthening the faculty staff research profile by enhancing research capacity, increasing grant acquisition and publications, by improving global academic visibility	2.3.1 Secure external and internal research funding	2.3.1.1 Facilitate competitive grant applications to national and international funding bodies	Research Committee Research council	Academic staff	2026	2030	Human Resources	No. of external/internal grants obtained by faculty staff
			2.3.1.2 Conduct undergraduate Research Symposium/ International Research Conference	Research Committee	Academic staff	Ongoing	Ongoing	Financial support	Proceedings of the UG symposium /International Research Conference
		2.3.2 Increase research output	2.3.2.1 Promote high-quality research publications in	Research Committee	Academic staff	2026	2030	Human Resources	No. of publications in indexed

			indexed national and international journals						journals annually
		2.3.3 Enhance global academic visibility and reputation of faculty staff	2.3.3.1 Encourage participation in international conferences, seminars, and academic networks	Academic staff	-	2026	2030	Human Resources	No. of international presentations per year
	2.4 Establish dedicated research laboratories and research spaces	2.4.1 Create shared-use research facilities through internal and external partnerships	2.4.1.1 Negotiate space-sharing agreements within FAHS facilities	DR capital works Dean SAR	HODs Academic staff	2029	2030	Human Resources	No. of partnership created for space sharing
			2.4.1.2 Develop a departmental plan for phased procurement of essential research equipment	VC Dean Bursar TEC committee	HODs Technical officers	2028	2030	Financial support	No. of equipment purchased
	2.5 Establishment of a Health Sciences Study Board at the FGS USJ	2.5.1 Establish a Health Sciences Study Board under the FGS/USJ to strengthen postgraduate academic and research governance in Allied Health disciplines	2.5.1.1 Develop and submit a comprehensive proposal and scope of the Health Sciences Study Board — including programme areas, membership composition, and coordination mechanisms	Dean Chairperson-BOS	Dean-FGS SAR-FGS Study board members	2027	Ongoing	Human	Rate of completion
Faculty of Dental Sciences									
Faculty of Dental Sciences	2.1 Conduct quality research and disseminate the findings	2.1.1 Create opportunities for research within the faculty	2.1.1.1 Establish a research and development Committee	Academic staff	Dean	2026	2030	Human resources	Completion of the appointment
		2.1.2. Conduct capacity development programmes on research methodology, scientific writing	2.1.1.2 Participate in capacity development programs on research methodology and scientific writing	Academic staff	Dean	2026	2030	Human resources and funding	No. of participants on capacity development programs
		2.1.4 Encourage academics to engage in conducting	2.1.1.3 Conduct research, publications and presentations	Heads of departments	Dean	2026	2030	Human and financial resources	No. of publications and presentations

		research presentations and publications in peer reviewed and indexed journals	2.1.1.4 Provide university funds to academics to commence research	Heads of departments	Dean	2026	2030	Human resources	Amount of funds obtained
			2.1.1.5 Apply for both local and international grants	Heads of departments	Dean	2026	2030	Human resources	No. of/ Amount of grants received
			2.1.16 Encourage academics to pursue postgraduate research degrees	Academic staff	Dean	2026	2030	Human resources	No. of academics completed postgraduate degrees
		2.1.5 Commence on an individual or departmental basis, research with other local and international institutions	2.1.5.1 Encourage to pursue collaborative research with local and international Universities	Academic staff	Dean	2026	2030	Human resources	No. of collaborative research projects
			2.1.5.2 Identify suitable collaborators/ partners and areas of research	Academic staff	Dean	2026	2030	Human resources	No. of collaborations/partners
			2.1.5.3 Establish the concept of multi-disciplinary research	Heads of departments	Dean	2026	2030	Human resources	No. of multidisciplinary research projects
	2.2 Sustain a research culture with continued engagement of the students in research	2.2.1 Integrate research into teaching and learning	2.2.1.1 Create awareness of importance of undergraduate student research projects	Academic staff	Dean	2026	2030	Human resources	No. of awareness programs/course in research
			2.2.1.2 Incorporate research projects into undergraduate degree programmes	Head - Community dentistry	Dean	2026	2030	Human resources	No. of undergraduate research studies
Faculty of Urban and Aquatic Bioresources									
Faculty of Urban and Aquatic Bioresources	2.1 Organize research conferences to promote research culture	2.1.1 Conduct pre-conference workshops/symposia	2.1.1.1 Select themes related to aquatic bioresources (e.g., sustainable fisheries, aquaculture innovations, marine biotechnology)	Academic coordinator	HODs, Academic staff	2026	2030	Human resources and funding	No. of workshops organized addressing current topics needs/ No. of papers published

			and conduct sessions						
	2.2 Advance instruments to be purchased to improve the research facilities for the students.	2.2.1 Strengthen departmental research capacity and upgrade existing laboratory facilities	2.1.2.1 Prepare procurement plan and proposals for funding from local and foreign research grants	HODs, Procurement committee	Research council, Academic staff,	2026	2030	Human resources	No. of research grants secured and improved research facilities
		2.2.2 Facilitate advanced student projects and publications	2.2.2.1 Conduct training sessions and increase postgraduate research opportunities	Academic staff/ Supervisors	Research council, Research assistants	2026	2030	Human resources and funding	No. of research publications generated from student research projects
	2.3. Provide hands-on learning and research facilities	2.3.1 Establish an educational and research aquarium/ wet chemical laboratory	2.3.1.1Allocation of suitable land/ spaces and design and construct the aquarium and laboratory setup	HODs	In charge of the laboratories	2026	2030	Human resources and funding	Rate of completion aquarium and laboratory
		2.3.2 Promote student research engagement	2.3.2.1 Develop infrastructure to support research activities	HOD Relevant lead staff member	Other staff members	2026	2030	Financial resources	No. of student research projects
			2.3.2.2 Integration of research-based assignments and mini-projects into undergraduate courses	HOD Relevant lead staff member	Other staff members	2026	2030	Human resources and funding	No. of courses with mini research projects
		2.3.3 Initiate collaborations with foreign researchers	2.3.3.1 Obtain research supervision services from foreign researchers	Lecturer in charge	HoD	2026	2030	Human resources and funding	No. of foreign research supervisors
			2.3.3.2 Visits for foreign collaborative research works	Lecturers	HoD	2026	2030	Human resources and funding	No. of foreign visits
	2.4 Enhance research funding availability	2.4.1 Obtain grants from different sources	2.4.1.1 Identify and write joint proposals with external collaborators for national and international research grants	Relevant lead staff member	HoD	2026	2030	Human resources	Submission of grant proposals
	2.5 Disseminate research outputs	2.5.1 Publish research findings in	2.5.1.1 Initiate partnerships with local and	HOD Relevant lead	Other staff members	2026	2030	Human resources and funding	Number of publications in SCI indexing

		indexed journals, conference proceedings, and technical reports.	international universities to co-authored hi-impact publications	staff member					journals, conference proceedings
			2.5.1.2 Initiate inter-departmental and interdisciplinary research collaborations	HOD Relevant lead staff member	Other staff members	2026	2030	Human resources	No. of collaborations
		2.5.2 Conduct workshops/ conference in relevant subject areas	2.5.2.1 Co-organize workshops with industry stakeholders	HOD Relevant lead staff member	Other staff members	2026	2030	Human resources and funding	No. of workshops with industry stakeholders
Faculty of Computing									
Faculty of Computing	2.1 Strengthen high-quality, impactful research that addresses Sri Lanka's digital transformation priorities while contributing to global knowledge and innovation.	2.1.1 Promote interdisciplinary and high-impact research for national digital priorities	2.1.1.1 Establish research clusters aligned with national priorities (e.g., digital agriculture, e-governance, smart manufacturing)	Dean HoD	Coordinator / Research and Development	2026	2030	Financial and Human resource	No. of research clusters
			2.1.1.2 Provide specialized equipment and software for high-quality research in emerging technologies	Dean HoD	Coordinator / Research and Development	2026	2030	Financial and Human resource	No. of specialized equipment and software package purchased
			2.1.1.3 Create seed-grant funding for high-risk, high-impact digital research projects	Dean HoD	Coordinator / Research and Development Director CCS	2026	2030	Financial and Human resource	No. of projects funded/ Amount of grants
		2.1.2 Enhance undergraduate and postgraduate digital research capacity.	2.1.2.1 Implement structured undergraduate final-year research projects, engaging students in high-impact, interdisciplinary research	Dean HoD	Coordinator / Research and Development	2026	2030	Financial and Human resource	No. of completed projects Published outputs/presentations
			2.1.2.2 Expand postgraduate research enrollment to	Dean HoD	Coordinator / Research and	2026	2030	Financial and Human resource	No. of PG students / research projects / reports/

			conduct impactful research addressing national digital priorities		Development				publications
			2.1.2.3 Establish a coordination body to oversee and support student research, ensuring quality and alignment with national transformation goals	Dean HoD	Coordinator / Research and Development	2026	2030	Financial and Human resource	Completion rate of research supervision guidelines
			2.1.2.4 Upgrade research labs, innovation hubs, and maker spaces with digital tools and technologies for faculty and students.	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	Equipment lists /Lab usage rate
			2.1.2.5 Establish a 'Knowledge Engineering and Communication Lab' to enable research in AI, knowledge systems, and advanced communication technologies.	Dean HoD	Coordinator / Research and Development	2026	2028	Financial and Human resource	No. of projects conducted and prototypes developed
		2.1.3 Promote research dissemination and societal impact.	2.1.3.1 Encourage publication in high-impact journals and digital knowledge platforms	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	No. of publications in high impact journals
			2.1.3.2 Organize internal workshops and symposia to showcase research aligned with national digital priorities	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	No. of Events/ programs
			2.1.3.3 Engage communities in research projects to promote societal adoption of digital technologies	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	No. of community engagement activities. No. of media presences

	2.2 Foster an ecosystem for innovation and entrepreneurship that transforms research into patents, commercialization, and startups.	2.2.1 Develop a startup and entrepreneurial ecosystem	2.2.1.1 Implement structured pathways for translating research outcomes into patents, prototypes, and market-ready products	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	Number of prototypes/ patents/ commercialization projects
			2.2.1.2 Establish an incubation center providing mentorship, seed funding, and infrastructure for startups	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	Center establishment rate No. of incubated startups
			2.2.1.3 Organize innovation and pitch competitions to identify promising research ideas and connect innovators with investors and industry partners	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	Competition rate No. of participants and winners
		2.2.2 Promote industry collaboration and research commercialization	2.2.2.1 Initiate industry-collaborative projects to develop/improve products with commercial value	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	Number of MoUs / project agreements Commercialization outcomes
			2.2.2.2 Support patent filing and IP protection for faculty and student research outputs	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	Number of patent applications filed/granted
			2.2.2.3 Facilitate technology transfer and licensing agreements to bring research outputs to market	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	Technology transfer reports Revenue and impact summaries
	2.3 Position the Faculty of Computing as a regional hub for digital innovation through strategic	2.3.1 Leverage FIWARE and global digital innovation network	2.3.1.1 Enhance research facilities and digital infrastructure to actively collaborate with the FIWARE community	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	Infrastructure upgrading rate FIWARE compliance rate

	international collaborations.		2.3.1.2 Establish the very first FIWARE iHub in the region to serve as a center for digital innovation, research, and industry engagement	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	iHub establishment rate No. of industry engagements
			2.3.1.4 Encourage faculty and students to participate in FIWARE global events, contributing to publications, use cases, and knowledge exchange	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	No. of participants/publications/ knowledge exchange events
		2.3.2 Strengthening international collaboration and digital knowledge exchange	2.3.2.1 Promote joint research projects and publications with leading global universities	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and Human resource	Number of joint research projects/ publications
			2.3.2.2 Facilitate exchange programmes, visiting scholar initiatives, and international research internships to increase exposure to global best practices	Dean HoDs	Coordinator / Research and Development	2026	2030	Financial and human resource	No. of exchange programmes/ participants
			2.3.2.3 Support faculty and student participation in global conferences, digital research networks, and collaborative projects	Dean HoD	Coordinator / Research and Development	2026	2030	Financial and Human resource	No. of staff and students attended/ Abstracts/ papers
Library									
Library	2.1 Enhance research support services for the user community	2.1.1 Assess and address research support needs	2.1.1.1 Strengthen the Research Support Unit of the Library	Librarian	DL/SAL/ AL	2026	2030	Human, Finance	Completion rate of unit establishment
			2.1.1.2 Conduct surveys and interviews to	Librarian	DL/SAL/ AL	2026	2030	Human, Finance	No. of services

			identify research needs						conducted annually
		2.1.2 Develop and deliver comprehensive research skill-building programmes	2.1.2.1 Plan and conduct programmes on advanced search strategies, referencing, and avoid plagiarism	Librarian/ HoDs	DL/SAL/ AL (Research support / Faculty liaison)	2026	2030	Human, Infrastructure, Finance	No. of workshops, participant feedback
			2.1.2.2. Set up advisory services for literature searching	Librarian/ HoDs	DL/SAL/ AL (Research support / Faculty liaison)	2026	2030	Human, Infrastructure, Finance	No. of workshops, participant feedback
		2.1.3 Provide research facilitation tools and collaboration support	2.1.3.1 Coordinate with departments to support student research projects	Deans/ Librarian/ Bursar/ HoDs	DL/SAL/ AL	2026	2030	Hunan	No. of department collaborations annually
			2.1.3.2 Purchase software to facilitate research activities	Deans/ Librarian/Bursar/ HoDs	DL/SAL/ AL	2027	2028	Human, Finance	No. of software acquired
			2.1.3.3 Train users in research related software	Deans/ Librarian/Bursar/ HoDs	DL/SAL/ AL	2027	2030	Human, Manuals, Infrastructure	No. of training sessions;
	2.2 Promote and support knowledge sharing and scholarly publishing among the user community	2.2.1 Create avenues for dissemination of research findings	2.2.1.1 Organize research conferences/ symposiums	Librarian / Bursar	DL/SAL/ AL	2026	2030	Human, Finance	No. of conferences/ papers presented
			2.2.1.2. Publish the conference proceeding online	Librarian	DL/SAL/ AL (IT)	2026	2030	Human, Finance	No. of proceedings published
		2.2.2 Engage library staff for support institutional publishing	2.2.2.1 Assign librarian for supporting publication processes	Librarian	DL/SAL/ AL	2026	2030	Human	Letter of appointment
			2.2.2.2 Develop workflows for publishing support	Librarian	DL/SAL/ AL Research Support	2027	2027	Human, documentation	Workflow documents
			2.2.2.3 Enhance the ISBN/ISSNs allocation service for university publications	Librarian	DL/SAL/ AL	2026	2030	Human (coordination with NL)	No. of ISBN/ISSNs allocated per year

		2.2.3 Provide author support programs and workshops	2.2.3.1 Provide workshops on good quality journal selection and open access publishing	Librarian/Bursar/ HoDs	DL/SAL/ AL	2026	2030	Human, Infrastructure, Finance	No. of workshops held
			2.2.3.2 Provide tailored guidance on database alerts and citation management	Librarian/ Director-SDC/ Bursar	DL/SAL/ AL (Research Support)	2026	2030	Human, Finance	No. of researchers guided annually
			2.2.3.3 Set up one-to-one advisory services for publishing	Librarian		2026	2030	Human	No. of advisory cases
	2.3 Strengthen collaborations with external academic and research organizations	2.3.1 Participate actively in academic networks and consortiums	2.3.1.1 Renew memberships with CONSAL, HELLIS, SLISTINET and AgriNet	Librarian	DL/SAL/ AL	2026	2027	Human & Finance	No. of active memberships renewed
			2.3.1.2 Attend conferences and share best practices			2026	2030	Finance	No. of conferences attended
		2.3.2 Establish and maintain partnerships with external organizations and donor agencies	2.3.2.1 Identify potential partners and make proposals for collaboration	Librarian	DL/SAL/ AL	2026	2030	Human & Finance	No. of collaborations
			2.3.2.2 Host joint events or training	Librarian	DL/SAL/ AL	2026	2030	Human & Finance	No. of events
		2.3.3 Promote inter-institutional knowledge exchange and resource sharing	2.3.3.1 Develop MoUs with peer institutions	VC/ Librarian/ Bursar	DL/SAL/ AL	2026	2030	Human & Finance	No. of MoUs
			2.3.3.2 Arrange exchange visits and cross-training	VC/ Librarian/ Bursar	DL/SAL/ AL	2026	2030	Human & Finance	No. of visits & trainings
			2.3.3.3 Share access to digital resources mutually	VC/ Librarian/ Bursar	DL/SAL/ AL	2026	2030	Human & Finance	No. of digital resources shared
	2.4 Improve visibility and accessibility of research output to elevate university ranking	2.4.1 Redesign and optimize the library website and digital platforms	2.4.1.1 Audit and redesign website	Librarian	DL/ SAL/AL (IT) and ANM	2026	2027	Human, IT	No. of updates on the website
			2.4.1.2. Ensure mobile responsiveness and accessibility			2027	2028	Human, IT	Mobile accessibility rate
			2.4.1.3			2026	2027	Human, IT	Rate of upgrading

			Upgrade Scholar Bank interface for mobile						
		2.4.2 Enhance institutional research repository access and usability	2.4.2.1 Improve metadata and search functions	Librarian	DL/SAL/ AL (IT), ANM and TO(ICT)	2026	2030	Metadata tools, ICT support	Rate of increase in repository downloads /citations
			2.4.2.2 Upload new research publications regularly			2026	2030	Human, IT	No. of uploads
			2.4.2.3 Aware submission guidelines			2026	2030	Human	No. of awareness attempts
		2.4.3 Showcase research achievements and collaborate with stakeholders	2.4.3.1 Create and maintain research profiles for library academic staff	Librarian	DL/SAL/ AL (IT) and ANM	2026	2026	Human, IT	No. of profiles created
			2.4.3.2Highlight research outputs on homepage	Librarian	DL/SAL/ AL (IT) and ANM	2026	2030	Human, IT	No. of Web updates
			2.4.3.3 Collaborate with university web development committee	Librarian	DL/SAL/ AL (IT) and ANM	2026	2030	Human, IT	No. of web development meetings
			2.4.3.4 Align library digital strategy with university CITS	Librarian/ CITS	DL/SAL/ AL (IT) and ANM	2026	2030	Human, IT	No. of collaborative improvements
Physical Education Unit									
Physical Education Unit	2.1 To integrate research outcomes into training, coaching, and wellness programs for continuous improvement	2.1.1 Encourage applied research projects in sports science	2.1.1.1 apply annual research reports findings to training	PE Unit + Academic Staff	Students	2026	2030	Human & Finance	No. of research projects on sport science
	2.2 To explore innovations in technology and data analytics for performance monitoring and athlete development	2.2.1 Introduce digital performance tracking systems	2.2.1.1 Implement athlete data monitoring software	Director – PE Unit	Centre for IT services	2026	2028	Human & Finance	No. of reports produced

	2.3 To establish partnerships with national and international institutions for collaborative sports research	2.3.1 Develop MoUs with research organizations	2.3.1.1 Sign partnerships for collaborative research	University / PE Unit	National Sports Bodies	2026	2030	Human & Finance	Number of research collaborations
Career Guidance Unit									
Career Guidance Unit	2.1 Promote a research culture within the Career Guidance Unit by engaging students and staff in applied and developmental studies on employability and values education.	2.1.1 Conducting research conference and pre workshops	2.1.1.1 International Conference on Living Values Education (ICLVE)	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human & Finance	No. of research projects in the field
			2.1.1.2 Publishing Research proceedings of ICLVE	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human & Finance	No . of research publications
			2.1.1.3 Publishing an annual magazine for professionalism and Holistic Wellbeing	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human & Finance	No. of articles/ authors
		2.1.2 Publishing annual book series to make aware of the activities of Career Guidance Unit	2.1.2.1 Publishing a book including annual activities '365 Book'	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Human & Finance	Completion rate of the book
Innovation, Invention and Venture Creation Council									
IIVCC	2.1 Foster a culture of innovation and research	2.1.1 Develop innovative initiatives	2.1.1.1 Identify research areas for innovation projects	UBL, IIVCC	IIVCC	2026	2030	Financial	Number of research areas identified for innovation projects
		2.1.2. Provide support for research such as facilities/laboratories	2.1.2.1 Establish partnerships with research departments	IIVCC	Faculty representatives, IIVCC	2026	2030	Financial	Number of departments connected
		2.1.3 Provide grants for innovations/inventions	2.1.3.1 Funds allocation for selected innovations	IIVCC, Finance Division of USJ	IIVCC	2026	2030	Financial (5,000,000 LKR per year)	Number of /amount of grants provided

	2.2 Enhance National and international exposure to USJ innovations	2.2.1 Establish innovation showcases	2.2.1.1 Hold exhibitions/competition and evaluation	IIVCC	SLIC	2026 (Once every 3 years / 2 years)	2030	Financial (exhibitions – 10,000,000 LKR / competitions – 1,000,000 LKR)	Number of exhibitions or competitions held, Number of innovations showcased
		2.2.2 Collaborate with industry partners	2.2.2.1 Identify potential partners to commercialize the innovations	UBL	IIVCC	2026	2030	Financial, Human resources	Number of industry engagements for commercialization
		2.2.3 Branding of USJ Innovations	2.2.3.1 TV talks, newspaper articles, social media campaigns	IIVCC	All Faculties	2026	2030	Financial (100,000 LKR per year)	Number of innovations promoted
	2.3 Engage in Technology transfer initiatives	2.3.1 Active participation in seeking opportunities for commercialization	2.3.1.1 Actively seek opportunities to transfer technology developed within the university to the commercial sector involve licensing agreements, spin-off, or partnerships	UBL	IIVCC	2026	2030	Financial	Number of technology transfer opportunities pursued, and number of agreements /partnerships established
		2.3.2 Implementation of IP policy and revision	2.3.2.1 Carefully review the current IP policy to identify areas that need improvement or revision. Evaluate whether the existing policy	UBL	IIVCC	2026	2030	Human resource	Completion of IP policy review and number of revisions implemented
			2.3.2.2 Ensure that the IP policy complies with current laws and regulations related to intellectual property. Consider international IP regulations	Legal Division, USJ	UBL, IIVCC	2026	2030	Human resource	Completion of legal compliance review for national and international IP regulations
			2.3.2.3 Develop educational and training programs and training to inform employees about the	UBL	IIVCC	2026	2030	Human resources, Financial	Number of educational programs No. of employees trained on IP

			importance of IP and how to protect and manage IPs						management
Staff Development Centre									
Staff Development Centre	2.1 Build research capacity among early and mid-career academic staff	2.1.1 Organize research methodology workshops	2.1.1.1 Host annual Staff Development Research Symposium	SDC Director /Staff	Faculties / Supporting Units/Research Council	2026	2030	Human resources, budget allocation	Number of research publications; Citation impact
	2.2 Foster applied educational research	2.2.1 Provide small research grants for teaching innovations	2.2.1.1 Offer grant-writing workshops	SDC Director /Staff	Faculties / Supporting Units/Research Council	2026	2030	Human resources, budget allocation	Number of Workshops conducted
	2.3 Promote collaborative research on pedagogy	2.3.1 Build partnerships with international SDCs	2.3.1.1 Facilitate collaborative projects across faculties	SDC Director /Staff	Faculties / Supporting Units/ Director- IAD	2026	2030	Human resources, budget allocation	Number of projects
	2.4 Encourage scholarly publications in teaching/learning	2.4.1 Establish mentorship for novice researchers	2.4.1.1 Publish SDC working paper series	SDC Director /Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation	Number of working paper series published
Centre for Quality Assurance									
Centre for Quality Assurance	2.1 Initiate Quality Assurance-related research and publications	2.1.1 Promote QA-related research among staff members	2.1.1.1 Encourage staff to conduct QA-related research and publish findings	Director / CQA	Deputy Director/CQA	2026	2030	Human Physical Financial	Number of QA-related publications
	2.2 Ensure protection of research interest and outcomes of the USJ community	2.2.1 Ensure protection of research outcomes of the USJ community	2.2.1.1 Develop a policy on research publication	Director / CQA	Deputy Director/CQA	2026	2030	Human	Progress of developing the Policy on Research Publication
Centre for Sustainability									
Centre for Sustainabi	2.1 Balancing academic research with	2.1.1 Enhance Research Output	2.1.1.1 Target a 20% annual increase in peer-reviewed	CFS Research Fellows	DFES Academic Staff	2026	2030	Research funds, Lab access	No. of publications per year

	commercial service delivery		publications in indexed journals						
		2.1.2 Secure Grants	2.1.2.1 Identify and apply for 5 major international research grants annually	CFS Director	Senior Researchers	2026	2030	Proposal writing resources	Value and number of grants secured
	2.2 Disseminate research and development outcomes to external stakeholders while generating financial support for university funds through commercialization	2.2.1 Commercialize research outputs	2.2.1.1 Develop 1-2 commercial services annually from research findings	CFS Director	Research Fellows	2026	2030	Marketing materials, Legal support	Revenue generated from service
			2.2.1.2 Conduct joint research with international and local HEIs (3-4 projects)	Senior Researchers	CFS Director and DFES Staff	2026	2030	Collaboration agreements, Research funds	No. of joint publications, Partnerships formed
		2.2.2 Knowledge transfer activities	2.2.2.1 Organize quarterly stakeholder workshops to disseminate research findings	CFS Director	Administration Staff and consultants	2026	2030	Workshop materials, Venue	No. of workshops, Stakeholder feedback

Goal 03: Human Capital Development To value, support, develop, and utilize the full potential of the staff to make the university a facilitating and stimulating place to work									
Objectives		**Strategy**	**Tasks/Activities**	**Lead Role/ Responsibility**	**Secondary Responsibility**	**Timeline**		**Resources Required**	**KPIs**
						Starting	**Completion**		
University Level Corporate Strategies									
University Level	3.1 Ensure competent academic, administrative, academic supportive, non-academic and other required human capital to meet university goals	3.1.1 Acquire required caliber for different human resource requirements and develop the staff to ensure high level of productivity	3.1.1.1 Prepare a human resource plan for next 10 years period considering the present as well as future HR requirements	Registrar	DR/SAR Establishment	2026	2027	Human resource	No. of new carders approved
			3.1.1.2 Bargain with government to release frozen carders and approve new carders to facilitate timely recruitment of competent staff members	VC Deans Registrar	DR/SAR Establishment	2026	2030	Human resource	Number of recruitments
			3.1.1.3 Introduce more effective recruitments to get the service of experts and make them responsible for assigned tasks (Recruiting project-based consultants instead of temporary appointments)	Registrar Bursar	DR/SAR Establishment	2026	2030	Human resource	Number of recruitments
			3.1.1.4 Develop Continuous Professional Development plans for all the staff categories considering local as well as foreign opportunities connecting with partner universities	Registrar Bursar	DR/SAR Establishment Director- SDC	2026	2030	Human resource	Number of CPD programs Number of employees trained locally/abroad
			3.1.1.5 Strengthen the HR division (Establishment) of the university by positioning HR experts	Registrar Bursar	DR/SAR Establishment	2026	2030	Human resource	Reduced number of employee complaints/ grievances, terminations

	3.2 Attract, recruit, develop, and retain highest Caliber of HR	3.2.1 Ensure attractive remunerations system	3.2.1.1 Bargain with government for ensuring competitive remuneration package for staff members	Registrar Bursar	DR/SAR Establishment	2026	2030	Human resource	Increased benefits
			3.2.1.2 Develop a mechanism for performance based financial as well as non-financial reward schemes	Registrar Bursar	DR/SAR Establishment	2026	2030	Human resource	Increased benefits
		3.2.2 Ensure staff welfare facilities	3.2.2.1 Enhance the benefits provided through insurance scheme	Registrar Bursar	DR/SAR General Admin	2026	2030	Human resource	Increased benefits
			3.2.2.2 Improve staff canteen facilities, rest rooms and provide support to other welfare activities organized by associations	Registrar Bursar	DR/SAR	2026	2030	Human resource	Increased benefits Supported events
Faculty of Humanities and Social Sciences									
Faculty of Humanities and Social Sciences	3.1 To enhance the quality of the academic staff	3.1.1 By increasing the number of PhD holders from 50% to 70% in FHSS	3.1.1.1 Create avenues for postgraduate studies through MOUs with foreign universities	Dean	Faculty representative -IAD	2026	2030	Human Resources	No. of MoUs signed
			3.1.1.2 Conduct a series of workshops on proposal writing, research methodology, and applying to PhD programs in foreign universities	Dean	Heads	2026	2030	Human & financial resources	No. of workshops conducted
			3.1.1.3 Engage with national & international university training programs and workshops on skills development	Dean	Heads	2026	2030	Financial Resources	No. of Staff members attended
		3.1.2 By developing the quality and confidence of the new academic staff	3.1.2.1 Create a mentoring programme for the new/young academics	Dean	AMC	2026	2030	Human & financial resources	No. of mentoring programs conducted
			3.1.2.2 Conduct workshop bi-annually for academic staff on QAC related matters	Dean	QAC coordinators	2026	2030	Human & financial resources	No. of QAC workshops conducted

			3.1.2.3 Publish a volume by junior lecturers on pedagogy (sharing knowledge and experience on teaching learning and assessment)	Dean	AMC, Junior academic staff	2026	2030	Human & financial resources	No. of pedagogical articles published
			3.1.2.4 Conduct a summer camp for new academic staff	Dean	AMC	2026	2030	Human & financial resources	No. of summer camps/ No. of attendees
	3.2 To increase employee (academic support & non-academic staff) motivation and productivity	3.2.1 By providing necessary training and rewarding the staff on their performance	3.2.1.1 Conduct an annual award ceremony to acknowledge and reward outstanding performance, dedication and active engagement of the non-academic staff	Dean	DR & DB	2026	2030	Human & financial resources	No. of awards
			3.2.1.2 Organize short-term local/foreign training for academic support/non-academic staff	Dean	DR	2026	2030	Human & financial resources	No. of training programs conducted
			3.2.1.3 Organize workshops to improve quality and efficiency of the faculty	Dean	DR & QAC	2026	2030	Human & financial resources	No. of quality and efficiency improvement workshops conducted
			3.2.1.4 Organize workshops annually for non - academic staff on career development	Dean	DR & CDEPD	2026	2030	Human & financial resources	No. of career development workshops conducted
			3.2.1.5 Obtain accreditation for Microsoft license Trainer	Head-ICT	Academic Staff	2026	2030	Financial Resources	No. of trainees under the licensed trainer
	3.3 To increase employee satisfaction and engagement for outstanding performance	3.3.1 By creating a friendly working environment in the faculty	3.3.1.1 Conduct an annual workshop for academic/non-academic staff	Dean	DR & DB	2026	2030	Financial Resources	No. of relationship build up workshops conducted
			3.3.1.2 Conduct a program for stress management and mental relaxation for the staff (academic and non-academic)	Dean	DR	2026	2030	Human & financial resources	No. of spiritual development, stress management and mental relaxation

									programmes conducted
	3.4 To enhance the quality of education, research and work performance	3.4.1 By increasing the opportunities for academics to take part in foreign and local training programmes	3.4.1.1 Encourage academics to participate at teacher training programmes locally / internationally	Dean	Head-Academic staff	2026	2030	Human & financial resources	No. of teacher training programmes attended No. of attendees
		3.4.2 By obtaining more human resources	3.4.1.2 Fill the existing vacancies of academics, academic supportive, & non-academic staff	Dean	Heads	2026	2030	Financial resources	No. of recruitments
			3.4.1.3 Create new carders of academics, academic supportive, & non-academic staff	Dean	Heads	2026	2030	Financial resources	No. of carder posts created / new appointments
			3.4.1.4 Recruit center manager to the ICMS	Dean	Director-ICMS	2026	2027	Financial resources	Recruited manager to ICMS
		3.4.3 By preparing for the next (2028) QAC review circle	3.4.3.1 Conduct awareness programmes for academic and non-academic staff	Dean	Coordinator-QAC, DR	2026	2028	Human & financial resources	No. of awareness programmes conducted
			3.4.3.2 Prepare SERs by departmental/cluster level	Dean	Heads, Coordinators-QAC	2026	2028	Human Resources	No. of SERs
			3.4.3.3 Prepare department QAC action plans and monitor progress annually	Dean	Coordinator-QAC	2026	2028	Human Resources	No. of QAC action plans
			3.4.3.4 Conduct workshop for academics on circulars and procedures and procurement guideline	Dean,	DR, SAB, Coordinator-QAC	2026	2028	Human & financial resources	No. of workshops on circulars and guidelines
	3.5 To enhance gender equality among	3.5.1 Improve and develop gender equity and equality	3.5.1.1 Maintain a cell activity to ensure gender equity and equality & equal opportunity	Dean	Director-EOC, Coordinator-QAC	2026	2030	Human, financial & Physical resources	No. of activities conducted via cell

	students and staff								
Faculty of Applied Sciences									
Faculty of Applied Sciences	3.1 Strengthen and expand the human resource base of the Faculty	3.1.1 Recruit qualified academic and technical staff in emerging and high-demand disciplines to address teaching and research gaps.	3.1.1.1 Conducting a gap analysis of current staffing levels and expertise	VC/ Dean, Registrar	IQAC-FAS Coordinator,	2026	2027	Human resources and funding	Completion level of gap analysis report
			3.1.1.2 Recruitment of academic, academic-support and non-academic staff in relevant specialized areas	VC / Dean / Registrar	HODs Coordinators of the Units & programmes	2026	2030	Human resources and funding	No. of new cardre positions filled
		3.1.2 Implement staff retention mechanisms such as career progression pathways, mentoring, & recognition	3.1.2.1 Encouraging academic staff to apply for promotions, postdoctoral training, and national/international fellowships	HODs Coordinators of the Units & Programmes	Academic Staff	2026	2030	Human resources and funding	No. of due staff promotions within the year
	3.2 Enhance staff competencies through continuous professional development	3.2.1 Establish a structured CPD programs that includes local and international training, workshops, & short-term exchange opportunities	3.2.1.1 Providing local and international CPD opportunities for academic, academic support, and non-academic staff	Dean	HODs Coordinators of the Units & Programmes	2026	2030	Human Resources and Fund Allocations	No. of trainees
		3.2.2 Strengthen partnerships with national and international institutions	3.2.2.1 Implementing visiting professor programs and staff exchange agreements	International Affairs Division / Dean	HODs Coordinators of the Units & Programmes	2027	2030	Human Resources & Financial Resources	No. of visitors, collaborations/ MoUs
		3.2.3 Develop a faculty-level mentorship and peer-learning framework	3.2.3.1 Establishing a mentoring system for support junior and mid-career staff	IQAC-FAS Coordinator	IQAC-FAS Committee, Dean-FAS, Faculty	2026	2030	Human Resource data, budget for workshops	No. of staff members participating in workshops
	3.3 Establish systems for performance appraisal,	3.3.1 Introduce a performance appraisal and feedback	3.3.1.1 Implementing a formal performance appraisal and recognition system	Dean	HODs Coordinators of the Units	2026	2030	Human Resources & Financial	No. of award-receiving staff members

	motivation, and leadership developme nt	system linked to clear performance indicators and professional development goals	that acknowledge excellence in teaching, research, service, and leadership		& Progra mmes			Resource s	
			3.3.1.2 Implementing peer evaluation procedures for teaching staff	HODs	Dept. Rep.- IQAC / Acade mic Staff	2026	2030	Human Resource s	No. of peer evaluations conducted
		3.3.2 Conduct leadership development programs	3.3.2.1 Implementing leadership programmes in staff mentoring programmes to prepare academic and administrative staff for leadershop roles	Dean	HODs Coordi nators of the Units & Progra mmes	2026	2030	Human Resource s & Financial Resource s	No. of leadership programme s conducted
	3.4 Foster a supportive, collaborati ve, and inclusive work environme nt	3.4.1 Organize regular faculty-wide engagement, wellness, and team-building activities to strengthen collaboration and morale	3.4.1.1 Organizing outbound training and faculty and departmental level gatherings for staff	Dean HODs	Coordi nators of the Units & Progra mmes	2026	2030	Human Resource s & Financial Resource s	No. of events conducted
			3.4.1.2 Maintaining welfare facilities and organizing interactive and recreational activities	Dean HODs	Coordi nators of the Units & Progra mmes	2026	2030	Human Resource s & Financial Resource s	No. of welfare activities for staff
			3.4.1.3 Organizing staff–student and interaction events	Dean HODs Coordi nators of the Units & Progra mmes	Senior Treasu rers of Subject Associ ations	2026	2030	Human Resource s & Financial Resource s	No. of events organized
		3.4.2 Promote an inclusive and ethical work culture	3.4.2.1 Conducting awareness & training programs on the academic and support staff code of conduct & ethical and harmonious professional practices	Dean	HODs Coordi nators of the Units & Progra mmes	2026	2030	Human Resource s & Financial Resource s	No. of programme s conducted
			3.4.2.2 Initiate a staff grievance redressal mechanism	Dean	FAS IQAC Coordi nator	2026	2030	Human Resource s	Establishm ent of staff grievance redressal mechanism
Faculty of Management Studies and Commerce									

Faculty of Management Studies and Commerce	3.1 Recruit and retain high calibre staff	3.1.1 Address the barriers which create staff shortages	3.1.1.1 Continuously request /pressurize the authorities to release cadre positions to improve the student-staff ratio (1:18)	Dean - FMSC Vice Chancellor	HOD	2026	2030	Human, financial, physical	No. of staff recruited/trained per year
			3.1.1.2 Identify gaps in staff resources on an ongoing basis to strengthen future capacity that matches with industry needs	HODs	Lecturers	2026	2030	Human, financial, physical	No. of gap analyses conducted
			3.1.1.3 Conduct annual cadre requirement analysis	Dean - FMSC	HODs	2026	2030	Human, financial, physical	No. of new cadre provisions
		3.1.2 Attract and recruit human resources of the highest caliber	3.1.2.1 Recruit staff (local and Foreign) for the strategically important areas with high competencies and train them	Vice Chancellor, Dean - FMSC	HODs	2026	2030	Human, financial, physical	No. of staff recruited/trained
			3.1.2.2 Attract capable visiting staff and increase incentives	Vice Chancellor, Dean - FMSC	HODs	2026	2030	Human, financial, physical	No. of new visiting appointments
			3.1.2.3 Regularly update and publish the department's research strength, partnerships, and career opportunities online to attract highly capable staff	HODs	Lecturers	2026	2030	Human, financial, physical	No. of updates per year in the university/department website
		3.1.3 Conduct formal induction program for new staff members	3.1.3.1 Provide structured orientation and mentoring programs for new staff members	HODs	Lecturers	2026	2030	Human & financial resources	No. of orientation and mentoring programs
			3.1.3.2 Provide onboarding and mentoring	HODs	Lecturers	2026	2030	Human resources	No. of new members benefited
	3.2 Develop high-caliber staff	3.2.1 Enhance staff knowledge in teaching, learning and evaluation and equip them with updated teaching and learning methods	3.2.1.1 Organize workshops annually for academic staff members	Dean - FMSC HODs	Director – SDC	2026	2030	Human, financial, physical	Number of training sessions/workshops conducted annually
			3.2.1.2 Encourage staff to participate in capacity building workshops, training programmes in learning techniques and modern pedagogy	Dean - FMSC HODs	Lecturers	2026	2030	Human, financial, physical	No. of staff members participated in workshops

			3.2.1.3 Encourage staff to participate in staff development programmes organized by the faculty and SDC	Dean - FMSC HODs	Lecturers	2026	2030	Human, financial, physical	No. of staff participating in the staff development programs
			3.2.1.4 Organize workshops on digital training tools	HODs	Lecturers	2026	2030	Human, financial, physical	Number of training sessions/workshops on digital training tools
			3.2.1.5 Pilot new teaching tools (simulations, gamification, marketing analytics software etc.) in selected courses	HODs	Lecturers	2026	2030	Human, financial, physical	Number of revised courses with new teaching tools
			3.2.1.6 Provide training on assessments	HODs	Lecturers	2026	2030	Human, financial, physical	Number of training sessions/workshops on assessments
			3.2.1.7 Develop staff exchange programmes with regional and global universities	HODs	Lecturers	2026	2030	Human, financial, physical	No. of staff members involved in exchange programmes
			3.2.1.8 Provide training, workshops, and certifications for academic staff in emerging fields	HODs	Lecturers	2026	2030	Human, financial, physical	No. of training sessions/workshops for knowledge updating
		3.2.2 Ensure continuous professional development of staff	3.2.2.1 Create opportunities for foreign training and professional memberships	HOD	Lecturers	2026	2030	Human resources and funding	No. of academics benefited/memberships
			3.2.2.2 Provide incentives and support for academic staff pursuing advanced qualifications	HOD, Dean_ FMSC	Lecturers	2026	2030	Human resources and funding	Number of staff benefited
			3.2.2.3 Nominate staff to represent the department at government, industry, and international policy forums/work shops	HODs	Lecturers	2026	2030	Human resources and funding	Number of staff nominated/ represented

			3.2.2.4 Organize departmental policy dialogues in collaboration with ministries and think tanks	HODs	Lecturers	2026	2030	human, financial, physical	Number of department policy dialogues
			3.2.2.5 Support academic staff participation in national and international conferences	HODs	Lecturers	2026	2030	Human resources and funding	Number of staff supported
			3.2.2.6 Host Annual Business Economics Policy Forum with industry and government participation	HOD – Bus. Econ	Lecturers	2026	2030	Human resources and funding	Number of participants in the forums
			3.2.2.7 Develop a training plan to prepare internal staff to take on roles currently covered by visiting lecturers	HODs	Lecturers	2026	2030	Human resources and funding	Number of lecturers trained
			3.2.2.8 Partner with industry to obtain staff training programs, professional and technical courses	HODs	Lecturers	2026	2030	Human resources and funding	Number of agreements made with industry
			3.2.2.9 Create a professional development tracking system	HODs	Lecturers	2026	2030	Human resources and funding	Level of development of the tracking system
			3.2.2.10 Sign MOUs with international universities for joint PhD and Staff Development Programs	Dean - FMSC HODs	Lecturers	2026	2030	Human resources and funding	Number of MOUs signed
			3.2.2.11 Ensure travel grants for staff to attend international training workshops	Dean - FMSC HODs	Lecturers	2026	2030	Human resources and funding	Number of staff members benefited
			3.2.2.12 Strengthen monitoring and evaluation by maintaining a faculty-level professional dashboard	Dean - FMSC HODs	Lecturers	2026	2030	Human resources and funding	Level of development of the dashboard
		3.2.3 Recognize and reward excellence in	3.2.3.1 Introduce schemes to recognize and reward (teaching, research	Dean - FMSC	HOD	2026	2030	Funding	No. of staff members rewarded

		professional development	and contribution to other services)						
			3.2.3.2 Establish an awarding scheme for community development and national policy contributions	HODs	Lecturers	2026	2030	Funding	No. of staff members rewarded
			3.2.3.3 Celebrate milestones and long service	HODs	Lecturers	2026	2030	Funding	No. of staff members rewarded
		3.2.4 Build leadership and administrative skills	3.2.4.1 Conduct training programs in leadership, administration, ethics, professional conduct and governance	Dean - FMSC HODs	Director- SDC	2026	2030	Human resources and funding	No. of training sessions/workshops on leadership, professional conduct and governance
			3.2.4.2 Launch a code of conduct to formalize principles of integrity, inclusivity, and accountability	Dean - FMSC HODs	Director- SDC	2026	2030	Human resources and funding	Level of development of the code of conduct
	3.3 Promote balanced workload	3.3.1 Develop and implement staff workload policy	3.3.1.1 Define teaching & research expectations and develop workload policy	Dean - FMSC	HODs	2026	2030	Human resources and funding	Number of meetings to define teaching and research roles
			3.3.1.2 Introduce publication/teaching performance metrics system and evaluate and monitor	Dean - FMSC	HODs	2026	2030	Human resources and funding	Number of staff recognized
	3.4 Strengthen the non-academic and supporting staff	3.4.1 Increase the cadre positions of the non-academic and supportive staff	3.4.1.1 Increase related cadre positions in relation to intake growth and new degree programmes	Dean - FMSC, Vice Chancellor, Registrar	SAR-FMSC	2026	2030	Human resources and funding	Annual % increase in non-academic and supportive staff
	3.5 Promote continuous development of non-academic staff	3.5.1 Build service excellence in dealing with students	3.5.1.1 Organize annual workshops on student services and student welfare procedures	Dean - FMSC, Vice Chancellor, Registrar	SAR-FMSC	2026	2030	Human resources and funding	Number of training sessions/workshops on student services and student welfare procedures
		3.5.2 Enhance the ICT capacity	3.5.2.1 Provide training in LMS, MIS, and other	Dean - FMSC, Vice	SAR-FMSC	2026	2030	Human resources	Number of training sessions/wo

		of non-academic staff	university ICT platforms	Chancellor, Registrar				and funding	rkshops on LMS, MIS, and other ICT platforms
			3.5.2.2 Train non-academic staff to maintain quality assurance systems	Dean - FMSC, Vice Chancellor, Registrar	SAR-FMSC	2026	2030	Human resources and funding	Number of workshops on quality assurance system
		3.5.3 Improve administrative efficiency	3.5.3.1 Organize workshops on office man, agency, record keeping, and digital teamwork	Dean - FMSC, Vice Chancellor, Registrar	SAR-FMSC	2026	2030	Human resources and funding	Number of training sessions/workshops on office man, agency, record keeping, and digital teamwork
			3.5.3.2 Maintain adequate number of non-academic staff members	Dean - FMSC, Vice Chancellor, Registrar	SAR-FMSC	2026	2030	Human resources and funding	Number of non-academic staff recruited
		3.5.4 Strengthen communication skills	3.5.4.1 Offer English proficiency and professional communication programs	Dean - FMSC, Vice Chancellor, Registrar	SAR-FMSC	2026	2030	Human resources and funding	Number of workshops on developing English proficiency and professional communication
			3.5.4.2 Foster leadership and career growth	Dean - FMSC, Vice Chancellor, Registrar	SAR-FMSC	2026	2030	Human resources and funding	Number of leadership and career growth oriented programs
		3.5.5 Monitor and evaluate the development of Non-academic staff	3.5.5.1 Create annual report on non-academic training outcomes	Dean-FMSC, Registrar	SAR-FMSC	2026	2030	Human resources and funding	Number of non-academic members participated in training programs
			3.5.5.2 Encourage non-academic staff to pursue higher diplomas and degree programmes with	Dean-FMSC, Registrar	SAR-FMSC	2026	2030	Human resources and funding	Number of non-academics supported financially or with

			financial and leave support						leave support
	3.6 Create supportive departmental culture that emphasizes teamwork, knowledge sharing and work-life balance	3.6.1 Promote teamwork and collaboration among staff	3.6.1.1 Organize departmental retreats-	HODs	Lecturers	2026	2030	Human resources and funding	Number of departmental retreats
		3.6.2 Support work-life balance	3.6.2.1 Introduce wellness initiatives (counselling services, mindfulness sessions, fitness activities)	HODs	Lecturers	2026	2030	Human resources and funding	Number of wellness initiatives
			3.6.2.2 Clearly define administrative vs academic responsibilities; conduct training on time management	Dean - FMSC, HODs	Lecturers	2026	2030	Human resources and funding	Number of training sessions/workshops on administrative & academic responsibilities, time management
			3.6.2.3 Offer mentoring and stress-management workshops for academic and non-academic staff	Dean - FMSC, HODs	Lecturers	2026	2030	Human resources and funding	Number of training sessions/workshops on stress-management
			3.6.2.4 Encourage involvement in sports and other recreational activities	HODs	Lecturers	2026	2030	Human resources and funding	Number of sports and recreational activities
			3.6.2.5 Strengthen the department staff welfare fund	HODs	Lecturers	2026	2030	Human resources and funding	Value increase in the welfare funds
		3.6.3 Strengthen mentoring and peer-support networks	3.6.3.1 Introduce a peer-mentoring program for new/junior staff	HODs	Lecturers	2026	2030	Human resources and funding	Number of peer mentoring programs
			3.6.3.2 Organize "Experiences Sharing" sessions between senior and junior staff	HODs	Lecturers	2026	2030	Human resources and funding	Number of experiences sharing sessions
Faculty of Medical Sciences									
Faculty of Medical	3.1 Produce a team of academic staff with multidisciplinary	3.1.1 Create a working environment conducive for academic staff	3.1.1.1 Recruitment of highly quality qualified academic staff on permanent or temporary basis including secondment	HODs	Dean	2026	2030	Human/ financial	Number of qualified academics recruited

	approach and increase employee satisfaction and engagement for outstanding performances	to work and to be retained	from Ministry of Health						
			3.1.1.2 Provide opportunities to expand their interest in research and international collaboration	HODs	Dean	2026	2030	Human/ financial	Number of training opportunities for academics at the faculty
			3.1.1.3 Provide teaching environments conducive to promote better student teacher, and patient interactions	HODs	Dean	2026	2030	Human/ financial	Proportion of students and teachers
			3.1.1.4 Purpose built teaching environment for pre-clinical, Para clinical and clinical teachers	HODs	Dean	2026	2030	Human/ financial	Benchmark teaching environment
		3.1.2 Provide opportunities and encouragement to enhance knowledge and skills of academic staff	3.1.2.1 Strengthen academic staff professional development programmes	Chairperson, Staff Development committee	Dean	2026	2030	Human/ financial	No. of staff development programmes for academic staff members
	3.2 Improve effectiveness with a staff information management system	3.2.1 Develop a staff information management system to increase the effectiveness of the system	3.2.1.1 Strengthen academic management systems and information	Dean	HODs	2026	2030	Human/ financial	Development and implementation of a staff information management system
	3.3 Improve attitudes, skills and competencies to enhance the work efficacy and develop a teamwork culture among academics and non academics	3.3.1 Provide necessary training and rewarding staff on their performance	3.3.1.1 Arrange short term local and foreign training to improve hands on experience and skills	Chairperson, Staff Development committee of the FMS	Dean HODs	2026	2030	Human/ financial	No. of local and foreign training programmes held for non-academic staff members
		3.3.2 Arrange staff development programme to both non-academic members and academic members to develop team building	3.3.2.1 Arrange outbound training programme for non-academic members	Chairperson Staff Development centre of the university	Dean HODs	2026	2030	Human/ Financial	No. of outbound training programmes for non-academic members

Faculty of Graduate Studies									
Faculty of Graduate Studies	3.1. Maintain highest caliber human resources	3.1.1 Improve research, evaluation and administrative process	3.1.1.1 Recruit Research Academics and other supporting staff	VC, Dean/FGS	Registrar, DR/SAB - FGS	2026	2030	Human/ Financial resources	Number of people recruited
		3.1.2 Provide opportunities for continuous Skill Development	3.1.2.1 Identify and introduce on-demand skill development programs for FGS staff	Dean-FGS &	DR FGS	2026	2030	Funding	Number of Training /Workshops
		3.1.3 Recruit permanent/contract staff for the FGS	3.1.3.1 Recruit non-academic staff as required i.e., for the computer room, for the library/document reference room, receptionist, MA/Programme Assistant/Programme Aids, especially for the new boards of studies	VC, Dean/FGS	Registrar/Bursar/ DR & SAB -FGS	2026	2030	Human/ Financial resources	Number of new recruits
			3.1.3.2 Form an Alumni Association and facilitate better interaction with them and the present students and staff	Dean-FGS, DR FGS	BOS Chairs and course coordinators	2026	2030	Funding	Number of Alumni entered to the association
Faculty of Technology									
Faculty of Technology	3.1 To recruit qualified and competent staff	3.1.1 Maintain highly experienced and qualified staff	3.1.1.1 Recruit competent academic staff	Vice Chancellor	Dean-FOT HoDs	2026	2030	Human Resources, Finances	No. of recruitments from available cadre positions
			3.1.1.2 Recruit competent non-academic staff	Vice Chancellor	Dean-FOT HoDs	2026	2030	Human Resources, Finances	Percentage of recruitments from available cadre positions
		3.1.2 Encourage staff to obtain higher career qualifications	3.1.2.1 Acquire higher career levels/educations through promotions of academic staff	Vice Chancellor	Dean-FOT	2026	2030	Human Resources, Finances	Number of promotions (academic)
			3.1.2.2 Acquire higher career levels/educations	Vice Chancellor	Dean-FOT	2026	2030	Human Resources, Finances	Number of promotions (non-academic)

			through promotions of non-academic staff						
	3.2 To strengthen capacity-building and professional development initiatives	3.2.1 Encourage staff members to undertake capacity-building and professional development programmes	3.2.1.1 Attend related training programmes	Dean-FOT	HoDs Lecturers, Non-academic staff	2026	2030	Human Resources, Finances	Minimum number of capacity building programmes attended
	3.3 To enhance employee satisfaction, engagement, safety and teamwork for improved performance	3.3.1 Improve the working environment and teamworking	3.3.1.1 Organize events involving all staff members	Dean-FOT	DR-FOT	2026	2030	Human Resources, Finances	Number of events annually held
		3.3.2 Introduce an employee appreciation programme	3.3.2.1 Recognize best performed employees	Vice Chancellor	Dean-FOT, DR-FOT	2026	2030	Human Resources, Finances	Number of events to recognize best performances
		3.3.3 Introduce best practices in health and safety	3.3.3.1 Hold Environmental Health and Safety Management (EHSM) committee meetings	HoDs	Coordinator - Health and Safety Committee	2026	2030	Human Resources, Finances	Number of meetings annually held
			3.3.3.2. Conduct occupational health and safety programmes	HoDs	Coordinator - Health and Safety Committee	2026	2030	Human Resources, Finances	Number of programmes conducted annually
Faculty of Engineering									
Faculty of Engineering	3.1 Enhance the human resource capacity to meet the new requirements	3.1.1 Provide teacher training for academics	3.1.1.1 Arrangement of training programs on emerging technologies and subject areas	Director of SDC	Heads, staff members	2026	2030	Finance	Number of staff members participated in training programmes
			3.1.1.2 Arrange training programmes on gender and diversity	Director of SDC, Director/ Gender cell	Heads/ Staff members	2026	2030	Finance	Number of training programmes held
		3.1.2 Introduce and main staff appraisal system	3.1.2.1 Start staff award system	Faculty QA cell/ Faculty	Dean/ Head/ Staff members	2026	2030	Finance	Number of awardees

				AB/SAB/DB					
			3.1.2.2 Peer evaluations systems for lectures	Faculty QA cell/ Faculty AB/SAB/DB	Dean/ Head/ Staff members	2026	2030	Finance and Human resources	Number of peer reviews per lecturer
	3.2 Strength the academic and non-academic staff	3.2.1 Increase the carder positions of academic/ academic supportive/ Non-Academic	3.2.1.1 Increase related carder positions in proportion to the intake growth and new programmes	Dean/ Heads/ Faculty AR/SAR/DR	Faculty QA cell	2026	2030	Funding	Maintain the student staff ratios as appropriate
		3.2.2 Non-academic staff recruitments	3.2.2.1 Request and obtain required number of non-academic carders (TOs, LAs, Security, cleaning, gardeners etc)	Dean/ Faculty registrar/ Faculty chief security officer	Heads/ Lab in charges	2026	2030	Funding	No. of non-academic staff recruitments
Faculty of Allied Health Sciences									
Faculty of Allied Health Sciences	3.1 Attract, recruit, and retain highly qualified and talented faculty staff to strengthen the academic and research excellence of the Faculty	3.1.1 Enhance faculty recruitment processes to attract top-tier talent	3.1.1.1 Develop a targeted recruitment strategy highlighting career development opportunities, research facilities, and international collaborations	VC Dean Registrar	HODs SAR DB	2026	Ongoing	Human resources and funding	No. of new academic recruitments
			3.1.1.2 Recruit qualified staff to coordinate and support the smooth operation of existing undergraduate programmes	VC Dean Registrar	HODs DR DB	2026	2030	Human resources and funding	No. of new academic recruitments
			3.1.1.3 Recruit qualified staff to coordinate and support the smooth operation of the newly introduced postgraduate programmes	VC Dean Registrar	HODs DR DB	2026	2030	Human resources and funding	No. of new academic recruitments
		3.1.2 Promote a supportive and inclusive work environment	3.1.2.1 Provide opportunities for career progression and international exposure	Dean	HODs DB	2026	2030	Financial Support Human Resource	No. of career progression programmes held annually

	3.2 Promote a collegial and supportive work environment that ensures dignity, respect, and wellbeing	3.2.1 Implement staff wellness and wellbeing programmes	3.2.1.1 Promote fitness, relaxation, and stress management resources for faculty and staff	SDC	University Resource centres	2026	2030	Human Resources Physical Resources	Positive feedback by staff members
		3.2.2 Enhance collegiality, respect, and inclusiveness in the workplace	3.2.2.1 Organize team building and recognition events like OBT to foster collaboration and respect	SDC	Bursar DB	2026	2030	Financial support	No. of events/ participants for team building and OBT programs
	3.3 Enhance professional development for academic and non-academic staff	3.3.1 Institutionalize a structured CPD and training framework	3.3.1.1 Partner with international laboratories for short-term staff training placements	VC Dean HODs Bursar Direcor - IAD	Staff SAR Programme Coordinators DB	2028	2030	Financial support	No. of academic staff and non-academic staff trainings
			3.3.1.2 Introduce departmental CPD activities including workshops and skill training	Dean HODs	Programme coordinators staff	2028	2030	Financial support	No. of workshops and skill training programs
Faculty of Dental Sciences									
Faculty of Dental Sciences	3.1 Develop a team of high quality academic staff	3.1.1 Create a working environment conducive for academic staff to work and to be retained	3.1.1.1 Recruitment and fill existing cadres	Heads of the Department	Dean	2026	2030	Human/ Financial	No. of qualified academics recruited
			3.1.1.2 Recruitment of new cadres	Heads of the Department	Dean	2026	2030	Human/ Financial	No. of qualified academics recruited
			3.1.1.3 Recruitment of secondment posts from the ministry of health	Heads of the Department	Dean	2026	2030	Human/ Financial	No. of qualified academics recruited
			3.1.1.4 Recruit visiting lecturers and lecturers on honorary basis.	Heads of the Department	Dean	2026	2030	Human/ Financial	No. of qualified academics recruited
			3.1.1.5 Maintain an optimal student-staff ratio to ensure quality teaching and supervision	Heads of the Department	Dean	2026	2030	Human/ Financial	Proportion of students and teachers
			3.1.1.6 Provide teaching environments conducive to promote better student teacher, and patient interactions	Heads of the Department	Dean	2026	2030	Human/ Financial	Proportion of students and teachers
			3.1.1.7 Purpose built teaching	Heads of the	Dean	2026	2030	Human/ Financial	Benchmark teaching

			environment for pre-clinical, Para clinical and clinical teachers	Depart ment					environmen t
		3.1.2 Provide opportunities to enhance knowledge and skills of academic staff	3.1.2.1 Develop an academic professional development committee and conduct staff development programmes	Dean	Acade mic staff	2026	2030	Human/ Financial	No. of staff developme nt programme s for academic staff members
			3.1.2.2 Encourage staff in Participation at national and international workshops to upgrade knowledge and skills.	Dean	Acade mic staff	2026	2030	Human/ Financial	No. of workshops participated
			3.1.2.3 Provide opportunities to enhance their interest in research and international collaboration	Dean	Acade mic staff	2026	2030	Human/ Financial	No. of training opportuniti es for academics
			3.1.2.4 Establish non-academic staff at the Dental Professorial units CSTH and Institute of Oral Health, Maharagama (temporary or permanent)	Dean	Acade mic staff	2026	2030	Human/ Financial	No. of people recruited
			3.1.2.5 Recruitment of non-academic staff to the Faculty SAR, SAB, Management assistants, TOs, specially trained in Prosthodontics and orthodontics to the relevant laboratories.	Dean	Acade mic staff	2026	2030	Human/ Financial	No. of people recruited
			3.1.2.6 Arrange training programmes to improve skills	Acade mic staff	Dean	2026	2030	Human/ Financial	No. of training programs for non-academic staff
Faculty of Urban and Aquatic Bioresources									
Faculty of Urban and	3.1 Recruitme nt of academic staff for the	3.1.1 Ensure adequate staff for teaching and research	3.1.1.1 Identify cadre requirements and advertise vacancies b- Conduct interviews and appointments	Vice Chance llor, Registr ar, Dean	HOD	2026	2030	Fund allocation s,	Increase in the number of human resource allocation

	departments.	3.1.2 Recruit and attract qualified professionals	3.1.2.1 Maintain standard protocol	HOD	Registrar	2026	2030	Fund allocation	No. of new recruitments
	3.2Recruitement of non-academic and academic supportive staff categories for the departments.	3.2.1 Strength administrative and technical support 3.2.2 Improve department efficiency	3.2.1.1 Expansion of the cadre positions b. Recruit laboratory technicians, administrative assistants and work aids 3.2.2.1 Conduct orientation and training sessions Staff development activities such as out bounding programs	Vice chancellor, Dean, HOD	Staff development staff	2026	2030	Fund allocation	Number of human resource allocations
	3.3 Guest lectures conducted by foreign/ local scholars	3.3.1 Strengthen collaborations with foreign institutions	3.3.1.1 Invite foreign scholars to conduct guest lectures Arrange discussions with foreign/ local scholars regarding collaborative works	HOD Relevant lead staff member	Other staff members	2026	2030	Human resources and funding	Number of guest lectures organized Student and staff attendance
Faculty of Computing									
Faculty of Computing	3.1 Strengthen staff acquisition and enhance recruitment and retention of qualified faculty in line with the cadre ratio	3.1.1 Ensure optimal staff cadre and workforce planning	3.1.1.1 Monitor staff cadre ratio and adjust recruitment plans accordingly	Dean Registrar	HoDs	2026	2030	Financial and Human resources	No. of new cardre positions
			3.1.1.2 Conduct a realistic HR assessment and get approval for required new carder positions.	Dean Registrar	HoDs	2026	2030	Financial and Human resources	No. of new cadre positions University/ UGC approved
	3.2 Recruit and retain highly qualified and competent staff to strengthen academic and research excellence	3.2.1 Increase the number of PhD-qualified faculty.	3.2.1.1 Provide contract and research appointments to attract staff pursuing postgraduate qualifications.	Dean Registrar	HoDs	2026	2030	Financial and human resources	No. of contract/research staff recruited
			3.2.1.2 Create visibility/publicity about the faculty's research culture and facilities to attract high-potential candidates.	HoDs	Dean	2026	2030	Financial and human resources	No. of promotional materials /Website and media campaigns

			3.2.1.3 Establish pathways for existing junior staff to pursue postgraduate studies.	HoDs	Dean	2026	2030	Financial and human resources	No. of staff enrolled in postgraduate programs
	3.3 Nurture a supportive, skilled, engaged faculty and staff community	3.3.1 Enhance professional development opportunities	3.3.1.1 Implement regular training and capacity-building programs for faculty and staff	HoDs	Dean	2026	2030	Financial and human resources	No. of training programs
			3.3.1.2 Support memberships in professional organizations (e.g., IEEE, CSSL, SLASS) using faculty	HoDs		2026	2030	Financial and human resources	No. of active memberships/amount of funding released
			3.3.1.3 Introducing mentorship programs for new faculty to support integration and skill development	HoDs		2026	2030	Financial and human resources	Completion rate of mentorship program framework
			3.3.1.4 Establish performance feedback systems to identify development needs and track progress	HoDs		2026	2030	Financial and human resources	Completion rate of a performance feedback system
Library									
Library	3.1 Strengthen recruitment and retention of qualified academic and non-academic staff	3.1.1 Expand cadre positions	3.1.1.1 Regularly review staffing needs against new services and faculties	Librarian	DR/SAR/ AR (Library Services)	2026	2030	Finance	% of approved cadre positions filled
			3.1.1.2 Develop proposals for new cadre positions aligned with university expansion	Librarian	DR/SAR/ AR Library Services	2026	2027	Human	No. of new cadre proposals submitted
		3.1.2 Recruit academic & non-academic staff	3.1.2.1 Recruit qualified staff on permanent/ temporary basis for new divisions/ faculties	VC/ Registrar/ Librarian	DR/SAR/ AR Library Services	2026	2030	HR, Finance	No. of vacant posts filled annually
			3.1.2.2 Offer short-term fellowships/visiting librarian positions for special projects	VC/ Registrar/ Librarian	DR/SAR/ AR Library Services	2026	2030	Finance	No. of visiting librarians engaged
			3.1.2.3 Create a cadre position for a bursar for the library services	VC/ Registrar/ Librarian/ Bursar	DR/SAR/ AR Library Services	2026	2027	Human	Approval received
			3.1.2.4 Getting approval for filling existing vacant			2026	2027	Human	No. of approved cadres

			cadres (Retirements, resigns)						
		3.1.3 Improve staff retention	3.1.3.1 Introduce clear career progression paths for all categories of staff	VC/ Registrar/ Librarian	DR/SAR/ AR Library Services	2026	2028	HR, policy documents	Staff retention rate
			3.1.3.2 Provide competitive allowances and recognition to reduce turnover	VC/ Registrar/ Librarian/ Bursar		2026	2030	Finance	% reduction in staff turnover
	3.2 Promote continuous professional development and lifelong learning among library staff	3.2.1 Build professional skills through CPD	3.2.1.1 Organize training calendar covering ICT, digital literacy, and scholarly communication	Librarian	DL/ SAL/ AL	2026	2030	Finance, ICT	No. of CPD programs conducted
			3.2.1.2 Provide access to online learning platforms (OLPs)			2026	2029	Finance, ICT support	No. of staff using OLPs
			3.2.1.3 Offer vendor-led sessions for new e-resource platforms			2026	2030	ICT	No. of vendor-led sessions
			3.2.1.4 Train staff on licensing terms, copyright, open access and AI policies			2026	2030	Human, Finance	No. of trainings conducted
		3.2.2 Strengthen non-academic staff development	3.2.2.1 Conduct in-house training on circulation, cataloguing, IT and customer service	Librarian	DL/ SAL/ AL	2026	2030	Human, Finance, IT	No. of in-house training sessions
			3.2.2.2 Train for Excel and other analytical tools	Librarian/ Director-SDC	DL/ SAL/ AL	2026	2030	Human, Finance, IT	No. of staff trained
			3.2.2.3 Organize outbound team building and leadership programs	Librarian/ Director-SDC/ Bursar	DR/ SAR/ AR (Library Services)	2026	2030	Human, Finance	No. of team-building programs
			3.2.2.4 Support non-academic staff to follow library science certificates/ diplomas	Registrar/ Librarian/ Bursar		2026	2030	Finance	No. of staff qualified
		3.2.3 Encourage knowledge sharing	3.2.3.1 Host monthly 'Knowledge Sharing Sessions' where staff present on new tools/resources	Librarian	DL/ SAL/ AL	2026	2030	Infrastructure, IT	No. of sessions held annually

			3.2.3.2 Document and circulate best practices and lessons learned from trainings	Librarian	DL/ SAL/ AL	2026	2030	Documents	No. of best practices documented
		3.3.1 Introduce recognition and reward mechanisms	3.3.1.1 Implement staff performance awards (Best Innovator, Best Service, Team of the Year)	Librarian	DL/ SAL/ AL and DR/SAR/AR Library Services	2026	2030	Human, Finance	No. of awards distributed annually
			3.3.1.2 Develop a transparent feedback and appraisal system	Librarian	DL/ SAL/ AL and DR/SAR/AR	2026	2030	HR, Documents	Staff satisfaction score
			3.3.1.3 Showcase achievements at library events/university newsletter	Librarian	DL/ SAL/ AL and DR/SAR/AR	2026	2030	Human, Finance	No. of achievement reported
		3.3.2 Encourage teamwork and unity	3.3.2.1 Create cross-functional project teams (e.g., digital projects, outreach programs)	Librarian	DL/ SAL/ AL and DR/SAR/AR Library Services	2026	2030	Human, IT, Infrastructure	No. of cross-functional teams formed
			3.3.2.2 Organize cultural and social events (library day, staff retreat) to strengthen unity	Librarian	DL/ SAL/ AL and DR/SA	2026	2030	Human, Finance	No. of social events organized
		3.3.3 Promote staff wellbeing	3.3.3.1 Introduce stress management and wellness programs	Librarian/ Director-SDC/ Bursar	DR/SAR/AR Library Services	2026	2030	Human, Finance	No. of wellbeing programs held
Centre for IT Services									
	3.1. HRMS Expansion	3.1.1 Develop remaining HR modules.	3.1.1.1 Develop the Academic Promotions workflow module.	ISM CITS	DR/SAR-Academic Estab.	2026	2027	Human, Finance	Completion rate of the systems
	3.2. Launch the new Student Information Management System (SIMS) and	3.2.1 Complete, launch, develop and integrate new modules to the system	3.2.1.1 Launch core SIMS with student registration Develop and integrate Hostel Payment and Scholarship Management modules Integrate	ISM CITS	DR-Welfare Deans Librarian and Director, Medical	2026	2028	Human, Finance	Deployment rate of base and extension modules

	extend it		Disciplinary Actions/Penalty management and linkage with Library/Medical (HHIMS) systems		centre				
	3.3. Staff Empowerment	3.3.1 Implement training program	3.3.1.1 Develop training modules (e.g., OWASP Top 10, secure coding, cyber hygiene) Conduct mandatory, specialized training for development and administrativestaff	Director CITS	Director, Staff development centre	2028	2029	Resource persons	Number of workshops conducted and number participants
	3.4. Developer Pool & Governance	3.4.1 Centralize university development	3.4.1.1 Identify all scattered university system developers Create a common development governance framework Give official recognition to the pool members	Director CITS	Deans Directors of the Units	2026	2027	Resource persons	Policy and governance report
	3.5 Develop finance management System	3.5.1 Develop Payroll, Employee's Funds and facilities management System	3.5.1.1 Develop complete payroll system Develop and integrate employees' funds and loan management module and integrate payroll system with HRMS	ISM CITS	Bursar	Q1 2026	Q4 2027	Human, Finance	Commencement of using the modules of the system
Medical Centre									
	3.1 Creating training opportunities for staff	3.1.1 Establish continuous professional development (CPD) system	3.1.1.1 Annual training calendar- Funding external CPD	Director-SDC	Chief Medical Officer	2026	2030	Human, Finance	% of staff attending CPD; Number of training hours
	3.2 Fulfilling cadres with doctors	3.2.1 Advocate & recruit for vacant posts	3.2.1.1 Submit requests to University/Ministry and recruit staff	Registrar	DR Est.	2026	2030	Human, Finance	% of doctor posts filled
Physical Education Unit									
	3.1 To develop and retain qualified and motivated staff	3.1.1 Conduct regular staff development programs.	3.1.1.1 Host workshops, professional development courses & obtain PhD / Master's degrees by staff	PE Director	DR Est.	2026	2030	Funding	Number of staff trained

	through training and tech upgrades.	3.1.2 Recruit academic & non-academic staff to PE Unit	3.1.2.1 Recruit /permanent Contract staff & create required cadre positions for the PE unit	Registrar	DR Est.	2026	2027	Human	Number of staff recruited
	3.2 To Strengthen leadership and teamwork skills	3.2.1 Promote shared leadership and mentoring systems	3.2.1.1 Conduct leadership camps, Inter Faculty Sports Meets and Freshers Meet	PE Unit	Sports Council	2026	2030	Funds, Human	Rate of staff/student feedback
Career Guidance Unit									
Career Guidance Unit	3.1 Enhance the professional competencies of CGU staff	3.1.1 Staff reach to post– graduate studies through continuous training, postgraduate studies	3.1.1.1 Participate in postgraduate study programmes (national and international)	Director Career Guidance unit	VC, University of Sri Jayewardenepura	2026	2030	Relevant professional	No. of staff members with postgraduate qualifications
	3.2 Strengthen the capacity of career advisers and counsellors	3.2.1 Staff development program (Local /International)	3.2.1.1 Participate staff Development programs, providing specialized workshops and mentorship opportunities	Director Career Guidance unit	VC, University of Sri Jayewardenepura	2026	2030	Relevant professional	No. of programs/ workshops attended by the staff
		3.2.2 Participate Local/ International Training Program	3.2.2.1 Connect with International / Local Training Program	Director Career Guidance unit	VC, University of Sri Jayewardenepura	2026	2030	Relevant professional	No. of training programmes attended by the staff
	3.3 Strengthen the Career Guidance Services	3.3.1 Recruit Career Guidance Counselors for all faculties	3.3.1.1 Calling Application for Career Guidance Counselor	Director Career Guidance unit	VC	2026	2030	Relevant professionals	No. of new recruitments
Innovation, Invention, and Venture Creation Council									
IIVCC	3.1 Enhance knowledge on innovations	3.1.1 Professional development opportunities	3.1.1.1 Identify training needs and conduct training for the themes such as NIPO database search, Patent drafting, etc	UBL	IIVCC	2026	2030	Financial, Human resource	Number of training needs identified programs conducted
			3.1.1.2 Facilitate access to higher education programs supported by WIPO and others	Director TTO	Manager TTO	2026	2030	Financial, Human resource	Number of staff/students facilitated to access

									higher education
	3.2 Foster a collaborative between academia	3.2.1 Promote teamwork and creativity	3.2.1.1 Hold IIVCC Awarding ceremony for competition winners Establish an innovation suggestion system Innovation Manager	IIVCC	UBL	2026 (Once every 2 years)	2030	Financial (500,000 LKR per ceremony)	Number of collaborative initiatives implemented, and number of participants engaged
			3.2.1.2. Establish an innovation suggestion system Innovation Manager	UBL	IIVCC	2026	2030	Financial	Number of suggestions submitted and implemented
Staff Development Centre									
Staff Development Centre	3.1 Enhance leadership and management skills of staff	3.1.1 Develop leadership training modules	3.1.1.1 Conduct annual leadership retreat	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	Number of leadership training sessions
	3.2 Improve induction and mentoring for new academics	3.2.1 Create mentorship schemes for new lecturers	3.2.1.1 Pair each new lecturer with a senior mentor	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, fund allocation, IT support	Number of Participants of the mentorship scheme
	3.3 Foster wellbeing and work–life balance	3.3.1 Introduce stress management and counselling support	3.3.1.1 Hold quarterly wellbeing workshops	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation, IT support	Number of workshops conducted
	3.4 Promote inclusive and ethical workplace practices	3.4.1 Promote gender equity and inclusivity workshops	3.4.1.1 Launch training on ethics and inclusivity	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation, IT support,	Number of training sessions conducted
Centre for Quality Assurance									
Centre for Quality Assurance	3.1 Enhance the human resources capacity to enhance the quality of study programmes	3.1.1 Strengthen performance appraisal and recognition systems	3.1.1.1 Develop a multi-dimensional performance appraisal and reward scheme for staff	Director/ CQA	Deputy Director/CQA	2026	2027	Human	Progress of developing and implementing a performance appraisal and reward scheme
		3.1.2 Establish a grievance handling	3.1.1.2 Develop a grievance handling policy for staff	Director/ CQA	Deputy Director/CQA	2026	2027	Human	Progress of developing the grievance

		mechanism for staff							handling policy
		3.1.3 Ensure health and occupational safety at work	3.1.3.1 Develop policies and guidelines on occupational health and safety at the workplace	Director/ CQA	Deputy Director/CQA	2026	2027	Human	Progress of developing policies and guidelines on occupational health and safety
Centre for Sustainability									
	3.1 Maintaining and utilizing human resources sustainably	3.1.1 Optimize faculty deployment	3.1.1.1 Establish clear role definitions and workload allocation for CFS staff	CFS Director	Registrar	2026	2026	HR policies	Staff satisfaction Productivity metrics
			3.1.1.2 Recruit 2-3 dedicated full-time professional staff for consultancy services	CFS Director	Registrar	2026	2027	Recruitment funds	No. of positions filled
		3.1.2 Build consultant network	3.1.2.1 Create database of 20+ external experts and consultants	Admin Officer	CFS Director	2026	2026	Database system	No. of registered consultants
			3.1.2.2 Engage 5-10 corporate sector experts annually for projects	Project Manager	Admin Staff	2026	2030	Consultant fees	No. of engagements, Project outcomes
	3.2 Enhancing stakeholder engagement and partnerships	3.2.1 Strengthen corporate relationships	3.2.1.1 Conduct quarterly networking events with industry partners	Marketing Coordinator	CFS Director	2026	2030	Event budget	No. of attendees/ new partnerships
			3.2.1.2 Establish partnerships with 5 national agencies and policymakers	CFS Director	Senior Staff	2026	2028	Partnership agreements	No. of MoUs, Joint initiatives
		3.2.2 Improve administrative efficiency	3.2.2.1 Streamline grant utilization processes through university administration	Admin Officer	Finance Division	2026	2026	Process documentation	Reduced processing time

Goal 4: Infrastructure & Digital Transformation

To provide a modern, state-of-the-art, efficient, and stimulating learning and working environment to sustain world class academic and support activities while ensuring accessibility, safety, and sustainability

Objectives	Strategy	Tasks/Activities			Timeline	Resources	KPIs

				Lead Role/ Responsibility	Secondary Responsibility	Starting	Completion	Required	
University Level Corporate Strategies									
University Level	4.1 Improve infrastructure for teaching, learning, sports and recreation activities	4.1.1 Improve teaching and learning facilities	4.1.1.1 Construct a new 7-storey building for FAHS, FDS and a modern medical center	VC, Registrar, Capital Works	Deans, Work Engineers Project Managers	2026	2029	Funding and Human Resources	Rate of completion of the new building
		4.1.2 Build common infrastructure for teaching, learning and examinations	4.1.2.1 Construct Hema Vimana Hall complex for shared teaching, learning and examination facilities	VC, Registrar, Capital Works	Work Engineer Project Managers	2026	2029	Funding and Human Resources	Rate of completion of Hema Vimana Hall
			4.1.2.2 Develop common students study areas	VC, Registrar, Capital Works	Work Engineer Project Managers	2026	2028	Funding and Human Resources	Rate of completion of common study areas
		4.1.3 Expand facilities for sports and physical education and recreation activities	4.1.3.1 Construct a multipurpose Student Activity Centre with gymnasium and indoor sport area	VC, Registrar, Capital Works	Work Engineer Project Managers	2026	2029	Funding and Human Resources	Rate of completion of Student Activity Centre
			4.1.3.1 A large scale modern auditorium to facilitate all the events of the university	VC, Registrar, Capital Works	Work Engineers Project Managers	2028	2030	Funding and Human Resources	Rate of completion auditorium
		4.1.4 Expand infrastructure facilities for staff development, career guidance and quality assurance, research, international affairs, invention innovation and venture creation	4.1.4.1 Construct Multistorey Complex for SDC, CGU, QAC, IAD, RC, IIVCC, UBL, Center for Gender Equity and Equality, Center for Reconciliation	VC, Registrar, Capital Works	Work Engineers Project Managers Directors/ Chairpersons of each center or council	2027	2030	Funding and Human Resources	Rate of completion multistorey complex
		4.1.5 Complete and renovate existing buildings	4.1.5.1 Complete the construction of FAS new building	VC, Registrar, Capital Works	Deans, Work Engineers Project Managers	2026	2029	Funding and Human Resources	Rate of completion of new FAS building
		4.1.2 Developing	4.1.2.1	VC, Registr	Deans, Work	2027	2029	Human Resource	No. of PPP projects for

		strategic partnerships for infrastructure development	Engage in a discussion for public private partnership and develop conducive environment to engage in infrastructure facility development	ar, Capital Works	Engineers Project Managers			s and Funding	infrastructure development
		4.1.3 Increase the property ownership for improving required infrastructure	4.1.3.1 Acquire four properties already identified (Methsevena, Hemavimana, Egodawatte and Pamunuwa)	Registrar	Legal Officer	2026	2028	Human Resources	Land extent of the properties acquired
			4.1.3.2 Legally acquiring and confirming ownership of immovable properties claimed by the university	Registrar	Legal Officer	2026	2028	Human Resources	Completion rate of the legal actions
	4.2 Expand the accommodation and welfare facilities	4.2.1 Extend the hostel facilities	4.2.1.1 Build four hostels (at 1 in FoE, 1 in FoT, 1 in main campus, and 1 in Egodawatte road)	VC, Registrar, Capital Works	Deans, Work Engineers Project Managers	2026	2030	Funding and Human Resources	Rate of completion of the hostels
			4.2.1.2 Build an accommodation facility for international students, staff and researchers	VC, Registrar, Capital Works	Deans, Work Engineers Project Managers	2027	2030	Funding and Human Resources	Rate of completion international students and staff
		4.2.2 Upgrade the welfare facilities	4.2.2.1 Modernize the canteens to provide quality service with healthy and hygienic food and beverages	VC, Registrar, Capital Works	Work Engineers Project Managers SAR - Welfare	2027	2029	Funding and Human Resources	Rate of completion canteen and cafeteria facilities
	4.3 Develop infrastructure for digitalization of the university	4.3.1 Introduce resource management system	4.3.1.2 Introduce ERP system or align with ERP system introduced by the UGC	Registrar Bursar	Director-Center for IT Services	2026	2027	Funding and Human Resources	Rate of digitalization of the systems
			4.3.1.2 Introduce e-platforms with payment gateways for resource outsourcing	Registrar Bursar	Director-Center for IT Services	2026	2027	Funding and Human Resources	Rate of implementing payment gateways
			4.3.1.3 Ensure accessibility to	Registrar Bursar	Librarian,	2026	2027	Funding and Human	Availability of the digital

			digital learning facilities such as LEARN, SCOPUS, Turnitin		Director-Center for IT Services			Resources	learning facilities
			4.3.1.4 Develop systems for External and Extended Program Unit for digitalizing students' affairs such as registration, examinations, certificates and payments	Registrar Bursar	Director-External and Extended Program Unit	2026	2028	Funding and Human Resources	Rate of completion of the digitalized systems for EPU programs
	4.4 Improve the organizational structure to ensure excellency through best practices and governance	4.4.1 Establish new units and centers as timely requirement	4.4.1.1 Establish corporate planning, monitoring and evaluating unit (CPMEU) under AR/SAR/DR and strengthen it with power and staff members	VC Registrar Bursar	Co-Chairs-Corporate planning Committee	2026	2027	Funding and Human Resources	Rate of completion of establishment of CPMEU
			4.4.1.2 Establish a media unit and empower the unit with requires resources and staff to improve the visibility of the university worldwide	Registrar Bursar	Director-Center for IT Services	2026	2027	Funding and Human Resources	Rate of web presence/ Web rankings
			4.4.1.3 Establish central coordination systems to ensure transparency and good governance in all the university activities	VC Registrar Bursar	Deans	2026	2030	Funding and Human Resources	Number of best practices Rate of alignment with government procedures, auditing principles, etc.
			4.4.1.4 Identify other new requirements and establish units accordingly for smooth functioning of the university	VC Deans Registrar Bursar	Co-Chairs-Corporate planning Committee	2026	2027	Funding and Human Resources	Rate of addressing forthcoming needs by identifying timely needs
	4.5 Develop common infrastructure and ensure environme	4.5.1 Ensure secure and safe environment by upgrading existing	4.5.1.1 Develop internal road system, security system with CCTV, and CCTV control room.	VC, Registrar, Capital Works	Work Engineers Project Managers SAR - Welfare	2026	2028	Funding and Human Resources	Rate of completion of the internal infrastructure

	ntal sustainability	common infrastructure	4.5.1.2 Introduce automated gates at the entrance for vehicles and people	VC, Registrar, Capital Works	Work Engineers Project Managers SAR - Welfare	2028	2030	Funding and Human Resources	Rate of completion of automated gates
			4.5.1.3 Plan and implement township development project to develop surrounding environment of the university	VC, Registrar, Capital Works	Work Engineers Project Managers SAR - Welfare	2028	2030	Funding and Human Resources	Rate of completion of township projects
		4.5.2 Ensure environmental sustainability through waste and water management systems	4.5.2.1 Upgrade existing waste management and recycling systems and improve drainage system through central surcharge	VC, Registrar, Capital Works	Work Engineers Project Managers SAR - Welfare	2026	2030	Funding and Human Resources	Rate of completion of waste management and central surcharge
			4.5.2.2 Ensure sustainability through developing storm water and black water systems	VC, Registrar, Capital Works	Work Engineers Project Managers SAR - Welfare	2027	2028	Funding and Human Resources	Rate of completion water management system
			4.5.2.3 Further expansion of generation of sustainable energy and take actions to reduce water and energy wastes	VC, Registrar, Capital Works	Work Engineers Project Managers SAR - Welfare	2027	2028	Funding and Human Resources	Increased rate of sustainable energy/ savings from sustainable energy
			4.5.2.4 Secure green coverage and promote CSR activities to forestation and green initiatives	VC, Registrar, Capital Works	Work Engineers Project Managers SAR - Welfare	2026	2030	Funding and Human Resources	Increased rate of green coverage
			4.5.2.5 Renovate Yagirala and Iththapana Research Centers enabling to contribute green research and increase forestation	Registrar, Capital Works	Director-Center for Sustainability	2026	2030	Funding and Human Resources	Increased rate of forestation
Faculty of Humanities and Social Sciences									

Faculty of Humanities and Social Sciences	4.1 To enhance the overall teaching-learning environment in the FHSS	4.1.1 By improving physical facilities/infrastructure	4.1.1.1 Renovate Sumangala and Rathanasara and Gnaneswara buildings	Dean	Chairperson-CBC, DB	2026	2027	Financial & Physical resources	Percentage of interior spaces completion
			4.1.1.2 Improve the landscape/surrounding of the Sumangala building	Dean	Chairman-CBC, DB	2026	2027	Financial & Physical resources	Percentage of landscaping completion
			4.1.1.3 Establish a mini-lecture theatre (Vimarshana Hall)	Dean	Chairman-CBC, DB	2027	2028	Financial & Physical resources	Percentage of completion
			4.1.1.4 Establish the digital public announcement system in Sumangala building	Dean	Chairman-CBC, DB	2027	2028	Financial & Physical resources	Percentage of completion
			4.1.1.5 Purchase equipment for the CDS	Dean	DR, Committee- CDS & DB	2026	2030	Financial & Physical resources	No. of equipment purchased
			4.1.1.6 Renovate and refurbish the Faculty Boardroom	Dean	Chairman-CBC, DB	2026	2028	Financial & Physical resources	Percentage of completion
			4.1.1.7 Construct an audio and video studio for Wimaladhamma	Dean	Head-DMCTDR, DB	2027	2030	Financial & Physical resources	Percentage of completion
			4.1.1.8 Renovate Bandaranayake Hall	VC, Dean	DR-Capital works, DB	2026	2030	Financial & Physical resources	Percentage of completion
			4.1.1.9 Construct a new building (lecture hall and lecturer's rooms) adjoining Rathanasara and Gnaneswara	Dean	Chairman-CBC, DB	2027	2030	Financial & Physical resources	Percentage of New building completion
			4.1.1.10 Install a solar power system for Sumangala Building	Dean	Chairman-CBC, DB	2026	2030	Financial & Physical resources	Percentage of completion
			4.1.1.11 Build septic tanks for Sumangala and Rathanasara and Gnaneswara Buildings	Dean	Chairman-CBC, DB	2026	2030	Financial & Physical resources	Percentage of completion

			4.1.1.12 Expand the ICT lab	Dean	Coordinator-CL, DB	2026	2027	Financial resources	No. of lab equipment purchased
			4.1.1.13 Purchase music instruments, software and equipment	Dean	Head-DMCT	2026	2030	Financial resources	No. of instruments and equipment purchased
			4.1.1.14 Purchase computers, multi-media projectors, sound equipment and any other equipment	Dean	Heads, DR, DB, Academic staff	2026	2030	Financial resources	No. of computers purchased No. of multimedia projectors purchased No. of sound equipment purchased
			4.1.1.15 Purchase a mini-bus (seating capacity 30) for field research and a double-cab for the faculty research centre	Dean	DB	2027	2030	Financial resources	No. of vehicles purchased
			4.1.1.16 Renovate and upgrade the English Language Lab and adjoining rooms	Dean	Head-DEL, DR, DB	2026	2027	Financial & Physical resources	Renovated and upgraded Language Lab
			4.1.1.17 Establish an Archaeological School	Dean	Head-DHA, DR	2026	2030	Financial & Physical resources	Established school
			4.1.1.18 Establish an Archaeological Lab	Dean	Head-DHA, DR	2026	2030	Financial & Physical resources	Percentage of completion
			4.1.1.19 Expand the Archaeological Museum	Dean	Head-DHA, DR	2026	2030	Financial & Physical resources	Percentage of completion
			4.1.1.20 Refurbish the departmental Museum/ Exhibition Galary	Dean	Head-DA	2026	2030	Human, Financial & Physical resources	Museum gallery refurbished

			4.1.1.21 Upgrade & Refurbish media incubator and studios	Dean	Head-DSM, Academic staff & Coordinator-Media Lab	2026	2030	Financial resources	Incubator upgraded
			4.1.1.21 Purchase 150 laptops for academic staff	Dean	DR, DB	2026	2027	Financial resources	No. of laptops purchased
			4.1.1.22 Establish and refurbish a new computer lab with furniture and equipment Purchase computers for existing labs and offices	Dean	Heads-DSS, DG, DR & DB	2026	2028	Financial resources	No. of labs refurbished
			4.1.1.23 Purchase teaching learning and office equipment	Dean	Heads-Technical officers	2026	2028	Financial resources	No. of equipment purchased
			4.1.1.24 Professional Video Camera for field studies Kitchen utensils for field visits	Dean	Head-DG, Technical officer	2026	2028	Financial resources	No. of equipment purchased
			4.1.1.25 Renovate and expand department premises	Dean	Head-DICT	2026	2030	Financial & physical resources	Renovated department premises
			4.1.1.26 Renovate CDEPD lab	Dean	Director-CDEPD	2026	2030	Financial & physical resources	Renovated lab
			4.1.1.27 Renovate staff dining room Build a washroom for staff Renovate student's washroom Install 16 Nos AC units for office & staff rooms	Dean	Head-DG	2026	2030	Financial resources	Percentage of completion
			4.1.1.28 Upgrading facilities of staff rooms and office space in Sumangala and Ghnaneshwara building	Dean	Head, DR & DB	2026	2028	Financial resources	No. of units upgraded staff rooms

			4.1.1.29 Upgrading lecture halls and seminar rooms in Sumangala and Ghnaneshwara building	Dean	Head, DR & DB	2026	2028	Financial resources	No. of upgraded halls/seminar rooms
			4.1.130 Upgrade the WiFi infrastructure in Sumangala and Ghnaneshwara building for enhanced connectivity	Dean	Head, DR & DB	2026	2027	Financial resources	No. of Wi-Fi extensions
		4.1.2 By promoting a Green Environment	4.1.2.1 Create a Management Information System – and a repository of information	Dean	DR	2026	2030	Human, financial resources	Percentage of completion
			4.1.2.2 Create an online system for student registration, examination, feedback, attendance and results	Dean	DR	2026	2030	Financial resources	No. of users
			4.1.2.3 Encourage sustainability practices in the exterior and interior of the faculty premises through Green Hub	Dean	Coordinator, Secretary and project coordinators of Green Hub	2026	2030	Financial & physical resources	No. of projects/activities
			4.1.2.4 Apply eco-friendly colour wash and curtains to lecture halls and rooms in Sumangala and Ghnaneshwara	Dean	Heads	2026	2030	Financial resources	No. of lecture halls and rooms colour-washed and curtained
			4.1.2.5 Create a multi-purpose ID for students	Dean	DR	2028	2030	Human, financial & physical resources	No. of student IDs

	4.2 Improve facilities to attract foreign students and visiting scholars to postgraduate/undergraduate programs and research	4.2.1 By increasing opportunities to admit foreign students and visiting scholars	4.2.1.1 Establish a guest house Enroll foreign students Obtained service of foreign visiting scholars	Dean	DR, DB & WC	2028	2030	Human, financial & physical resources	Percentage of completion of new guest house No. of students enrolled No. of visiting scholars facilitated
Faculty of Applied Sciences									
Faculty of Applied Sciences	4.1 Upgrade and expand physical infrastructure	4.1.1 Renovate and modernize existing lecture halls, classrooms, and laboratories to meet increased student intake and evolving pedagogical needs	4.1.1.1 Refurbishment/ upgrading of the existing lecture halls / laboratories / learning spaces / staff workspaces, meeting rooms, and lunchrooms with modern furniture	VC/Dean, Registrar	Heads of the Departments / Coordinators of the Units & Programmes	2026	2030	Human & Financial Resources	No. of refurbishments / upgrading completed
		4.1.2 Construct new multipurpose teaching and research facilities to support cross-disciplinary academic programs	4.1.2.1 Construction of new labs / outside research stations/ field class accommodation	VC/Dean, Registrar	Heads of the Departments / Coordinators of the Units & Programmes	2026	2030	Human & Financial Resources	No. of new labs / outside research stations / field class accommodation constructed
		4.1.3 Implement a systematic maintenance and space optimization plan for all faculty buildings to ensure efficient use of resources	4.1.3.1 Implement facility maintenance and optimization systems across departments (Faculty-wide)	VC/Dean, Registrar	Heads of the Departments / Coordinators of the Units & Programmes	2026	2030	Human & Financial Resources	Establishment of the facility maintenance and optimization systems

	4.2 Strengthen research and laboratory facilities	4.2.1 Acquire and operationalize advanced scientific and analytical instruments (e.g., NMR, LC-MS, spectroscopic and monitoring tools) to enhance research capacity	4.2.1.1 Procurement and upgrading of analytical instruments (Instrument Centre)	Dean-FAS/ Director – Instrument Centre/ HODs / Coordinators of the Units & Programmes	Academic Staff Academic support staff	2026	2030	Human & Financial Resources	No. of instruments / equipment acquired
		4.2.2 Develop centralized systems and technical support mechanisms for shared use and maintenance of research equipment across departments	4.2.2.1 Recruitment and training of technical staff for research lab support	VC/Dean/ Registrar	Heads of the Departments / Coordinators of the Units & Programmes	2026	2030	Human & Financial Resources	No. of recruitments and trained technical staff for research lab support
	4.3 Enhance digital and technological infrastructure	4.3.1 Upgrade computer laboratories with modern hardware, licensed software, and network capacity suitable for large student cohorts	4.3.1.1 Upgrading computer laboratories with modern hardware and expanded capacity	Dean	HODs Coordinators of the Units & Programmes	2026	2030	Human Resources, Physical Resources, & Financial Resources	No. of new computers No. of other IT related upgrading completed
		4.3.2 Implement a unified digital infrastructure to integrate learning management, research databases, and administrative systems	4.3.2.1 Implementation of digital transformation through centralized automated systems	Dean	HODs Coordinators of the Units & Programmes	2026	2030	Human Resources, Physical Resources, & Financial Resources	No. of centralized automated systems established

		4.3.3 Establish technical support and training programs to ensure effective and sustainable use of digital resources by students and staff	4.3.3.1 Training of staff and students on ERP/LMS and other systems	Dean	HODs Coordinators of the Units & Programmes	2026	2030	Human Resources, Physical Resources, & Financial Resources	No. of Trainings Conducted on ERP/LMS and other systems
	4.4 Promote sustainable, safe, and inclusive environments	4.4.1 Incorporate green building principles and energy-efficient technologies in all infrastructure projects and renovations.	4.4.1.1 Installation of solar-powered and smart lighting systems mechanisms within the faculty.	Dean	HODs Coordinators of the Units & Programmes	2026	2030	Human Resources, Physical Resources, & Financial Resources	No of solar-powered and smart lighting systems
		4.4.2 Upgrade facilities to meet modern safety (including a CCTV system), accessibility, and environmental standards for laboratories, classrooms, and common areas.	4.4.2.1 Establishment of laboratory safety procedures	Dean	HODs Coordinators of the Units & Programmes	2026	2030	Human Resources, Physical Resources, & Financial Resources	No. of SOPs prepared/updated
			4.4.2.2 Implementation of laboratory safety procedures	Dean	HODs / Coordinators of the Units & Programmes	2026	2030	Human Resources & Financial Resources	No. of laboratory safety procedures implemented
			4.4.2.3 Improving accessibility and ergonomics in workspaces	Dean	HODs Coordinators of the Units & Programmes	2026	2030	Human Resources & Financial Resources	No. of modifications to upgrade workspaces
		4.4.3 Foster a culture of environmental sustainability by introducing campus-wide waste reduction, water conservation, and green space enhancement initiatives.	4.4.3.1 Green university initiatives including waste management and recycling	Dean	HODs Coordinators of the Units & Programmes	2026	2030	Human Resources & Financial Resources	No. of Green university initiatives initiated

Faculty of Management Studies and Commerce									
Faculty of Management Studies and Commerce	4.1 Ensure adequate physical and technological infrastructure at disposal	4.1.1 Expand existing infrastructure facilities for continuous department excellence	4.1.1.1 Increase the No. of rooms for the academic staff	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	No. of rooms added
			4.1.1.2 Install a centralized A/C system for the phase I, II, III and IV of the FMSC Building Complex	Dean-FMSC	SAR_FMSC	2026	2030	Human, financial, physical	Completion rate of the centralized A/C system
			4.1.1.3 Construct a bridge connecting phase II and phase III of the Soratha Building Complex	Dean-FMSC	SAR_FMSC	2026	2030	Human, financial, physical	Completion of the bridge construction
			4.1.1.4 Expand the department resource centres with more facilities and accessories and essential physical resources	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	No. of new computers, devices, and other equipment added
			4.1.1.5 Increase the sufficient number of computers, printers, and other basic teaching and learning supportive equipment in the departments	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	No. of new computers, printers, and teaching/learning support equipment added to the department
			4.1.1.6 Establish a program coordination unit for the external degree and postgraduate degree programs	Dean-FMSC	SAR_FMSC, HOD	2026	2030	Human, financial, physical	Completion of setting up the program coordination unit, including office space, staffing, and infrastructure
			4.1.1.7 Expand and modernize the departmental-level mini-libraries	Dean-FMSC	SAR_FMSC, HOD	2026	2030	Human, financial, physical	No. of new books, journals, digital resources, and other learning materials added
			4.1.1.8 Facilitate future growth of CEFENI through dedicated infrastructure and sustainability planning	Dean-FMSC	SAR_FMSC, HOD-ENT	2026	2030	Human, financial, physical	Completion of a detailed infrastructure development plan for CEFENI.

			4.1.1.9 Enhance existing computer labs - E.g., DSC Lab to "ThinkSpace" with more furniture and equipment	Dean-FMSC	SAR_FMSC, HOD-DSC	2026	2030	Human, financial, physical	Completion of lab enhancement including furniture, computers, and other equipment
			4.1.1.10 Establish energy-efficient systems (solar panels, LED lighting, water-saving mechanisms) and facilities	Dean-FMSC Vice Chancellor	SAR_FMSC	2026	2030	Human, financial, physical	Percentage of planned energy-efficient systems installed and operational
			4.1.1.11 Modernize the Language Lab with advanced software (speech recognition, AI writing tools, pronunciation apps)	Dean-FMSC	SAR_FMSC, HOD	2026	2030	Human, financial, physical	Number and functionality of advanced language software installed
			4.1.1.12 Expansion and refurbishment of the Activity Room with flexible seating, multimedia tools, and smart boards to facilitate communication and soft skill training	Dean-FMSC	SAR_FMSC, HOD	2026	2030	Human, financial, physical	Completion of expansion and refurbishment works, including seating, multimedia tools, and smart boards
			4.1.1.13 Provide assistive technologies for differently-abled students in language learning	Dean-FMSC	SAR_FMSC, HOD	2026	2030	human, financial, physical	Number and type of assistive technologies provided
			4.1.1.14 Purchase server and cloud infrastructure. [To install server-based ERP (Such as Odoo/SAP 4/HANA, etc.), Database server, Data visualization systems, CMS (as WordPress), and AI models	Dean-FMSC	Coordinator-ITRC SAR-FMSC, HODs	2026	2030	Human, financial, physical	Successful installation and integration of ERP Database server, Data visualization systems, CMS and AI models. /Server and cloud systems

			4.1.1.15 Provide AI licenses for staff [ChatGPT, Developer API, such as Google LLM, etc., for system development subjects]	Dean-FMSC	Coordinator-ITRC, SAR-FMSC, HODs	2026	2030	Human, financial, physical	Percentage of planned AI licenses purchased and activated for staff use.
			4.1.1.16 Provide Odoo ERP licenses for final-year students and staff	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	No. of Odoo ERP licenses purchased and activated
			4.1.1.17 Equip FMSC main computer labs with the latest PCs	Dean-FMSC	SAR_FMSC, Coordinator-ITRC, HODs	2026	2030	Human, financial, physical	No. of latest PCs purchased and delivered
			4.1.1.18 Purchase learning tools - SAP 4/HANA Fiori, SAP 4/HANA ABAP Development, SAP Build Apps	Dean-FMSC	SAR_FMSC, HODs, Coordinator-ITRC	2026	2030	Human, financial, physical	Percentage of targeted students and staff able to access and use the SAP learning tools
			4.1.1.19 Set up a “Student Collaboration Hub” with discussion rooms, digital screens, and brainstorming spaces	Dean-FMSC	SAR_FMSC, HODs	2026	2030	human, financial, physical	Completion of the physical setup of the Student Collaboration Hub
			4.1.1.20 Implement standardized documentation procedures (digital and manual filing, record management systems)	Dean-FMSC	SAR_FMSC, HODs, Lecturers	2026	2030	Human, financial, physical	Percentage of digitalization completed/ systems implemented/ Percentage of documents with digital access
			4.1.1.21 Provide new laptops for staff members	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	No. of laptops purchased and delivered to staff
		4.1.2 Expand and develop academic spaces	4.1.2.1 Design and construct learning spaces for dual-mode and hybrid delivery	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	No. of planned learning spaces constructed

			4.1.2.2 Modernize lecture halls with smart boards, projectors, and audio systems, and comfortable seating arrangements	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	No. of lecture halls fully modernized
			4.1.2.3 Establish inclusive student learning spaces (quiet study zones, collaborative hubs, relaxation areas	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	Satisfaction level of students regarding the learning spaces
			4.1.2.4 Upgrade academic rooms/offices to accommodate growing staff and student needs	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	Percentage of upgraded rooms/offices actively used
			4.1.2.5 Improve accessibility by upgrading lecture halls and facilities with ramps, elevators, and assistive technologies for differently abled students	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	Percentage of planned accessibility upgrades completed in lecture halls and facilities
	4.2 Maintain and regularly upgrade digital infrastructure.	4.2.1. Strengthen digital infrastructure	4.2.1.1 Expand high-speed internet access and server capacity for LMS and research repositories	Dean-FMSC	Coordinator-ITRC, SAR_FMSC, HODs	2026	2030	Human, financial, physical	Percentage of planned internet and server infrastructure upgrades
			4.2.1.2 Introduce licensed software packages for research and teaching (SPSS, STATA, R, AI tools, Nvivo, SAP)	Dean-FMSC	Coordinator-ITRC, SAR_FMSC, HODs	2026	2030	Human, financial, physical	Percentage of faculty, staff, and students able to access and use the licensed software
			4.2.1.3 Secure subscriptions to databases (Emerald, Scopus, HeinOnline, Westlaw, LexisNexi, TR-EIKON, Bloomberg)	Dean-FMSC	Librarian, SAR_FMSC, HODs	2026	2030	Human, financial, physical	Percentage of students, faculty, and staff able to access the subscribed databases

			4.2.1.4 Establish a "Digital Accounting Research Lab" equipped with financial data analytics tools	Dean-FMSC	SAR_FMSC, HOD - ACC	2026	2030	Human, financial, physical	Completion of the physical setup of the Digital Accounting Research Lab
			4.2.1.5 Implement cloud-based accounting software for labs and practice	Dean-FMSC	SAR_FMSC, HOD	2026	2030	Human, financial, physical	Percentage of planned cloud-based accounting software deployed
			4.2.1.6 Develop virtual labs for remote learning and practice simulations	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	No. of planned virtual labs developed and deployed
		4.2.2. Ensure sustainable procurement and disposal	4.2.2.1 Adopt green IT practices (energy-efficient equipment, e-waste recycling mechanisms)	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	Percentage of IT equipment upgraded or procured to meet energy-efficient standards
	4.3 Enhance the functionality and accessibility of the Department 's digital platforms (website, LMS, online resource-sharing systems) to support students, staff, and stakeholders	4.3.1. Strengthen departmental website	4.3.1.1 Redesign website to improve navigation, mobile accessibility, and linguistic content	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	Percentage of website redesign completed
			4.3.1.2 Regularly update website with research outputs, events, and student services	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	No. of website updates published
		4.3.2. Develop online resource-sharing systems and ensure reliable access to e-resources	4.3.2.1 Create a departmental digital repository for theses, policy briefs, and lecture notes	Dean-FMSC	HODs	2026	2030	Human, financial, physical	Percentage of planned digital repository developed and operational
			4.3.2.2 Collect datasets, e-books, articles & case studies	Dean-FMSC	HODs	2026	2030	Human, financial, physical	Percentage of planned datasets, e-books, articles, and case studies collected
			4.3.2.3 Ensure reliable access to e-learning platforms and digital libraries	Dean-FMSC	Librarian, SAR_FMSC, HODs	2026	2030	Human, financial, physical	Average system response time for accessing resources, uploading, or downloading materials

		4.3.3. Improve accessibility and inclusivity	4.3.3.1 Ensure compliance with accessibility standards (screen readers, captions, alternative text)	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	Percentage of digital content, websites, and platforms meeting accessibility standards
			4.3.3.2 Provide remote access to digital resources	Dean-FMSC	SAR_FMSC, HODs	2026	2030	Human, financial, physical	Percentage of digital resources accessible remotely
			4.3.3.3 Provide assistive technologies for differently-abled students in language learning	Dean-FMSC	SAR_FMSC, HOD	2026	2030	human, financial, physical	Percentage of planned assistive technologies procured and installed
	4.4 Introduce incremental improvements in departmental digitalization to improve administrative and academic workflows	4.4.1. Adopt digital document management	4.4.1.1 Implement an e-filing and recording system for departmental correspondence, minutes, and reports	Dean-FMSC	SAR_FMSC, HODs	2026	2030	human, financial, physical	Percentage of digitalization completed or systems implemented
			4.4.1.2 Migrate archival records to a digital repository	Dean-FMSC	SAR_FMSC, HODs	2026	2030	human, financial, physical	Percentage of archival records successfully migrated to the digital repository
		4.4.2. Enhance academic workflow systems	4.4.2.1 Automate student inquiry tracking and service requests through online forms	Dean-FMSC	SAR_FMSC, HODs	2026	2030	human, financial, physical	Average time taken to acknowledge and respond to student inquiries submitted through online forms

	4.5 Ensure timely technical support and preventive maintenanc e for departmenta l facilities to minimize disruptions.	4.5.1. Establish preventive maintenance systems	4.5.1.1 Develop and implement a preventive maintenance schedule for IT equipment, classrooms, and office facilities	Dean-FMSC	SAR_F MSC, HODs	2026	2030	human, financial, physical	Completion of a comprehensiv e preventive maintenance schedule
		4.5.2. Strengthen technical support services	4.5.2.1 Assign a dedicated technical support team within the faculty for rapid troubleshooting	Dean-FMSC	SAR_F MSC, HODs	2026	2030	human, financial, physical	Average time taken to respond to IT or technical support requests
			4.5.2.2 Introduce an online helpdesk system for staff and students to request technical support	Dean-FMSC	SAR_F MSC, HODs	2026	2030	human, financial, physical	No. of staff and students able to access and submit requests
	4.6 Develop workspaces to ensure a smooth and calm academic environmen t within departments	4.6.1 Enhance green and calming environment	4.6.1.1 Develop indoor/outdoor green spaces with plants and relaxation areas	Dean-FMSC	SAR_F MSC, HODs	2026	2030	human, financial, physical	Percentage of planned indoor and outdoor green spaces developed and operational
		4.6.2. Improve digital workspace integration	4.6.2.1 Create open collaborative zones for staff-student interaction (discussion pods, mini hubs)	Dean-FMSC	SAR_F MSC, HODs	2026	2030	human, financial, physical	No. of collaborative zones constructed and operational
Faculty of Medical Sciences									
Faculty of Medical Sciences	4.1 Manage the university space, land and other resources effectively for better learning, living and working	4.1.1 Provide quality space for better teaching and learning activities	4.1.1.1 Provide necessary physical and infrastructure facilities to improve pre, para and clinical teaching within university and teaching hospitals including faculty board room examination rooms, academic centres, departments, newly acquired spaces	All Heads	Dean	2026	2030	Human /Financia l	No. of service and research-oriented laboratories in operation Percentage of identified IT equipment procured and installed Percentage of laboratory equipment procured quantity of reagents/test kits required

		4.1.2 Provide reasonable facilities for students and differently-abled and physically challenged staff and students	4.1.2.1 Build necessary physical and infrastructure facilities for the differently abled and physically challenged staff and students	All Heads	Dean	2026	2030	Human Financial	Physical and infrastructure facilities for the differently abled physically challenged staff and students
		4.1.3 Establish a telemedicine and research centre by 2030	4.1.3.1 Develop proposals, secure approval/funding, implement infrastructure	Dean	Head Medical Education	2026	2030	Financial	Establishment of a telemedicine and research centre
		4.1.4 Forensic department laboratory & research Infrastructure	4.1.4.1 Forensic lab upgrade Equipped Histopathology lab and operational photography unit Establish a hospital database system	Dean	Head Forensic Department	2026	2030	Financial	Completion of forensic lab upgrade
			4.1.5.1 Encourage AV unit & digital production lab establishment	Dean	Head/Medical Education	2026	2030	Financial /Human	Establishment of AV unit & digital production lab
	4.2 Improve the experiences of students in learning by improving the services within the faculty premises	4.2.1 Provide necessary facilities for teaching and learning within the faculty premises	4.2.1.1 Improve facilities for students such as Photocopy services, leisure areas	Dean	-	2026	2030	Human/ financial	Facilities provided for students other than for teaching purposes
	4.3 Renovate residential and students' space to provide students with facilities that are	4.3.1 Improve residential facilities near the Colombo South Teaching Hospital for the final year undergraduate students	4.3.1.1 Increase hostel facilities for final year medical undergraduate students by procurement of lands for a hostel near the Colombo South Teaching Hospital	Dean	-	2026	2030	Financial /physical space	No. of student residences near the Colombo South Teaching Hospital

	conducive for living and studying and social interaction.		4.3.1.2 Build a hostel in the above procured land for final year medical undergraduate students	Dean	-	2026	2030	Financial /physical space	Rate of completion of the hostel
	4.4 Improve and manage effectively the Colombo South Teaching Hospital University Professorial Unit	4.4.1 Improve mainly the departments of Medicine and Paediatrics Professorial Units for teaching and student teacher interactions in relation to patient care	4.4.1.1 Negotiate with Ministry of Health and University Grants Commission to build state-of-the-art Professorial Units for Medicine and Paediatrics	Clinical Heads in collaboration with CSTH Director	Dean	2026	2030	Financial	Completion rate of the Professorial units - State-of-the-art building and equipment
	4.5 Reduce the harm to the environment and create positive conditions for the environment to flourish and thrive and go green	4.5.1 Reduce the electricity consumption through fossil fuels and go green by generating electricity through solar power	4.5.1.1 Install solar panels in buildings which are running on fossil fuels/ electricity via the main grid	Dean	-	2026	2030	Financial	Generated power units through solar panels/ savings
		4.5.2 Implement the 3 'R' system	4.5.1.1 Install a waste management system	Heads	Dean	2026	2030	Financial	Completion rate of a waste management plant
			4.5.1.2 Install a chemical waste management system	Heads	Dean	2026	2030	Financial	Completion rate of a chemical waste management plant
			4.5.1.3 Install a wastewater treatment plant	Heads	Dean	2026	2030	Financial	Completion rate of a wastewater treatment plant
	4.6 Improve the transport facilities for students to travel in groups to achieve the desirable outcomes	4.6.1 Improve mainly the transport facilities for students when engaging in community services and community-based learning and during special appointments	4.6.1.1 Provide financial assistance to buy more vehicles (minimum of two large buses for large group teaching and one small bus for small group teaching)	Dean	-	2026	2030	Financial	No. of large/small buses purchased

	4.7 Expand and improve the existing library facility to meet the knowledge and information needs of medical undergraduates	4.7.1 Expand the physical space of the library to provide more space and sitting capacity and learning material	4.7.1.1 Add an extension to the medical library using underutilized area adjacent to the library	Chairperson of the library committee Work engineer and the maintenance unit	Dean	2026	2027	Finance and human resources	Expansion of the library with increased seating capacity and increased resource material
			4.7.1.2 Purchase new furniture and resource material to improve the capacity of the medical library	Chairperson of the library committee SAB/ FMS	Dean	2026	2027	Finance and human resources	Expansion of the library with increased seating capacity and increased resource material
	4.8 Improvement of the laboratories to maintain good quality and safe practices related to chemicals	4.8.1 Ensure possible steps to create a safe environment in laboratories	4.8.1.1 Prepare a SOP for the faculty for handling chemicals	Chairperson and the SOP committee	Dean	2026	2027	Human Finance	Completion of SOP for the laboratories to maintain good quality and safe practices related to chemicals
			4.8.1.2 Arrange regular staff training programmes and necessary basic safety equipment for academics and non-academics who handle chemicals	Dean and DR / FMS HODs		2026	2027	Human	Regular training programmes on necessary basic safety equipment for academics and non-academics who handle chemicals
			4.8.1.3 Create a sustainable cost-effective mechanism to discard / dispose of chemicals with minimal or no harm to the environment and handling personals at university level	Registrar for providing safety equipment	Dean	2026	2027	Financial	Provide basic safety equipment to relevant staff members
				Registrar of the university	Dean	2026	2027	Financial	Establishment of a sustainable and safe chemical disposable method

	4.9 Ensure resources for efficient and effective IT support for the faculty to maintain smooth and effective administrative and financial activities	4.9.1Ensure Effective efficient and continuous support to maintain most important functions of the faculty	4.9.1.1 Provide continuous technical and other infrastructure support from the main IT center to maintain faculty IT facilities	Main IT Centre of the University and the IT unit of the Faculty	Dean	2026	2030	Human /Financial	Uninterrupted IT facility with smooth functioning of the faculty administrative and other activities
			4.9.1.2 Digitalization of all necessary documents at Deans office and all departments	Main IT Centre of the University and the IT unit	Dean/All Heads	2026	2030	Human/Financial	Efficient and smooth digital system
Faculty of Graduate Studies									
Faculty of Graduate Studies	4.1 Improve infrastructure facilities at FGS	4.1.1 Design and build an extension to the FGS	4.1.1.1 Resource Center and Mini-library, Smart classrooms, Student workspaces, Mini Conference Room, Examination Unit, Room for demonstrators and technical officers, Store Room, Facilities Center, Space for Non-academic staff members (Finance Division)	VC, Dean-FGS	Registrar /Bursar/ DR & SAB – FGS / Engineer – Capital works & planning	2026	2030	Resources & consultancy required for new building	Completion rate of physical building
Faculty of Technology									
Faculty of Technology	4.1. To upgrade and modernize existing infrastructure and resources to enhance the quality of teaching, research, and academic excellence	4.1.1. Upgrading the laboratories and workshops	4.1.1. Purchasing/ renovating laboratory/ workshop equipment and facilities in the Laboratory complex and the Technology Workshop building	Heads	Specialization Coordinator, Lab-in-Charges	2026	2030	Funding	Percentage of utilization of annual funds allocation for each department
		4.1.2. Upgrading and modernizing common facilities	4.1.2.1. Upgrading student cafeteria and study facilities	Dean-FOT	DR-FOT DB-FOT	2026	2030	Funding	Upgrade the student cafeteria and study facilities
			4.1.2.2. Expansion of faculty networking facilities	Dean-FOT	DR-FOT DB-FOT	2026	2030	Funding	Establishment of faculty networking facilities

			4.1.2.3. Expansion of CCTV facilities	Dean-FOT	DR-FOT DB-FOT	2026	2027	Funding	Installation of CCTV facilities in the faculty
			4.1.2.4. Expansion of sewage treatment plant	Dean-FOT	DR-FOT DB-FOT	2026	2028	Funding	Expansion of the faculty sewage treatment plant
			4.1.2.5. Upgrading the staff office facilities	Dean-FOT	DR-FOT DB-FOT	2026	2030	Funding	Provision of fully furnished office facilities for the Faculty and each Department
			4.1.2.6. Expansion of library facilities and reading areas	Dean/FOT, Librarian	DR/FOT DB/FOT Assistant Librarian/FOT	2026	2030	Funding	Provision of new library facilities and reading areas
			4.1.2.7. Upgrading the facilities in lecture hall complex	Dean/FOT	DR/FOT DB/FOT	2026	2028	Funding	Provision of fully furnished lecture hall facilities
			4.1.2.8. Acquire equipment for gymnasium and sports facilities	Dean/FOT, Director/Physical Education	DR/FOT, DB/FOT	2026	2030	Funding	Provision of equipment for the Gymnasium and Sports Facilities
			4.1.2.9 Expansion of the faculty examination unit	Dean/FOT	DR/FOT, DB/FOT	2026	2028	Funding	Provision of fully furnished Faculty Examination Unit
	4.2. To develop and expand new infrastructure and resources to further strengthen teaching, research, and academic excellence	4.2.1. Establishments of laboratory building complex - II	4.2.1.1. Establishment of laboratory/workshop facilities	Vice Chancellor	Dean/FOT, Heads	2026	2030	Funding	Establishment of the Laboratory Building Complex - II
		4.2.2. Establishment of new common facilities	4.2.2.1. Construction of sports complex	Dean/FOT, Director/Physical Education	Registrar Bursar, Faculty Representative for Sports Advisory Committee	2026	2030	Funding	Construction of Faculty Sports Complex

			4.2.2.2. Construction of exam hall facility	Vice Chancellor, Dean/FOT	DR/FOT	2026	2029	Funding	Construction of Exam Hall Facility
			4.2.2.3. Establishment of industrial training unit	Vice Chancellor, Dean/FOT	Head(s)	2026	2029	Human Resources, Funding	Establishment of industrial training unit
			4.2.2.4. Implementing of a common computer laboratory	Dean/FOT, DR/FOT	SAB/FOT	2026	2028	Funding Human Resources	Establishment of a common computer laboratory
			4.2.2.5. Construction of an open-air theatre	Vice Chancellor, Dean/FOT	DR/FOT	2027	2030	Funding	Construction of an open-air theatre
			4.2.2.6. Construction of staff quarters facilities	Vice Chancellor, Dean/FOT	DR/FOT	2029	2030	Funding	Construction of staff quarters
			4.2.2.7. Construction of sheltering facilities for car parks and walkways	Dean/FOT	DR/FOT, DB/FOT	2028	2030	Funding	Construction of shelters for car parks and walkways
Faculty of Engineering									
Faculty of Engineering	4.1 To enhance the overall teaching and learning environment	4.1.1 Improve physical facilities/ Infrastructure	4.1.1.1 Construct Student Hostel facilities appropriately with maximum intake proposed	Faculty AR/SAR/DR/ Faculty welfare committee/ Faculty AB/SAB/DB	Dean/ Heads/ academic staff	2026	2030	Financial resources	No. of students with hostels
			4.1.1.2 Quarters for staff and international scholars (stay when visiting collaborative works)	Faculty AR/SAR/DR/ Faculty welfare committee/ Faculty AB/SAB/DB	Dean/ Heads/ Academic staff	2026	2030	Financial resources	No. of staff members staying at quarters, No. of rooms available for visitor staying
			4.1.1.3 Develop the MIS system and maintain it	Dean/ Coordinator MIS	Heads/ Faculty AR/SAR/DR	2026	2030	Financial resources and human resources	Completion rate of MIS

			4.1.1.4 Purchasing instruments for the labs which are incomplete (due to budgetary limitations of STHRD project)	Dean/ Heads/ Faculty AB/SAB/DB	Lab in charges/ staff members	2026	2030	Financial resources	Completion rate of the labs as planned
			4.1.1.5 Maintain the lab equipment and faculty vehicles	Faculty AR/SAR/DR/ Faculty AB/SAB/DB	Dean/ Heads/ Lab in charge/ Tos/ academic staff/ Drivers	2026	2030	Financial resources	No. of services provided equipment and vehicles No. of service agreements
		4.1.2 Widen the sports facilities available	4.1.2.1 Construct a basketball and a net ball court Indoor games	Dean/ Director physical education/ Faculty AR/SAR/DR/ Faculty AB/SAB/DB/	Faculty welfare committee/ Dean	2026	2030	Finance support	No. of students used and achievements
Faculty of Allied Health Sciences									
Faculty of Allied Health Sciences	4.1 Construct a new Faculty Complex to meet the academic, research, and administrative needs of FAHS	4.1.1 Develop and implement a phased plan for the construction of the new Faculty Complex with adequate facilities and a conducive working environment	4.1.1.1 Initiate and complete the design and construction phases of the new Faculty Complex	VC Registrar Bursar DR capital works	Dean SAR FAHS Building Project Committee	2026	2030	Financial Support Human Resource	Completed Faculty Complex
			4.1.1.2 Establish and operationalize academic, research, and administrative workspaces within the new Faculty Complex.	Dean SAR DB	HODs FAHS Building Project Committee	2026	2030	Financial support Human Resource	Utilization rate of the spaces allocated
		4.1.2 Incorporate sustainability, accessibility, and smart technology into the design and operation of the new Faculty Complex	4.1.2.1 Integrate eco-friendly and energy-efficient features such as solar panels, water recycling, and waste management systems into the building design	VC DR Capital works Registrar Dean Bursar	FAHS Building Project committee	2026	2030	Financial support	Fixed sustainability facilities

			4.1.2.2 Ensure accessibility and inclusivity for all users, including differently abled students and staff, by adopting universal design standards in all areas of the new Faculty Complex	DR Capital works Dean SAR	FAHS Building Project Committee	2028	2030	Financial support	Positive feedback from the target community of the faculty
			4.1.2.3 Implement digital infrastructure, including smart classrooms, e-learning facilities, and integrated management systems with relevant IT department	Bursar Dean SAR	USJ CITS Unit HODs Academic staff	2029	2030	Financial support Human resources	Rate of utilization of the newly implemented services
	4.2 Establish a multipurpose Community Service Centre to support community engagement, clinical training, and research in the proposed Faculty Complex	4.2.1 Develop and operationalize a sustainable, multidisciplinary Community Service Centre comprising a Nursing Care Centre, Community Pharmacy, Optometry Clinic, and Medical Laboratory	4.2.1.1 Plan, design, and construct the Community Service Centre	VC DR Capital works Dean Bursar Registrar	FAHS Building Project Committee SAR DB HODs	2027	2030	Financial support	Completion rate of the proposed Community Service Centre
			4.2.1.2 Provide equipment and required staff for each discipline section of the Community Service centre (Nurses/Pharmacists/MLTs/Optometrists etc)	Dean Bursar SAR DB	TEC Committee HODs Coordinators from each Dept.	2029	Ongoing	Financial support	Records and statistics of services provided by the Centre Inventory records No of student training /research programmes
	4.3 Effectively manage and maintain resources to provide an optimal learning and working environment with a focus on supporting	4.3.1 Optimize the use of hospital and clinical training facilities for student learning	4.3.1.1 Establish structured agreements with affiliated hospitals to ensure adequate access to clinical training	HODs	Clinical Coordinators	2026	2030	Human resources	No. of agreements
			4.3.1.2 Monitor utilization of hospital training resources to maximize efficiency	HODs	Clinical Coordinators	2026	2030	Human resources	Monitoring records

	clinical training in hospitals		4.3.1.3 Coordinate with hospital administrators to ensure fair student placement and access to clinical resources	HODs	Clinical Coordinators	2026	2030	Human resources	MOUs/No of placements established
Faculty of Dental Sciences									
Faculty of Dental Sciences	4.1 Ensure resources for efficiency and effective functioning of the Faculty	4.1.1 Expand infrastructure facilities of the faculty for continuous excellence in performance	4.1.1.1. Increase number of rooms allocated for academic staff with required facilities	Academic staff	Dean	2026	2030	Human, financial, physical space	No. of rooms available
			4.1.1.2 Establish a new building within the university premises. Common facilities are lectures halls, auditorium, examination halls, tutorial rooms, research and IT unit, library facilities, audio visual unit, student common room, staff common room and canteen	Academic staff	Dean	2026	2030	Human, financial, physical space	Completion rate of the new building
			4.1.1.3 Establish facilities specific to the dental faculty within the new building tutorial rooms, skills/ simulation lab, reading room, oral pathology laboratory, Basic prosthodontics and orthodontic laboratory and museum.	Academic staff	Dean	2026	2030	Human, financial, physical space	Percentage of provision in the new building
		4.1.2 Expand infrastructure facilities for smooth delivery of undergraduate clinical training	4.1.2.1 Expand and upgrade Dental Professorial units at CSTH	Dean/ Academic Staff	academic staff	2026	2030	Human, financial, physical space	Completion rate of the professorial unit
			4.1.2.2 Establish and expand Dental comprehensive care unit at IOH Maharagama	Academic staff	Dean	2026	2030	Human, financial, physical space	Completion rate of the dental care unit

			4.1.2.3 Establish dental laboratory	Academic staff	Dean	2026	2030	Human, financial, physical space	Completion rate of the dental laboratory
			4.1.2.4 Obtain grants for equipment and instruments	Academic staff	Dean	2026	2030	human, financial	No. of grants received
		4.1.3 Expand library resources	4.1.3.1 Purchase dental related new books to the Medical Faculty library	Academic staff	Dean	2026	2030	Financial	No. of books purchased
			4.1.3.2 Seek donations to obtain books from donors	Academic staff	Dean	2026	2030	Financial	No. of donations received
			4.1.3.3 Provide research related software to academics and students (SPSS, Microsoft Office)	Academic staff	Dean	2026	2030	Human, financial	No. of members who have access
Faculty of Urban and Aquatic Bioresources									
Faculty of Urban and Aquatic Bioresources	4.1. Laboratory to be established at the ground floor of the new faculty building and equipped with all necessary laboratory items.	4.1.1 Procurement and installation of laboratory equipment	4.1.1.1 Identify and prepare a list of required laboratory items	HODs	Academic staff	2026	2026	Human resources Fund allocation	No. of laboratory items listed
			4.1.1.2 Procure and install laboratory items through competitive bidding and supplier selection	HODs and bursar	Academic staff	2026	2026	Human resources Fund allocation	No. of items acquired /installed Funds utilization ratio
	4.2. Improve learning infrastructure	4.2.1 Setting up lecture halls and the staff cabins at the ground floor.	4.2.1.1 Design functional layouts for lecture halls and staff cabins	HOD	Academic staff – coordinator	2026	2027	Structured engineer, funds	No. of lecture halls and staff cabins added
			4.2.1.2 Install audio-visual systems (projectors, screens) in lecture halls.	HOD	Academic staff	2026	2027	Projectors, Wire codes, laptops	No. of completed halls with those equipment
			4.2.1.3 Furnish staff cabins with desks, chairs, storage cabinets, and IT connectivity.	Registrar, Dean of the faculty and HOD	Coordinator from the academic staff	2026	2028	Funds	No. of completed staff cabins

	4.3 Infrastructure Development and Laboratory Setup	4.3.1 Develop service laboratory for Water Quality Analysis and Aquatic and Animal Disease Diagnosis/ Wet Chemical Laboratory for teaching and research purposes/ Computer laboratory with 50 desktops	4.3.1.1 Install laboratory benches, storage cabinets, aquaria/tanks, and safety equipment	Dean, Registrar, HOD	Academic staff	2026	2030	Funds	No. of services given to the public
			4.3.1.2 Train new technical officer or research assistant on laboratory procedures, equipment handling, and safety protocols	HOD and Lecturer	Lecturer, Technical officers	2027	2030	Cadre, funds	No. of training sessions conducted
Faculty of Computing									
Faculty of Computing	4.1 Provide immediate and adequate infrastructure for students and staff until the permanent complex is available	4.1.1 Renovate old ITRC Building & old welfare building for Temporary Use.	4.1.1.1 Renovate the old ITRC building to provide lecture halls and Labs for 600 students and office spaces for 35 staff members	Dean HoDs	Coordinator / Infrastructure Committee	2026	2027	Financial Physical Human Resource	Renovation completion rate
			4.1.1.2 Refurbish spaces for lecture halls, laboratories, staff rooms, and offices	Dean HoDs	Coordinator / Infrastructure Committee	2026	2027	Financial Physical Human Resource	No. of lecture halls. laboratories, staff rooms and offices refurbished
			4.1.1.3 Withhold any demolishment of the 'Old Welfare' building until the permanent complex is operational	Dean HoDs	Coordinator / Infrastructure Committee	2026	2027	Financial Physical Human Resource	Administrative circular or official decision record
	4.2 Establish a state-of-the-art new faculty building complex of approximately 60,000 square feet.	4.2.1 Develop a modern and sustainable permanent faculty complex.	4.2.1.1 Demarcate suitable location within the USJ main university premises for the establishment of the new faculty building complex	Dean HoDs	Coordinator / Infrastructure Committee	2026	2026	Financial Human Resource Physical	Obtained approval for location demarcation
			4.2.1.2 Secure government funding for the construction of a state-of-the-art faculty complex	Dean HoDs	Coordinator / Infrastructure Committee	2026	2027	Financial Physical Human Resource	Amount of budget allocation

			4.2.1.3 Establish smart lecture halls, modern classrooms, and multipurpose auditoriums	Dean HoDs	Coordinator / Infrastructure Committee	2028	2030	Financial Human Resource Physical	Rate of completion of the facilities
			4.2.1.4 Allocate specific floors for undergraduate teaching, postgraduate programs, staff offices, research labs, and incubation spaces for approximately 1000 students and 100 staff members.	Dean HoDs	Coordinator / Infrastructure Committee	2028	2030	Financial Human Resource Physical	Completion rate of the architectural layout Space allocation plans
	4.3. Equip Faculty Complex with Advanced Facilities	4.3.1. Ensure world-class physical and digital infrastructure to enable cutting-edge education and research.	4.3.1.1. Acquire modern equipment, hardware, and software across Divisions/Units.	Dean HoDs	Coordinator / Infrastructure Committee	2028	2030	Financial Human Resource Physical	Purchased equipment inventory lists
			4.3.1.2. Implement high-performance computing facilities and cloud-based learning platforms.	Dean HoDs	Coordinator / Infrastructure Committee	2028	2030	Financial Human Resource Physical	Capacity available and utilization rate
			4.3.1.3. Establish a Modern Systems Engineering and IoT Lab that can cater to 150 students, equipped with IoT development kits, wireless testbeds, and high-performance AI/ML computing clusters.	Dean HoDs	Coordinator / Infrastructure Committee	2028	2030	Financial Human Resource Physical	Equipment inventory and technical specifications Research/project outputs generated
			4.3.1.4. Partner with industry and research councils to co-fund cloud and edge computing infrastructure.	Dean HoDs	Coordinator / Infrastructure Committee	2028	2030	Financial Human Resource Physical	No. of signed MoUs or funding agreements Progress and evaluation reports from industry/research partners
Library									

Library	4.1 Develop and expand physical library spaces to meet diverse user needs	4.1.1 Acquire sufficient space to the library in order to match user needs	4.1.1.1 Expand the library space acquiring the 3rd floor of the library building	VC/ Registrar/ Librarian	DR/SAR / AR Library Services	2026	2028	Human resources	Approval obtained and construction completed, Total additional floor area (m^2) added
			4.1.1.2 Increase seating capacity to accommodate the increasing number of students	Deans/ Librarian/ Bursar		2026	2028	Human resources and Funds	% increase in seating/study capacity, user satisfaction survey results
			4.1.1.3 Establish new study spaces	Librarian		2028	2030	Human resources and Funds	Separate reading spaces operational, usage
		4.1.2 Upgrade the existing library spaces	4.1.2.1 Renovate the entire library building	VC/ Registrar/ Librarian/ Bursar	Works Engineer, DR/SAR / AR Library Services	2028	2030	Human resources and Funds	Renovation completed; inspection report approved; % of physical areas renovated
			4.1.2.2 Air conditioning the entire library	Registrar/ Librarian/ Bursar	Works Engineer, DR/SAR / AR	2026	2030	Funds	% of library space air-conditioned
			4.1.2.3 Optimize the allocated building space devoted to collections and other services	Librarian	DR/SAR / AR	2028	2030	Human resources and Funds	% increase in optimized space usage
			4.1.2.4Expansion of English Learning Zone, Interactive Study Area and Preservation & Conservation Unit combining with the Binding Unit	Librarian	DR/SAR / AR	2027	2030	Human resources and Funds	No. of new services implemented; user participation
			4.1.2.5 Refurbish all the sections of the library and branch libraries	Deans/ Registrar/ Librarian/Bursar	DL/SAL /AL	2026	2030	Human resources and Funds	No. of refurbished sections completed; annual facility maintenance report
	4.2 Modernize library technology and systems to enhance operational	4.2.1 Strengthen digital infrastructure and connectivity	4.2.1.1 Expand the Wi-Fi coverage of the library and branch libraries	Deans/ Librarian/CITS	DL/SAL /AL (IT and Faculty liaison)	2026	2030	ICT infrastructure, technical expertise	Remote access system operational; number of successful logins by users

	efficiency and user experience		4.2.1.2 Redesign the library LAN	Librarian	DR/SAR / AR	2027	2030	Human & Finance	Design documents
			4.2.1..3 Expand the number and types of technological resources available to users and library staff including branch libraries	Deans/ Librarian/Bursar	DL/SAL / AL (IT and Faculty liaison)	2026	2030	IT, Human, Finance	No. of new technological resources added; % increase in equipment utilization rate
			4.2.1.4 Acquire modern techno-gadgets	Librarian	DR/SAR / AR	2028	2030	Human & Finance	No. of modern gadgets purchased; user satisfaction on device usability
			4.2.1.5 Ensure remote access through proxy or authentication systems	Librarian/CITS	DL/SAL / AL (IT and Faculty liaison)	2026	2030	Human, Finance, IT	Remote access system implemented; no. of authenticated user logins
			4.2.1.6 Provide charging stations for users	Librarian/ Works engineer	DR/SAR / AR Library Services	2028	2030	Human & Finance	No. of charging stations installed; % of users utilize the facility
		4.2.2 Enhance user experience and access to services	4.2.2.1 Add new student OPAC search stations	Librarian	DL/SAL / AL (IT)	2026	2030	Human & Finance	No. of new OPAC terminals installed; daily usage statistics
			4.2.2.2 Setup new kiosk machine	Librarian/ Bursar		2028	2028	Human & Finance	Kiosk installed and operational; no. of daily transactions
			4.2.2.3 Acquire library workstations, self-checkers and drop boxes to the main and branch libraries to provide state-of-the-art library facilities	Librarian/ Bursar/ CITS		2028	2030	Human & Finance, Vendor support	No. of workstations/self-checkers installed
			4.2.2.4 Introduce indoor navigation system for finding different sections and correct bookshelves of the library automatically	Librarian		2026	2030	Human, Finance & ICT infrastructure	Navigation system operational

			4.2.2.5 Explore AI-powered recommendation systems, mobile apps, and cloud-based access to digital collections	Librarian	DL/SAL / AL (IT)	2027	2030	ICT experts, Finance	No. of AI systems tested or implemented; increase in e-resource usage
			4.2.2.6 To RFID tagging Switching	Librarian		2026	2030	Human & Finance	% of collection RFID-tagged
			4.2.2.7 Negotiate perpetual access rights in licensing agreements	Librarian	DL/SAL / AL (IT and E resources)	2026	2030	Human Finance vendor negotiations	% of resources with perpetual access; contract documentation
			4.2.2.8 Set up group study rooms with smart screens	Librarian	DL/SAL / AL (IT and E resources)	2028	2030	Finance, networking equipment	No. of group study rooms; average room booking rate
			4.2.2.9 Establish a mini theatre for English Learning Zone	Librarian	DL/SAL / AL (IT and E resources)	2026	2030	Finance, AV equipment, sound system, furniture,	Mini theatre established; no. of ELZ programs conducted annually
			4.2.2.10 Introduce an Online Payment System to the library	Librarian/ Bursar	DL/SAL AL	2026	2026	Payment gateway integration, financial system support	Online payment system live; % of online transactions completed
			4.2.2.11 Establish a central student registration system	Registrar/Librarian/CITS		2026	2027	Database integration, software development, ICT infrastructure	System operational; % of student data integrated with library system
			4.2.2.12 Digitize rare collections	Librarian	DL/SAL AL (PAC and IT)	2026	2030	Scanners, metadata tools, preservation equipment	No. of rare items digitized annually; repository access statistics

		4.2.3 Improve security and asset protection	4.2.3.1 Install door access control systems and security gates for the branch libraries	Deans/ Librarian/ Bursar	DL/SALAL (Faculty liaison and IT)	2026	2030	Access control systems, RFID gates, procurement funds, ICT support	No. of access control systems installed;
			4.2.3.2 Upgrade existing CCTV system of the main library and expand for the branch libraries	Deans/ Librarian/ Bursar/ CITS	DL/SALAL (Faculty liaison and IT)	2026	2026	CCTV cameras, servers, networking cables, finance	% of coverage area under CCTV
	4.3 Implement sustainable and future-ready library infrastructure	4.3.1 Implement green and sustainable library practices	4.3.1.1. Install solar panels for partial energy supply	VC / Registrar/ Librarian/ Bursar	DR/SAR / AR (Library Services)	2026	2030	Solar panels, installation funds, technical consultancy, CEB approval	% of total energy supplied by solar power; monthly energy cost reduction
			4.3.1.2 Use locally produced eco-friendly furniture	Librarian/ Bursar	DL/SALAL and DR/SAR / AR Library Services	2026	2030	Finance	Number of items
Centre for IT Services									
Centre for IT Services	4.1. Server Room Expansion	4.1.1 Execute server room upgrade.	4.1.1.1 Finalize design for expansion (new room or existing space upgrade - raised floor, cable management)	Director CITS	Registrar	2028	2029	Funds, Consultancy	Implementation rate of expansion and migration of servers to the expanded server room
			4.1.1.2 Procure and install redundant power (UPS/Generator) and advanced environmental monitoring systems	Director CITS	Registrar	2028	2029	Funds, Consultancy	Implementation rate of expansion and migration of servers to the expanded server room
			4.1.1.3 Reroute networking and server cabinets (proper placement)	Director CITS	Registrar	2028	2029	Funds, Consultancy	Implementation rate of networking and server cabinets
	4.2. Expansion and upgrades in data centre	4.2.1. Establish remote redundancy and safety.	4.2.1.1 Identify and secure an off-site location for the Disaster Recovery/Backup infrastructure	Director, CITS	Registrar	2027	2028	Funds, consultancy	Implementation rate of the remote backup site

			4.2.1.2 Implement automated, continuous replication of all critical systems and data	Director, CITS	Registrar	2027	2028	Funds, consultancy	Number of systems with automated replications
			4.2.1.3 Procure and fix fire safety equipment and conduct mandatory fire drill training	Director, CITS	Registrar	2027	2028	Funds, consultancy	Implemented fire safety system
		4.2.2. Upgrade server infrastructure	4.2.2.1 Upgrade storage capacities of the servers	Director, CITS	Registrar	2027	2029	Funds and consultants	Report on satisfying the requirements of projected demand for next 5 years
			4.2.2.2 Procure replacement servers for existing servers that became EOL.	Director, CITS	Registrar	2027	2029	Funds and consultants	No. of replacements
	4.3 E-Marketing Division	4.3.1 Establish digital marketing capability.	4.3.1.1 Create the e-marketing division organizational structure	Director, CITS	Vice chancellor	Q3 2026	Q4 2028	Software licenses	Number of completed e-marketing tasks Reports on improved exposure
			4.3.1.2 Create a carder position and recruit qualified content creator	Director, CITS	Vice chancellor	Q3 2026	Q4 2028	Software licenses	Appointment to the post
	4.4. Strengthen the media unit	4.4.1 Upgrading equipment and software	4.4.1.1 Procure new high-resolution Camera and Lens equipment suitable for modern digital media.	Director, CITS	Vice chancellor, Registrar	Q3 2026	Q4 2027	Funds	No. of purchased equipment No. of projects completed
			4.4.1.2 Procure licenses for multimedia authoring tools and AI content generators.	Director, CITS	Vice chancellor, Registrar	Q3 2026	Q4 2027	Funds	No. of purchased equipment,
			4.4.1.3 Recruit qualified and capable human resources	Director, CITS	Vice chancellor, Registrar	Q3 2026	Q4 2027	Funds	Number of new recruitments
Medical Centre									

Medical Centre	4.1 Implement a digital medical service channel	4.1.1 Digitalize services for remote access	4.1.1.1 Procure telemedicine Platform, train staff and launch a pilot	Chief Medical Officer	Staff	2026	2028	IT specialists' telemedicine coordinators Software licensing Hardware	Online consultations; Patient satisfaction
	4.2 Open platform for doctors to enter medical certificate	4.2.1 Implement EMR system	4.2.1.1 Customize EMR-Train doctors-Secure access for student	Chief Medical Officer	Staff	2027	2029	Funds	% of digital certificates; Time saved
			4.2.1.2 Medical certificate digital approval campus wide	Chief Medical Officer	Staff	2027	2030	Human resources	Implement system to 3 Faculties per year
Physical Education Unit									
Physical Education Unit	4.1 To upgrade and maintain existing facilities	4.1.1 Conduct annual infrastructure audits	4.1.1.1 Renovate basketball courts, Tennis courts and equipment in main premises	University Maintenance	PE Unit	2028	2028	Capital funds	Number of facilities upgraded
	4.2 To develop new multi-sport complexes and training areas	4.2.1 Plan and design new facilities	4.2.1.1 Construct the proposed two-story indoor gymnasium by 3 Stages	University	PE Unit	2026	2029	Capital funds	Rate of completion of two-story indoor gymnasium
			4.2.1.2 Construct the three-story building for upper ground sports goods store, changing rooms, workers' room, players' accommodation rooms and conference room. 2 stages	University	PE Unit	2026	2027	Capital funds	Rate of completion of the three-story building

			4.2.1.3 Developing the Technology Faculty play ground surface, mini pavilion, changing rooms, volleyball courts & beach volleyball courts	University	PE Unit	2026	2026	Capital funds	Rate of completion of the Technology Faculty playground
			4.2.1.4 Construct the new outdoor basketball courts in Engineering Faculty	University	PE Unit	2026	2026	Funds	Rate of completion of the new outdoor basketball courts
			4.2.1.5 Construct the new open gym area in university main premises	University	PE Unit	2026	2026	Funds	Rate of completion of new open gym area
			4.2.1.6 Construct the Lower ground pavilion strength & conditioning room	University	PE Unit	2026	2026	Funds	Rate of completion of the lower ground pavilion
	4.3 To enhance the use of technology in training and management	4.3.1 Implement digital systems for booking, monitoring, and analysis	4.3.1.1 Develop the online system for swimming pool bookings, registration & payment method	Centre for IT services	PE Unit	2026	2026	Software & IT support	Usage reports, user satisfaction
			4.3.1.2 Develop the student profile maintain system for adding student extra-curricular activities	Centre for IT services	PE Unit	2026	2026	Software & IT support	Development rate of the student database
			4.3.1.3 Develop the sports item inventory system for PE unit	Centre for IT services	PE Unit	2026	2026	Software & IT support	Completion of the inventory record

			4.3.1.4 Develop the System for to calculate the amount of misuse and use in the gym	Centre for IT services	PE Unit	2026	2026	Software & IT support	Completing the data dashboard
Career Guidance Unit									
Career Guidance Unit	4.1. Develop a fully equipped Career Guidance Unit with modern facilities that ensure a comfortable and confidential environment for counseling and guidance.	4.1.1. Establishing an office area	4.1.1.1 Build Office rooms for Director, Career Guidance Counselors	Director Career Guidance unit	VC, University of Sri Jayewardenepura	2026	2030	University administration	Completion rate of development of the office
		4.1.2. Purchasing office equipment required	4.1.2.1 Photocopy machine and scanner, Portable Public Adress Sound System DSLR Camera Multi Media Projector Digital Video Camera - Handy Cam Projector Mount Projector Screen Power Pointer Pen Drive	Director Career Guidance unit	VC, University of Sri Jayewardenepura	2026	2030	University administration	No. of acquired tools & equipment
	4.2. Establish digital platforms and systems to manage internships, job banks, and industry collaborations effectively	4.2.1. Recruit computer programing officer	4.2.1.1 Call applications and interview	Director Career Guidance unit	VC, University of Sri Jayewardenepura	2026	2027	University administration	No. of recruitments
		4.2.2. Establishing digital platforms and systems on job bank	4.2.2.1 Introducing digital platforms	Director Career Guidance unit	VC, University of Sri Jayewardenepura	2026	2030	Software and IT support	Completion rate of digital job bank
		4.2.3. Reaching to digital Platform and the network	4.2.3.1 Purchasing Laptops for Director / Career Guidance Counseling Staff	Director Career Guidance unit	VC, University of Sri Jayewardenepura	2026	2030	University administration	No. of items purchased

IIVCC	4.1. Enhance resource allocation and partnerships	4.1.1. Assess and redesign the structure	4.1.1.1. Conduct an organizational structure review	Co-Chiars, IIVCC	Council members IIVCC	2026 (Once in 5 years)	2030	Human resources	Completion of organizational structure review and number of recommendations implemented
			4.1.1.2. Identify areas for process improvement	UBL Director	IIVCC	2026	2030	Human resources	Number of process improvement areas identified and prioritized for action
Staff Development Centre									
Staff Development Centre	4.1 Upgrade physical training facilities	4.1.1 Modernize training halls with smart facilities	4.1.1.1 Install smart boards and video conferencing tools	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation, IT support, coordination with faculties, administrative support	Number of smart boards, Video Recorders, Other infrastructure
	4.2 Enhance ICT infrastructure for staff development	4.2.1 Strengthen digital learning platforms	4.2.1.1 Expand Moodle and Zoom integration	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation, IT support	Activity completed as scheduled;
			4.2.1.2 Revamp of the SDC website for providing more information to the university community	SDC Director/Staff	Faculties / IT Centre of the University	2026	2030	IT support, Administrative Support	User Satisfaction Score (>85%)
	4.3 Provide access to e-learning resources	4.3.1 Acquire teaching/learning software	4.3.1.1 Subscribe to e-libraries/databases	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation, IT support	Number of e-libraries, databases subscribed
	4.4 Develop sustainable, eco-friendly training spaces	4.4.1 Promote green initiatives in SDC operations	4.4.1.1 Implement paperless training initiatives	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation, IT support	Percentage of online materials used (>85%)

	4.5 Consolidate and enhance the operational capacity	4.5.1 Enhance physical space	4.5.1.1 Construction of a modern, four-story building on the existing Staff Development Centre (SDC) premises	VC/Registrar/ Works Engineer	SDC Director/ Staff	2026	2030	Human resources, budget allocation, IT support	Four story building (Proposal Enclosed-Appendix 1)
Centre for Quality Assurance									
Centre for	4.1 Improve resources to optimize the functions CQA	4.1.1 Improve physical resources to optimize the functions CQA	4.1.1.1 Allocate office space for CQA in the common premises for service units/centres	Director/ CQA	Deputy Director/ CQA	2026	2030	Human Physical Financial	Progress of locating the CQA in the common premises
Centre for Sustainability									
Centre for Sustainability	4.1 Infrastructure development and maintenance	4.1.1 Upgrade Yagirala Forest Reserve	4.1.1.1 Develop indoor training facilities and accommodation units	Facilities Manager	Forest Department	2027	2029	Construction budget, FD approval	Facility capacity, Usage rate
			4.1.1.2 Install digital infrastructure (Wi-Fi, AV equipment) at the reserve	IT Coordinator	Technical Officers	2027	2028	IT equipment budget	System functionality
		4.1.2 Enhance Iththepana Research Centre	4.1.2.1 Upgrade research equipment and field facilities	Technical Officer	DFES Staff	2026	2028	Equipment budget	Equipment inventory, Usage logs
			4.1.2.2 Develop contingency plans for climate-related disruptions	Safety Officer	Centre Manager	2026	2027	Planning resources	Plan documentation, Drill reports
		4.1.3 Secure transportation	4.1.3.1 Acquire or arrange dedicated vehicles for field operations (2-3 vehicles)	Admin Officer	University Admin	2026	2027	Vehicle budget	Vehicle availability, Trip logs
	4.2 Enhancing physical and digital assets	4.2.1 Develop ecotourism infrastructure	4.2.1.1 Create visitor trails, signage, and interpretation centers at Yagirala and Iththepana	Ecotourism Coordinator	Forest Department	2028	2030	Development funds	No. of visitors, Revenue

		4.2.2 Build digital research platforms	4.2.2.1 Implement remote sensing and GIS capabilities	Research Technologist	IT Support	2026	2027	Software licenses	System utilization

Goal 5: Finance Resilience **To maintain and enhance the overall financial strength to build a sustainable competitive position through enhanced strategic capability and diversified funding sources beyond government grants**									
Objectives		**Strategy**	**Tasks/Activities**	**Lead Role/ Responsibility**	**Secondary Responsibility**	**Timeline**		**Resources Required**	**KPIs**
						Starting	**Completion**		
University Level Corporate Strategies									
University Level	5.1 Create conducive environment for financial resilience	5.1.1 Develop a university level policy for ensuring comfortability to generate and use funds	5.1.1.1 Obtain government funds for necessary development projects and covering recurrent expenses	VC Registrar Bursar	DB/SAB/AB	2026	2027	Human resource	Ratio between funds received and expected
			5.1.1.2 Bargain with the government and officials to set a clear policy on fund generation and utilization	VC Registrar Bursar	DB/SAB/AB	2026	2027	Human resource	Completion rate of policy development
			5.1.1.3 Develop common and transparent guidelines to fund management within the university and communicate SoPs	VC Registrar Bursar	DB/SAB/AB	2026	2027	Human resource	Efficiency rate in fund management
		5.1.2 Update financial management	5.1.2.1 Digitalize the financial handling	Registrar Bursar	DB/SAB/AB Director	2026	2027	Human resource	Rate of digitalization of finance systems

		system ensuring the efficiency	systems same as salary system		Center for ITS				
			5.1.2.2 Streamline the foreign grants handling schemes to motivate staff members to obtain research grants internationally	Registrar Bursar	DB/SAB/AB Director	2026	2027	Human resource	Efficiency rate in foreign grant management process
	5.2 Ensure effective fund management within the university	5.2.1 Encourage fund generations through different sources	5.2.1.1 Encourage and train staff members to write research grand and other competitive grant proposals and recognize their achievements	VC Deans Registrar Bursar	DB/SAB/AB	2026	2027	Human resource	No. and amount of foreign grants
			5.2.1.2 Motivate to use idle staff and resources to engage in self-fund generation for development purposes	VC Deans Registrar Bursar	DB/SAB/AB	2026	2027	Human resource	Amount/ratio of the self-generated funds
		5.2.2 Effective fund utilization	5.2.2.1 Utilize funds in effective and more productive projects in transparent ways	VC Deans Registrar Bursar	DB/SAB/AB	2026	2027	Human resource	No. of projects and amount invested
			5.2.2.2 Introduce a monitoring and evaluation system to measure effectiveness of the projects and fund utilization and report the impact	VC Deans Registrar Bursar	DB/SAB/AB	2026	2027	Human resource	Completion rate of the system. No. of projects completed and the outcome
Faculty of Humanities and Social Sciences									
Faculty of	5.1 Increasing financial resources of the faculty for	5.1.1 By seeking contributions from stake holders	5.1.1.1 Establishment of a mechanism to obtain donations from stakeholders	Dean	Heads	2026	2030	Human Resources	Amount of money received No. of donations received

	research and development								
	5.2 Providing support services related to Archaeological Activities	5.2.1 By establishing an Archaeological Development Fund	5.2.1.1 Submit a proposal to obtain approval to start a ledger	Dean	Head-DHA	2026	2030	Human Resources	Completion rate of the ledger approval
	5.3 Ensure adequate finance for core functions of the University	5.3.1 By creating a proper mechanism for the payment for visiting lecturers Sites	5.3.1.1 Develop an efficient procedure of payment for visiting staff	Dean	DR, DB	2026	2027	Human Resources	Completion rate of the visiting staff payment system
		5.3.2 By creating a supportive system of payment for students	5.3.2.1 Creating a gateway for an online payment system	Dean	DR, DB	2026	2030	Human & financial resources	Completion rate of the online payment system
Faculty of Applied Sciences									
Faculty of Applied Sciences	5.1 Promoting income-generating courses and programmes	5.1.1 Popularize postgraduate studies	5.1.1.1 Increase intake for postgraduate degrees	Dean FGS / Dean/ FAS HoDs	Coordinators	2026	2030	Human and financial resources	No. enrolled students for postgraduate programmes and extension programmes
		5.1.2 Introduce new postgraduate studies	5.1.1.2 Identify and introduce industry demanding postgraduate courses	Dean FGS /HoDs/ Dean FAS	Coordinators	2026	2030	Budget for facility services	No. of new PG courses
		5.1.3 Develop market oriented short courses	5.1.1.3. Introduce and operate short-term training programmes and certificate courses •Department of Sports Science •Department of Physics •Department of Botany (6 Courses) •Department of Forestry and	Dean FAS / Heads	Program Coordinators	2026	2030	Budget for facility services and operational cost	No. of new short courses introduced

			Environmental Sciences •Extended Degree programme •Department of Computer Science •Department of Zoology (02 Courses) •Department of Mathematics •Department of Polymer Science •Department of Food Science						
		5.1.4 Align with national development priorities and the SDGs (especially SDG 4: Quality Education and SDG 8: Decent Work & Economic Growth)	5.1.4.1 Introduce undergraduate and external BSc degrees •Department of Physics •Department of Botany •Department of Food Science •Department of Mathematics •Department of Polymer Science (01) and Department of Polymer Science bridging program	HODs	Department Coordinator	2026	2030	Budget for facility services and operational cost	No. of new courses introduced
	5.2 Providing consultancies and expertise services	5.2.1 Establishment of consultancy service centers at FAS	5.2.1.1 Improve consultancy services provided by FAS	Dean FAS / Heads	Academic staff / center coordinators	2026	2030	Budget for transportation and related services	No. and types of services provided and recipient feedback
			5.2.1.2 Collaborate and involve with cooperate sector for joint ventures	Center directors/ Heads and Coordinators	Academic staff / center coordinators	2026	2030	Budget for project requirements	No. and types of projects completed and stakeholders' feedback
	5.3. Maintain financial sustainability for the co- and extra-curricular	5.3.1 Implement activities for self-generated funds	5.3.1.1 Conduct fee-levying leadership/ training / physical	HOD/ Coordinators/ Centre Directors	Coordinators of Programmes	2026	2030	Human	No. of leadership/ training / physical activity programmes conducted

	activities of undergraduates		activity programmes		Senior Treasurer/ TOSS Academic Staff				
			5.3.1.2. Establish a leadership training centre	HOD/ Coordinators	In Charge / Leadership Training Centre	2026	2028	Human Physical Financial	Establishing the leadership training centre
			5.3.1.3. Obtain sponsorships for student-led projects	HOD/ Coordinators	Coordinators of Projects Academic Staff	2026	2030	Human Financial	No. sponsorships obtained for student-led projects
	5.4. Increase financial resources for student welfare	5.4.1. Strengthen the funds for student	5.4.1.1. Establish a student hardship and welfare fund	Dean FAS/ HOD/ Coordinators	Coordinator/Student Hardship and Welfare Fund	2026	2027	Human Financial	Establishing the student hardship and welfare fund
			5.4.1.2. Obtain donations / contributions to strengthen the student hardship and welfare fund	Dean FAS/ HOD/ Coordinators	Coordinator/Student Hardship and Welfare Fund Academic Staff	2026	2030	Human Financial	No. of donations and contributions obtained to strengthen the student hardship and welfare fund
			5.4.1.3. Incorporate alumni associations to support student scholarships and programme development	Dean FAS/ HOD/ Coordinators	Alumnae Relations Officer	2026	2028	Human	Registration evidence of alumni association No. of events conducted
Faculty of Management Studies and Commerce									
Faculty of Management	5.1 Enhance and diversify revenue streams	5.1.1 Create new revenue scheme through postgraduate programmes	5.1.1.1 Launch new postgraduate degree programs	Dean - FMSC, Director - PCBS	HODs, Program Coordinator	2026	2030	Human, financial and physical	No. of new or revised programmes introduced/ Income generated
		5.1.2 Expand and continue	5.1.2.1 Expand existing	Dean - FMSC, Directo	HODs, Program	2026	2030	Human, financial and physical	Percentage increase in income generated

		existing postgraduate programs	postgraduate programmes	r - PCBS	Coordinator				through existing postgraduate programs
			5.1.2.2 Ensure the continuous growth of the Department Sustainability Fund	HODs	Lecturers	2026	2030	Human, financial and physical	Percentage increase in the Sustainability Fund balance
	5.2 Attract, manage, and account for self-generated funds through executive education and consultancy services.	5.2.1 Develop executive education programmes/Short Courses	5.2.1.1 Design and launch short courses, diplomas, and certificate programs	HODs	Program Coordinators	2026	2030	Human, financial and physical	Income generated through short courses/ diplomas, and certificate programs
			5.2.1.2 Partner with the industry for co-branded training programs	HODs	Lecturers	2026	2030	Human, financial and physical	Income generated from training programs for industry partners
		5.2.2. Expand consultancy services and Build capacity for consultancy	5.2.2.1 Establish departmental-level consultancy units	HODs	Lecturers	2026	2030	Human, financial and physical	Number of departmental-level consultancy units
			5.2.2.2 Promote consultancy services to government ministries, NGOs, and the private sector	HODs	Lecturers	2026	2030	Human, financial and physical	Income generated by providing consultancy services
			5.2.2.3 Train staff in consultancy proposal writing and executive training delivery	HODs	Lecturers	2026	2030	Human, financial and physical	Number of training sessions/workshops conducted annually
			5.2.2.4 Encourage staff to register as consultants in national/international databases	HODs	Lecturers	2026	2030	Human, financial and physical	Number of staff members registered as consultants
		5.2.3 Conducting Tanning Programs	5.2.3.1 Design and conduct training programs for outsiders	HODs	Lecturers	2026	2030	Human, & financial	Income generated through training programs

	5.3 Strengthen collaboration with alumni, corporations, and development partners to secure sponsorships and endowments for departmental activities.	5.3.1 Engage Alumni Network	5.3.1.1 Establish an Alumni Advisory Board for fundraising and partnerships	HODs	Lecturers	2026	2030	Human, financial and physical	Number of fundraising partnerships
			5.3.1.2 Create Alumni Endowment Fund	Dean HODs	Lecturers	2026	2030	Human, financial and physical	Formal establishment and approval of the Alumni Endowment Fund/ Initial Capital raised
			5.3.1.3 Collaborate with alumni to sponsor departmental research, scholarships, and events	Dean HODs	Lecturers	2026	2030	Human, financial and physical	Number of Alumni-Sponsored Initiatives/ Total sponsorship value
			5.3.1.4 Create Industry Advisory Board	Dean HODs	Lecturers	2026	2030	Human, financial and physical	Establishment of the Advisory Board/Frequency of Advisory Board Meetings
			5.3.1.5 Establish a structured alumni fundraising programme	Dean HODs	Lecturers	2026	2030	Human, financial and physical	Number of Fundraising Campaigns Conducted/ Annual Fundraising Revenue
		5.3.2 Corporate/Industry Sponsorships	5.3.2.1 Develop sponsorship packages for departmental events	HOD	Lecturers	2026	2030	Human, financial and physical	Number of Sponsorship Packages/Number of sponsors
			5.3.2.2 Collaborate with industry partners to sponsor departmental research, scholarships, and events	HOD	Lecturers	2026	2030	Human, financial and physical	Number of Industry-Sponsored Initiatives/Total Sponsorship Value
			5.3.2.3 Creating a new Endowed Professorship in the Department	HODs	Lecturers	2026	2030	Human, financial and physical	Endowment Fund Target/ Number of donors or group of donors

		5.3.3 Development Partner Engagement	5.3.3.1 Identify and approach international organizations (World Bank, ADB, UNDP, EU) for departmental endowment support	HODs	Lecturers	2026	2030	Human, financial and physical	Amount of Funding Secured/ Number of Engagement Meetings Conducted
			5.3.3.2 Collaborate with NSF and Gamani Corea Foundation for research-linked sponsorships	HODs	Lecturers	2026	2030	Human, financial and physical	Establish partnerships/ MOUs with NSF and other foundations
		5.3.4 Transparent Fund Management	5.3.4.1 Establish a dedicated "Departmental Endowment & Sponsorship Fund."	HODs	Lecturers	2026	2030	Human, financial and physical	Establishment of the Fund/ Total Funding Received
			5.3.4.2 Publish annual sponsorship and endowment reports for accountability	HODs	Lecturers	2026	2030	Human, financial and physical	Publication of the annual sponsorship and endowment report within the scheduled timeframe
		5.3.5 Relationship Building	5.3.5.1 Organize annual events to recognize sponsors and partners	HODs	Lecturers	2026	2030	Human, financial and physical	Number of sponsor and partner recognition events organized
			5.3.5.2 Create communication channels (newsletter, LinkedIn group) for continuous engagement with alumni and corporate partners	HODs	Lecturers	2026	2030	Human, financial and physical	Launch of official communication channels for alumni and corporate partners./Content Frequency
	5.4 Explore partnerships with government agencies, NGOs, and	5.4.1 Build Government Partnerships	5.4.1.1 Identify key government agencies (e.g., Ministry of Finance, Central Bank, Department of Census &	HODs	Lecturers	2026	2030	Human, financial and physical	Number of potential collaborative projects, research partnerships, or joint initiatives identified

	international organizations for project-based or grant-funded initiatives aligned with departmental expertise		Statistics) for collaborative projects						with the agencies
			5.4.1.2 Develop policy briefs and submit proposals for government-funded research	HODs	Lecturers	2026	2030	Human, financial and physical	Total government-funded research proposals submitted to relevant agencies
		5.4.2. Collaborate with NGOs	5.4.2.1 Map relevant national and international NGOs (e.g., LIRNEasia, Oxfam, Transparency International Sri Lanka	HODs	Lecturers	2026	2030	Human, financial and physical	Number of NGOs with which potential collaborative projects, research, or partnerships can be initiated
			5.4.2.2 Jointly organize seminars/workshops with NGOs	HODs	Lecturers	2026	2030	Human, financial and physical	Number of /workshops conducted annually with NGOs
		5.4.3. Collaborate with international organisations	5.4.3.1 Engage with UNDP, ADB, World Bank, EU for grant-funded projects	HODs	Lecturers	2026	2030	Human, financial and physical	Funding amount secured
			5.4.3.4 Establish collaborative research with foreign universities through Erasmus+, Horizon Europe, and ADB partnerships	HODs	Lecturers	2026	2030	Human, financial and physical	Funding secured/ Number of international research partnerships established
			5.4.3.4 Conduct grant application workshops for staff and postgraduate students	HODs	Lecturers	2026	2030	Human, financial and physical	Number of workshops conducted annually
		5.4.4. Strengthen institutional capacity	5.4.4.1 Create a centralized “Research Grants Database” for staff access	HODs	Lecturers	2026	2030	Human, financial and physical	Database development completion

			5.4.4.2 Publish an annual "Partnership & Grants Report" documenting collaborations and outcomes	HODs	Lecturers	2026	2030	Human, financial and physical	Submission and publication of the annual report within the scheduled timeframe.
		5.4.5. Monitoring & Accountability	5.4.5.1 Engage with UNDP, ADB, World Bank, EU for grant-funded projects	HODs	Lecturers	2026	2030	Human, financial and physical	Funding Amount Secured
	5.5 Strengthen financial planning and revenue utilization	5.5.1 Optimize fund allocation/resource utilization	5.5.1.1 Allocate department funds for student development, activities, and training	HODs	Lecturers	2026	2030	Human, financial and physical	Number of Student Development Programmes funded
			5.5.1.2 Provide financial support for staff research and professional development	HODs	Lecturers	2026	2030	Human, financial and physical	Number of staff supported/Number of publications, conference presentations, or research projects completed
			5.5.1.3 Provide financial support for staff training and professional development	Vice Chancellor, Dean - FMSC	HODs	2026	2030	Human, financial and physical	Total number of staff who receive financial support
			5.5.1.4 Provide generated funds for staff/student welfare	Vice Chancellor, Dean - FMSC	HODs	2026	2030	Human, financial and physical	Number of welfare programmes supported/Amount of internally generated funds
		5.5.2 Strengthen financial planning	5.5.2.1 Adopt digital finance systems (online payments, e-budgeting, procurement tracking) to streamline operations	Vice Chancellor, Bursar, Dean_ FMSC	HODs	2026	2030	Human, financial and physical	Percentage of digitalization completed or systems implemented

			5.5.2.2 Prepare an annual budget with a clear allocation for different projects at the departmental level for sustainable development funds.	HODs	Lecturers	2026	2030	Human, financial and physical	Preparation of a comprehensive annual departmental budget
			5.5.2.3 Reduce printing and administrative costs through digitalization	HODs	Lecturers	2026	2030	Human, financial and physical	Percentage of digitalization completed or systems implemented
Faculty of Medical Sciences									
Faculty of Medical Sciences	5.1 Enhance financial resources for the expansion of the infrastructure of the faculty	5.1.1 Seek international collaborative research and contributions from local stake holders	5.1.1.1 Establish international research collaboration	Heads	Dean	2026	2030	Human /Financial	Percentage of financial contribution from sources other than the Ministry of Higher Education
			5.1.1.2 Promote elective students	Coordinator Elective programme	Dean	2026	2030	Human	Amounts of funds generated through exchange students
			5.1.1.3 Promote students from SAARC countries to join as undergraduates	Dean Director international Affairs		2026	2030	Human	Amount of funds generated from foreign students
			5.1.1.4 Promote research consultations	HODs		2026	2030	Human	Amount of funds collected through consultations
			5.1.1.5 Promote short term academic training programs for Southeast Asia / international	Coordinators of the identified short courses		2026	2030	Human	Funds generated through short academic training programs
		5.1.2 A ttract research grants and funds	5.1.2.1Encourage academic members to attract research	Research committee	Dean	2026	2030	Human	Number of research grants

			grants and funds 5.1.2.2 Make arrangements to share research opportunities to enhance collaborative research to attract grants						attracted by academics Amount of grants received
Faculty of Graduate Studies									
Faculty of Graduate Studies	5.1 Enhance finances leading to self-sustainably	5.1.1 Facilitate increase in student intake	5.1.1.1 Engage in effective promotion and marketing campaigns	Dean/FGS	SAR/SAB	2026	2030	Human resources	No. of promotion, marketing campaigns, new enrolments, new industry related courses and Contribution per student
Faculty of Technology									
Faculty of Technology	5.1 To seek financial resources for the expansion of the infrastructure of the Faculty of Technology	5.1.1 Seek financial resources from the GOSL fund	5.1.1.1 Submit proposals to get financial support from GOSL fund	Vice Chancellor, Registrar, Bursar	Dean-FOT	2026	2030	Finances	Getting annual budget approval from the UGC
		5.1.2 Writing proposals to get funds from external sources	5.1.2.1 Collaborate with professional external bodies	Vice Chancellor, Registrar, Bursar	Dean-FOT	2026	2030	Finances	Number of collaborative activities to secure funds
	5.2 To seek financial resources for maintenance and enhancement of the existing facilities of the faculty	5.2.1 Mobilize financial support from external and industrial sources	5.2.1.1 Establish industrial sponsorships, collaborations, and partnerships to enhance and sustain faculty infrastructure.	Vice Chancellor, Registrar, Bursar	Dean-FOT	2026	2030	Finances	Number of industrial sponsorships, collaborations, and partnerships Generated amount of funds
Faculty of Engineering									

Faculty of Engineering	5.1 Prepare self-finance model	5.1.1 Create opportunities for courses with demand	5.1.1.1 Introduce and operate short-term training programs, MSc programs, external programs	Heads/ Program coordinators/ FGS/ EEU	Staff members/ Faculty AB/SAB/DB	2026	2030	Human resources	Number of courses offered, Number of certificates given
		5.1.2 Renting systems for the available spaces	5.1.2.1 Renting the spaces (lecture halls, lab spaces, auditorium, food court area etc.) for a competitive price	Faculty AR/SAR/DR/ faculty AB/SAB/DB	Dean/ Heads/ Staff members	2026	2030	Human and financial resources	Income generated by renting spaces annually
		5.1.3 Testing and consulting services	5.1.3.1 Promote the lab facilities available and gain the chances for testing and consulting services	Dean/ Heads/ faculty AB/SAB/DB	Staff members/ Lab in charges/ TO's	2026	2030	Human and financial resources	Income generated by testing and consulting services annually
		5.1.4 Open souvenir shop	5.1.4.1 Make and Promote the souvenir items	Faculty welfare committee Faculty AR/SAR/DR Faculty AB/SAB/DB	Staff members	2026	2030	Human and financial resources	Income generated annually
Faculty of Allied Health Sciences									
Faculty of Allied Health Sciences	5.1 Develop sustainable income-generation streams	5.1.1 Introduce departmental short courses and consultancy services	5.1.1.1 Generate funds through industry-based research and consultancy projects	HODs	Academic staff	2029	2030	Effective communications Human Resources	No of consultancies conducted per year
			5.1.1.2 Market short courses to future laboratory personal	HODs CDC	Academic staff Course Coordinators	2027	Ongoing	Financial support Development of curriculum	No of short courses designed Senate and Council minutes
	5.2 To facilitate the students' requirements for academic activities	5.2.1 Implement a mixed transport support model alongside a transparent micro-grant	5.2.1.1 Provide transport facilities for students	HOD	Registrar Bursar	2026	2028	Financial support	Student satisfaction with transport options via standardized surveys each term

		fund for key student ceremonies such as oath/white-coat events, governed by clear eligibility and documentation	5.2.1.2 Provide required financial assistance for students' significant events, such as the oath ceremony	HOD	Registrar Bursar	2026	2028	Financial support	No. of students receive free uniforms for oath ceremony
Faculty of Dental Sciences									
Faculty of Dental Sciences	5.1 Introduce income generating courses and programs	5.1.1 Establish a Certificate courses (fee levying courses)	5.1.1.1 Introduce a Certificate course for Dental surgery nurse Assistant	Dean	Heads of department	2026	2030	Human, financial	Percentage of financial contribution from sources other than the Ministry of Higher Education
			5.1.1.2 Introduce a Certificate course for Dental laboratory technicians	Dean	Heads of department	2026	2030	Human, financial	Percentage of financial contribution from sources other than the Ministry of Higher Education
			5.1.1.3 Conduct an orientation programme for ERPD examination	Dean	Heads of department	2026	2030	Human, financial	Percentage of financial contribution from sources other than the Ministry of Higher Education
		5.1.2 Establish diploma courses for dental surgeons (fee levying courses)	5.1.2.1 Introduce a Diploma course for dental surgeons	Dean	Heads of department	2026	2030	Human, financial	No. of students enrolled
		5.1.3 Attract international students for academic/elective training	5.1.2.2 Promote elective students	Heads of department	Dean	2026	2030	Human, financial	No. of students enrolled
			5.1.2.3 Promote SARRC students as undergraduates	Heads of department	Dean	2026	2030	Human, financial	No. of students enrolled
	5.2 Attract research grants and funds	5.2.1 Promote applications for national and international funding agencies	5.2.1.1 Promote development and submission of grant applications for local/global	Heads of department	Deans	2026	2030	Human	No. of grants received

			agencies and identifying funding opportunities						
	5.3 Financial resources for the expansion of Infrastructure	5.4.1 Writing proposal to get funds from external so urces	5.4.1.1 Identify the possible external funding sources	Heads of depart ments	Dean	2026	2030	Human	Percentage of financial contribution from sources other than the Ministry of Higher Education
Faculty of Urban and Aquatic Bioresources									
Faculty of Urban and Aquatic Bioresources	5.1. Generate funds through industry partnerships and consultancy	5.1.1 Develop Strategic Industry Collaborations	5.1.1.1 Identify potential industry partners and organize workshops, meetings.	HODs	Acade mic staff	2026	2030	Human resource s	No. of collaboration s
			5.1.1.2 Establish Memoranda of Understanding (MOUs) or collaboration agreements	HODs	Acade mic staff	2026	2030		No. of MOU signed
		5.1.2 Provide Consultancy Services	5.1.2.1 Promote services through faculty website and social media	Acade mic staff	Acade mic staff	2027	2030		No. of web posts/ presence
			5.1.2.2 Provide consultancy services to relevant government and non-government organizations	Acade mic staff	Acade mic staff	2027	2030	Human Resourc es	No. of services offered
	5.2. Investment in infrastructure and laboratories to generate service income (Aquatic animal disease diagnosis, water quality analysis)	5.2.1 Develop service labs	5.2.1.1 Identify the space and equipment	HODs	Acade mic staff	2026	2029	Funds	No. of services provided
			5.2.1.2 Purchase equipment, chemicals and establish service labs	HODs	Acade mic staff	2026	2029	Funds	Amount spent on equipment and chemicals purchasing
		5.2.3 Generate income by providing services	5.2.3.1 Market services via social media and provide	HODs/ Directo r	Service lab staff	2027	2030	Human resource s	Generated funds through service offerings

	5.3 Product commercialization (aquatic plants/fish feed)	5.3.1 Make feed materials for commercialization	5.3.1.1 Make feed and market	Academic staff, Laboratory technician	Research assistants	2028	2030	HR/ funds	No. of commercialized products
		5.3.2 Make aquatic plant aquariums	5.3.2.1 Make aquariums for culture aquatic plants	Academic staff	Research assistants	2028	2030	HR/ funds	No. of commercialized products Funds generated
			5.3.2.2 Commercialize aquatic plants	HODs Academic staff	Lab assistants	2028	2030	HR/ funds	No. of commercialized aquatic plants
	5.4 Short course on relevant subject areas	5.4.1 Identify priority subject areas relevant to industry, community, and academia Strengthen Delivery of Short Courses	5.4.1.1 Alignment of course content with industry/academic needs	HODs Relevant lead staff member	Other staff members 2027 2030	2026	2027	Human resources	No. of courses conducted Funds generated
			5.4.1.2 Conduct courses in face-to-face, online, or hybrid modes Provide hands-on training, field demonstrations, or lab sessions where relevant	HOD Relevant lead staff member	Other staff members 2027 2030	2028	2030		Participant enrollment levels in each course Funds generated
Faculty of Computing									
Faculty of Computing	5.1 Ensure financial sustainability	5.1.2 Promote income generation through external courses and postgraduate programs.	5.1.2.1 Design and launch postgraduate programs and external courses aligned with industry needs	Dean HoDs	Programme Coordinator	2028	2030	Physical Human Resource	No. of new postgraduate and external programs developed and approved by the Senate
			5.1.2.2 Increase intake for postgraduate degrees	Dean HoDs	Programme Coordinator	2028	2030	Physical Human Resource	Annual postgraduate enrolment
			5.1.2.3 Expand international student recruitment for postgraduate programs	Dean HoDs	Programme Coordinator	2028	2030	Physical Human Resource	No. of international students enrolled per academic year

	5.2 Attract research grants and funding from local and international sources.	5.2.1 Promote applications for national and international research grants and funding agencies.	5.2.1.1 Develop partnerships with government agencies, industry, and international research organizations to increase funding opportunities	Dean HoDs	Coordinator / Research and Development	2028	2030	Physical Human Resource	Number of collaborative MoUs/ partnerships established Amount of external research funding secured annually
			5.2.1.2 Establish smart lecture halls, modern classrooms, and multipurpose auditoriums	Dean HoDs	Coordinator / Research and Development	2028	2030	Physical Human Resource	No. of facilities established and operational
			5.2.1.3 Organize workshops and training sessions on grant writing and project management for faculty and postgraduate students	Dean HoDs	Coordinator / Research and Development	2026	2030	Physical Human Resource	No. of workshops conducted annually Success rate in grant applications
Library									
Library	5.1 Improve accountability and governance in financial management	5.1.1 Utilize the library allocation efficiently and effectively	5.1.1.1 Allocate funds for all faculties equally to purchase resources	VC/ Registrar/Librarian/ Bursar	DR/SAR/ AR Library Services	2026	2030	Annual budget allocation	% of allocated funds utilized by each faculty
			5.1.1.2 Establish transparent monitoring and reporting mechanisms	VC/ Registrar/Librarian/ Bursar	DR/SAR/ AR Library Services	2026	2027	Finance, software, human resources	Annual financial monitoring report submitted
		5.1.2 Utilize the library development vote effectively and efficiently	5.1.2.1 Allocate funds according to the constitution of the library development vote	VC/ Registrar Librarian/ Bursar	DR/SAR/ AR Library Services	2026	2030	Budget allocation	% of library development vote utilized annually
			5.1.2.2 Amend the constitution of the library development vote			2027	2028	Human resources	Revised constitution approved by Senate/Council
		5.1.3	5.1.3.1 Deposit non-refundable	VC/ Registr	DR/SAR/ AR (Librar	2026	2030	Finance system integrati	Total annual fund generated; %

		Raise funds for library development	library fees, fines and library fee from external users to the library development vote	ar/ Deans/ Librarian/ Bursar	y Services)			on, policy guidelines	increase in library development vote
			5.1.3.2 Conduct workshops, courses, and seminars for external audiences and deposit collected fees	Librarian	DL/SALAL	2026	2030	Human resources, Finance	No. of workshops conducted; total income generated from external training
			5.1.3.3 Seek donations from external donors, alumni, and government/non-government organizations	Librarian	DL/SALAL and DR/SAR/ AR (Library Services)	2026	2030	Donor database, proposal writing, communication tools	No. of donations received annually; total value of contributions
			5.1.3.4 Raise funds through Library-students society	Librarian	DL/SALAL	2026	2030	Finance, Student society support, event materials	No. of fundraising events conducted; income generated by society activities
Centre for IT Services									
Centre for IT	5.1. Revenue Generation	5.1.1 Commercialize in-house systems	5.1.1.1 Sign service agreement with HE institutions and developing systems	Director CITS	Finance Division	2027	2030	Human resources Funding	Generated funds through IT services
			5.1.1.2 Provide technical training to staff of partner universities	Director CITS	Finance Division	2027	2030	Human resources Funding	Generated funds through IT services
Career Guidance Unit									
Career Guidance	5.1. Generate financial resources through partnerships, sponsorships, and training	5.1.1. Prepare project proposal for events	5.1.1.1 Project proposal preparation	Career Guidance Counsellors	Director- CGU	2026	2030	Human Resources	No. of proposals submitted
		5.1.2. Collaboration with Industries	5.1.2.1 Sign MOU with	Career Guidance	Director	2026	2030	Human Resources	No. of MOUs signed and impact

	programs with industry and government agencies	and initiating MOU	Government and Non – Government institute/ Industries	Counselors	Career Guidance unit				
	5.2 Encourage student-led fundraising and entrepreneurship activities that support CGU projects and community development initiatives	5.2.1. Initiate entrepreneurship activities	5.2.1.1 Establishing Cafeteria project	Career Guidance Counsellors	Director Career Guidance unit	2026	2030	Human Resources	No. of startups
	5.3 Strengthen financial accountability and transparency in all CGU-led projects and fundraising initiatives to ensure sustainable operations	5.3.1. Establish proper auditing system for each society/ club annually	5.3.1.1 Submitting audit reports annually	Career Guidance Counsellors	Director Career Guidance unit	2026	2030	Qualified Auditors	No. of audit reports reviewed
Innovation, Invention, and Venture Creation Council (IIVCC)									
IIVCC	5.1 Improve Financial Position of the University	5.1.1 Explore International Grants 5.1.2. Explore R&D Grants from Local Corporates	5.1.1.1. Engage with International Donor Agencies	IAD	IIVCC	2026	2030	Human resources	No. of international donor agencies grant applications submitted
			5.1.1.2 Engage with Local Corporates	UBL	IIVCC	2026	2030	Human resources	No. of local corporates engaged No. of R&D grant opportunities
Staff Development Centre									
Staff Development Centre	5.1 Ensure financial sustainability of SDC programmes	5.1.1 Generate revenue through fee-based workshops	5.1.1.1 Introduce executive training programmes	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation	No. of training programmes conducted
	5.2 Mobilise external funding and partnerships	5.2.1 Partner with donor agencies for funding	5.2.1.1 Develop proposals for donor-funded projects	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation	No. of proposals approved
	5.3 Maintain transparency in	5.3.1 Adopt strict monitoring and	5.3.1.1 Publish annual audited reports	SDC Director/Staff	Faculties / Suppor	2026	2030	Human resources, budget	No. of audit reports published

	financial management	reporting mechanisms			ting Units			allocation	
	5.4 Introduce cost-effective training solutions	5.4.1 Promote blended learning to reduce costs	5.4.1.1 Expand online training modules	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	No. of courses hosted; User engagement rate
Centre for Quality Assurance									
Centre for Quality Assurance	5.1 Ensure financial allocations to optimize the function of the CQA	5.1.1 Convince the need of financial allocations to optimize the functions CQA	5.1.1.1 Allocation of proportion of income generated by the programmes/projects/activities reviewed/contributed by the CQA	Director/ CQA	Deputy Director/CQA	2026	2030	Human resources	Allocation of proportion of income generated by the programmes/ projects/activities reviewed/contributed by the CQA
Centre for Sustainability									
Centre for Sustainability	5.1 Diversifying revenue streams	5.1.1 Expand consultancy services	5.1.1.1 Market EIA, LCA, and LEAP certification services to 50+ companies	Marketing Coordinator	Consultants	2026	2030	Marketing budget, Website	No. of clients, Revenue generated
			5.1.1.2 Develop 3 new commercial service offerings	Business Development Officer	CFS Director	2026	2030	Service development costs	Service uptake, Revenue generated
		5.1.2 Optimize fee-levying programs	5.1.2.1 Launch 2-3 executive training programs annually at market rates	Training Coordinator	DFES Staff	2026	2030	Program materials	Enrolment numbers, Revenue generated
			5.1.2.2 Develop pricing strategy ensuring cost recovery plus 20% margin	Finance Officer	CFS Director	2026	2026	Financial analysis tools	Profit margins achieved
		5.1.3 Streamline financial procedures	5.1.3.1 Work with university finance to reduce fund disbursement time to < 2 weeks	Finance Officer	University Finance	2026	2027	Human resources	Processing time metrics

			5.1.3.2 Implement transparent budget allocation system across priorities	Finance Officer	CFS Director	2026	2026	Budget software	Budget adherence

Goal 6: Outstanding Student Experience **To create opportunities for the students to have an exceptional, distinctive and quality experience to prepare themselves for life beyond their studies**									
Objectives		**Strategy**	**Tasks/Activities**	**Lead Role/ Responsibility**	**Secondary Responsibility**	**Timeline**		**Resources Required**	**KPIs**
						Starting	**Completion**		
University Level Corporate Strategies									
University Level Corporate Strategies	6.1 Create a learning, education and research oriented conducive environment	6.1.1 Promote free learning and research-oriented culture with freedom for all	6.1.1.1 Ensure all forms of violence free environment with physical, psychological and social harmony among all	VC Registrar Deans	Proctor Chief Security Officer	2026	2030	Human Resources and funding	Achievement rate of 'zero violence' policy
			6.1.1.2 Adhere to common rules and regulations of the country ensuring the fairness, rights and social security	VC Registrar Deans	Proctor Chief Security Officer	2026	2030	Human Resources and funding	Rate of adherence to common rules and regulations
Faculty of Humanities and Social Sciences									
Faculty of Humanities and Social Sciences	6.1 To encourage students to remain focused on their studies and complete their degree program within the specified time period (3 to 4 years)	6.1.1 By providing counselling services for students who may need them	6.1.1.1 Maintain the student support center	Dean	Director-SSC & SWC	2026	2030	Human & financial resources	No. of students using the service
			6.1.1.2 Provide training for counsellors on ethics and techniques	Dean	Director-SSC & SWC	2026	2030	Human & financial resources	No. of counselling ethics and techniques training programs
		6.1.2 By increasing the number of scholarships for students with economic hardships	6.1.2.1 Maintain the endowment fund with contributions from donors	Dean	Director-SSC & SWC	2026	2030	Human & financial resources	Amount of money received to the endowment fund

	6.2 To enhance students' performance and other skills	6.2.1 By providing students with opportunities to present their talents and skills	6.2.1.1 Establish two student associations CELL and Basha Buddy	Head-DELT	Coordinator-First Year Program	2026	2030	N/A	No. of students in associations
			6.2.1.2 Select most outstanding student based on academic, leadership, and community criteria etc…	Heads	SAC	2027	2030	financial resources	No. of nominations received
			6.2.1.3 Conduct a program to develop multiple intelligence - "Brilliant Minds" Challenge Competition	Dean	CDEPD	2026	2030	Human & financial resources	No. of participants involved in Brilliant Minds" Challenge Competition
			6.2.1.4 Conduct green innovations and community services/ /Social work -related programs/projects	Dean	Heads, Coordinator, Secretary and project coordinators of Green Hub	2026	2030	Financial & physical resources	No. of projects/activities conducted
	6.3 To enhance voluntary contributions to society by students and staff	6.3.1 By increasing community services offered by the departments and faculty	6.3.1.1 Provide academic support, soft skill, socio-emotional development and special training program for students with special needs	Dean	EOC	2026	2030	Human & financial resources	No. of programmes for students with special needs
			6.3.1.2 Conduct a Special CSR (Corporate Social Responsibility) project to create audio books for differently abled community	Dean	EOC	2026	2030	Human & financial resources	No. of audio books created

			6.3.1.3 Encourage voluntary participation to contribute to the audio book library for students with special needs	Dean	CSSN	2026	2030	Human & financial resources	No. of volunteers involved in creating audio books
			6.3.1.4 Conduct 'Silpayathra' CSR projects by students	Dean	Student's' association-FHSS	2026	2030	Financial resources	No. of Activities carried out
	6.4 To enhance the exposure of undergraduates	6.4.1 By providing students with opportunities to participate foreign exchange program.	6.4.1.1 Send students for foreign trainings	Dean	Heads	2026	2030	Human & financial resources	No. of students attended for the foreign exchange programmes
	6.5 To provide assistance to exhibit the inherent creative talents of the faculty community	6.5.1 By creating diverse avenues for showcasing talents and creativity of the undergraduates and academic and non-academic staff	6.5.1.1 Conduct 'Ranrasu' talent show	Dean	CC-FHSS	2026	2030	Human & financial resources	No. of participants to the talent show
			6.5.1.2 Conduct aesthetic, traditional, heritage and religious activities'	Heads	CC-FHSS	2026	2030	Human & financial resources	No. of activities held
Faculty of Applied Sciences									
Faculty of Applied Sciences	6.1 Ensure holistic development of students	6.1.1 Provide opportunities for students to get a holistic learning experience encompassing knowledge, skills and positive attitudes.	6.1.1.1. Offer experiential learning opportunities, including internships, research projects, and consultancy involvement.	Dean FAS/ Heads/ Program coordinators	Academic counsellors/ Advisors and Senior treasurers of student societies	2026	2030	Human, financial, equipment	No. of course units revised based on student feedback, peer evaluation, external stakeholder feedback
			6.1.1.2 Provide opportunities to develop leadership and entrepreneurship skills	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human resources and funding	No. of leadership and entrepreneurial skill development opportunities

			6.1.1.3. Organize activities to enhance student engagement	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human resources and funding	No. of community engagement projects or extracurricular activities
			6.1.1.4. Enhance student experience through connections and experiences of alumni	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human resources and funding	No. of active Student Alumni
	6.2 Ensure a healthy learning experience/ good health of students	6.2.1 Organize programmes to enhance the physical well-being of the university community	6.2.1.1. Organize sports tournaments and physical fitness programmes within the faculty	Dean FAS/ HOD Sports Science	Adviser and Senior Treasurer of TOSS Academic Staff	2027	2030	Human Financial	No. of sports tournaments No. of fitness programmes
		6.2.2 Enhance the Mental health of the university community	6.2.2.1 Cultivate a supportive and inclusive environment and provide student support and counselling	Dean FAS/ Heads/ Program coordinator/ Student counsellors	Academic counsellors/ Advisors and Senior treasurers of student societies	2026	2030	Human	No. of counselling/mentoring sessions Percentage of student satisfaction
	6..3 Build a vibrant, globally connected community that empowers lifelong learning and active citizenship	6.3.1 Strengthen external collaborations for student development	6.3.1.1 Enrich the student learning experience through strengthening research competencies external collaborations and foreign exposure to faculty and students	Dean FAS/ Heads/ Program coordinators	Academic counsellors/ Academic staff	2026	2030	Human Financial	No. of workshops/awareness programmes engaged with industries/ private institutions No. of student exchange programmes

		6.3.2 Provide career guidance and professional development opportunities for students	6.3.2.1 Collaborate with the career guidance unit, relevant departments to guide students and provide personalized academic counselling	Dean FAS/ Heads/ Program coordinator/ Career guidance Unit	Academic counsellors/ academic staff	2026	2030	Human Financial	No. of students receiving guidance or mentorship No. of sessions to enhance employability skills
			6.3.2.2 Provide entrepreneurial opportunities for students	Dean FAS/ Heads	Academic staff	2026	2030	Human Financial	No. of student-led enterprises registered
Faculty of Management Studies and Commerce									
Faculty of Management Studies and Commerce	6.1 Enhance Global Exposure for students	6.1.1 Create opportunities for students to obtain international exposure	6.1.1.1 Sign MoUs with international universities for student exchange and joint projects	Vice Chancellor, Dean FMSC	HODs	2026	2030	Human, financial, physical	No. of exchanged students/ exchange programs
			6.1.1.2 Introduce virtual international classrooms (co-taught modules with foreign universities, allowing joint discussions online)	HODs	Lecturers	2026	2030	Human, financial, physical	No. of co-taught modules completed
			6.1.1.3 Encourage participation in international conferences and case competitions	HODs	Lecturers	2026	2030	Human, financial, physical	No. of staff/student teams submitting to qualifying events
			6.1.1.4 Launch a "Global Accounting Student Summit" hosted virtually by the department, inviting peer institutions worldwide	HOD - ACC	Lecturers	2026	2030	Human, financial, physical	No. of foreign institutions/ students participated
	6.2 Develop graduates with a balanced skill pool and enhance their employability	6.2.1 Encourage student participation in extracurricular activities and	6.2.1.1 Organize student talent shows, sport events via the student association	HODs	Lecturers	2026	2030	Human, financial, physical	No. of events (Talent shows, sports events) organized

	skills	aesthetic activities	6.2.1.2 Organize English Day, speech competitions, drama, and business communication workshops	Dean HODs	Staff members of the ELTU	2026	2030	Human, financial, physical	Number of speech competitions / communication workshops conducted
		6.2.2 Improve the employability skills and capacities of the undergraduates and their career readiness	6.2.2.1 Develop language skills and soft skills of the students through various programmes	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students completing the programs
			6.2.2.2 Conduct outbound training programmes	HODs	Lecturers	2026	2030	Human, financial, physical	No. of outbound programs conducted
			6.2.2.3 Conduct skill development workshops in collaboration with industry partners	HODs	Lecturers	2026	2030	Human, financial, physical	No. of training sessions/workshops conducted
			6.2.2.4 Conduct skill development workshops - Career Guidance Unit	HODs	HODs	2026	2030	Human, financial, physical	No. of skills development programs conducted
			6.2.2.5 Continue the corporate mentoring programmes	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students/ corporate members who participated in corporate mentoring programmes
			6.2.2.6 Arrange soft-skills workshops on CV writing, presentation, negotiation, and personal branding	HODs	Lecturers	2026	2030	Human, financial, physical	No. of workshops conducted annually/ No. of students participated
			6.2.2.7 Establish and sustain a graduate personal profile database, linked with FMSC IMS, and Alumni platforms	HODs	Lecturers	2026	2030	Human, financial, physical	No. of graduates updated/ Verified their profiles

			6.2.2.8 Organize mentoring programs and workshops with alumni and industry experts	HODs	Lecturers	2026	2030	Human, financial, physical	No. of mentoring programmes/ workshops conducted with alumni and industry
			6.2.2.9 Link final-year assignments with live consultancy projects in partnership with corporates, NGOs, and government bodies	HODs	Lecturers	2026	2030	Human, financial, physical	No. of assignments linked with live consultancy projects
			6.2.2.10 Certification-linked training in blockchain accounting, AI in audit, ESG reporting standards, and integrated reporting	HODs	Lecturers	2026	2030	Human, financial, physical	No. of training sessions/workshops conducted annually
			6.2.2.11 Introduce Career simulations (stock trading, boardroom role plays, crisis management	HODs	Lecturers	2026	2030	Human, financial, physical	No. of simulations successfully delivered
			6.2.2.12 Introduce career planning and entrepreneurship workshops annually	HODs	Lecturers	2026	2030	Human, financial, physical	No. of career planning and entrepreneurship workshops conducted annually
			6.2.2.13 Enhance guest lecture & field visit participation	HODs	Lecturers	2026	2030	Human, financial, physical	No. of guest lectures/ field visits organized
			6.2.2.14 Host an annual job fair	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students/ organizations participated in the job fair
			6.2.2.15 Develop an employer database	HODs	Lecturers	2026	2030	Human, financial, physical	No. of employer profiles/ No. of job postings

			6.2.2.16 Set up career advisory boards, including HR Professionals from the industry	HODs	Lecturers	2026	2030	Human, financial, physical	No. of career advisory boards/ No. of HR Professionals on the Board
			6.2.2.17 Organize activities/workshops to inculcate positive attitudes and ethics	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students completing the workshop
		6.2.3 Encourage adaptability and resilience	6.2.3.1 Establish "Student Resilience & Adaptability Program" with peer-mentoring and alumni sessions	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students completing the workshop successfully
			6.2.3.2 Offer outbound training, workshops, and leadership camps focusing on teamwork and adaptability	HODs	Lecturers	2026	2030	Human, financial, physical	No. of training sessions/workshops/ leadership camps conducted annually
		6.2.4 Promote wellness and life skills	6.2.4.1 Organize mindfulness and stress management workshops in collaboration with psychology departments	HODs	Lecturers	2026	2030	Human, financial, physical	No. of workshops conducted annually/ Number of students completing workshops
	6.3 Support Students' Professional Development and encourage them to pursue higher education	6.3.1 Support Student Continuous Professional Development (CPD)	6.3.1.1 Strengthen professionalism through structured workshops	HODs	Lecturers	2026	2030	Human, financial, physical	No. of workshops conducted to improve professionalism annually
			6.3.1.2 Provide industry-led training and guest lectures to enhance practical exposure	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students participated / No. of industry-led training programs conducted

			6.3.1.3 Encourage graduates to pursue postgraduate qualifications	HODs	Lecturers	2026	2030	Human, financial, physical	No. of graduates who enroll in PG studies
			6.3.1.4 Organize monthly career clinics with industry HR professionals and career counsellors	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students who participated in career clinics
			6.3.1.5 Facilitate awareness programs on professional qualifications.	HODs	Lecturers	2026	2030	Human, financial, physical	No. of awareness or promotional activities conducted
			6.3.1.6 Provide Continuous Professional Development (CPD) pathways for students and alumni	HODs	Lecturers	2026	2030	Human, financial, physical	No. of CPD pathways provided
			6.3.1.7 Offer short courses and continuous learning programs in emerging IS/IT tools for alumni	HODs	Lecturers	2026	2030	Human, financial, physical	No. of IS//IT based short courses and continuous learning programs offered for alumni
		6.3.2 Encourage students to pursue lifelong learning	6.3.2.1 Create a Scholarship & Higher Studies Advisory Cell to guide students in applying for MSc/PhD opportunities	HOD	Lecturers	2026	2030	Human, financial, physical	No. of advised applicants securing a scholarship or admission
			6.3.2.2 Design programs to provide scholarships for higher studies for the best performers	HOD	Lecturers	2026	2030	Human, financial, physical	No. of graduates receiving a scholarship and enrolling in higher studies
	6.4 Strengthen student support	6.4.1 Encourage staff-student mentoring and student supportive services	6.4.1.1 Assign faculty mentors to each student	Dean-FMSC	Director Student Support Unit	2026	2030	Human, financial, physical	No. of formal meetings/contacts between mentors and students / No. of academic mentors

			6.4.1.2 Set up peer tutoring & academic support	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students receiving academic support
			6.4.1.3 Offer remedial English sessions, and online help desks	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students accessing support services/Help Desk
			6.4.1.4 Provide counselling support for students with social anxiety and other mental issues	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students accessing counselling
			6.4.1.5 Implement AI-based career guidance tools that recommend pathways based on student profiles	Dean HODs	Lecturers	2026	2030	Human, financial, physical	Percentage of target students who log in and complete their profiles
	6.5 Strengthen Alumni Associations and get its involvement in students' activities and Provide support for Alumni members	6.5.1. Strengthen Alumni Association and Enhance Student and Alumni Involvement in Activities	6.5.1.1 Strengthen the existing Alumni Association through structured annual events and networking sessions	HODs	Lecturers	2026	2030	Human, financial, physical	No. of events and networking sessions conducted
			6.5.1.2 Facilitate alumni–student mentorship and knowledge-sharing forums	HODs	Lecturers	2026	2030	Human, financial, physical	Average attendance at organized knowledge-sharing events/webinars
			6.5.1.3 Involve students and alumni in planning & organizing events (Entrepreneurs Awards, Young Entrepreneur Awards, Best Innovation, Entrepreneurship Night)	HODs	Lecturers	2026	2030	Human, financial, physical	No. of events Funding/Sponsorships secured by student/alumni teams
			6.5.1.4 Launch digital alumni portal	HODs	Lecturers	2026	2030	Human, financial, physical	No. of alumni logins per month

			6.5.1.5 Alumni-led scholarship schemes targeting economically disadvantaged students	HODs	Lecturers	2026	2030	Human, financial, physical	No. of alumni contributing to the scheme annually
			6.5.1.6 Alumni teaching contributions (guest lectures, co-teaching select topics like IFRS updates, data analytics)	HODs	Lecturers	2026	2030	Human, financial, physical	No. of alumni-led sessions conducted
	6.6 Encourage lifelong learning by cultivating curiosity, adaptability, and continuous self-development among students.	6.6.1 Promote self-directed learning	6.6.1.1 Integrate open educational resources (OER) and digital learning modules into curricula	HODs	Lecturers	2026	2030	Human, financial, physical	No. of Modules Formally Integrating OER/Digital Contents
			6.6.1.2 Introduce elective workshops on personal growth, problem-solving, and creative thinking	HODs	Lecturers	2026	2030	Human, financial, physical	No. of workshops conducted annually
		6.6.2 Recognize and reward lifelong learning efforts	6.6.2.1 Establish “Best Engaged Student Award” and recognition for outstanding contributions in co-curricular activities	HODs	Lecturers	2026	2030	Human, financial, physical	No. of students participating in ?.
	6.7 Promote holistic growth while strengthening staff–student relationships	6.7.1. Enhance student–staff collaboration	6..7.1.1 Conduct annual “Staff–Student Retreat” and regular open forums for dialogue	HODs	Lecturers	2026	2030	Human, financial, physical	No. of weeks taken to resolve the action items raised at the events
			6.7.1.2 Appoint student representatives to department-level committees	HODs	Lecturers	2026	2030	Human, financial, physical	No. of committees with assigned student reps

			6.7.1.3 Host "Dean & HoD with Students" forums to directly engage top leadership with the student body	Dean-FMSC HODs,	Lecturers	2026	2030	Human, financial, physical al	No. of students attending forums/ No. of forums conducted
Faculty of Medical Sciences									
Faculty of Medical Sciences	6.1 Combine recognized teaching excellence with an outstanding student experience with physical and mental wellbeing of the students	6.1.1 Ensure staff has the skills and knowledge to respond effectively to the range of students' circumstances, experience, expectations and aptitudes	6.1.1.1 Conduct workshops for staff to improve skills on counselling	Head, Psychiatry Department	Chair of the Psychiatry Department	2026	2030	Human /Financial	No. of workshops on counselling
			6.1.1.2 Improve the Moral Tutor scheme by linking it to the Personal and Professional Development supervisor	Coordinator orientation programme	Dean	2026	2030	Human	No. of student teacher contact sessions
		6.1.2 Increase students' awareness and take-up of curricular and co-curricular opportunities, such as studying abroad, learning a language or fulfilling student ambassador roles, and expanding provision of these opportunities	6.1.2.1 Enhance the elective student schemes to at least two other international medical faculties	Elective staff coordinator	Dean	2026	2030	Human /Financial	No. of MoUs with other International Universities
			6.1.2.2 Enhance opportunities for students to join national and international Universities in competitions	Dean	-	2026	2030	Dept Heads	No. of student representations made per year
			6.1.2.3 Enhance opportunities for medical students in international Universities to join and have experience in teaching and learning	Elective coordinator	Dean	2026	2030	Elective coordinator	No. of elective students per year

	6.2 Encourage and facilitate activities to enhance soft skills	6.2.1 Enhance and facilitate activities to improve soft skills	6.2.1.1 Students are encouraged to participate in creative and scientific programmes arranged through governmental and non-governmental organizations	Senior treasures of the relevant student committees and societies	Dean	2026	2030	Human/financial	No. of creative and scientific programmes students participated each year
Faculty of Graduate Studies									
Faculty of Graduate Studies	6.1. Create a postgraduate with knowledge, skills, right attitudes, values, professionalism and vision for life	6.1.1 Align the postgraduate courses to the Sri Lanka Qualification Framework	6.1.1.1 Redesign the postgraduate courses and research degrees to include the learning outcomes in terms of knowledge, skills, attitudes, values, professionalism and mind-set	Dean-FGS / Coordinator QA/FGS	Chairs of BOSs/ Coordinators of FGS Study Programs	2026	2030	Financial resources	No. of courses in line with the Sri Lanka Qualification Framework
			6.1.1.2 Revise the by-laws for management of postgraduate courses	Dean-FGS Chairs of BOSs	Coordinators of FGS Study Programs/ QAC Coordinator	2026	2030		Completion rate of the bylaws document
		6.1.2 Assist the student to select an appropriate research question for investigation which will benefit the larger polity	6.1.4.1 Maintain an online library with softcopies of research thesis and other relevant journals and publications	Dean-FGS	Librarian, System analyst	2026	2030		No of thesis, research communication, No. of books, articles, monographs
		6.1.3 Facilitate easy access for students utilizing digital platforms	6.1.5.1 Offer more hybrid and online courses in relevant areas and manage them through a Learning Management System	Dean-FGS	Deputy Registrar, coordinators	2026	2030		No. of hybrid/ online courses offered

	6.2. Enhance individual and team performance of students	6.2.1 Provide Training facilitation with outside exposure both nationally and internationally	6.2.1.1 Improved orientation program	Dean-FGS Chairs of BOSs	Coordinators of FGS Study Programs	2026	2030	Financial Resources	No. of training programs conducted
	6.3. Encourage students to remain focused on their studies and complete their degree program within the specified time period	6.3.1 Improve the administration system of the courses	6.3.1.1 Administer the courses through Management Information System	Dean-FGS Chairs of BOSs	Coordinators of FGS Study Programs Deputy Registrar FGS	2026	2030	Financial Resources	No. of students using the LMS No. of students who completed the relevant degrees on time
Faculty of Technology									
Faculty of Technology	6.1 To foster personal and professional skills of all students	6.1.1 Improve the language, presentation and interpersonal skills	6.1.1.1 Conduct personal and professional skills development programs	Director-CGU	Faculty Representative - CGU	2026	2030	Finances, Human Resources	No. of events on personal & professional skills development
		6.1.2 Groom professional skills	6.1.2.1 Conduct professional grooming events	Director-CGU	Faculty Representative - CGU	2026	2030	Finances, Human Resources	No. events on professional grooming
	6.2 To promote student outreach activities	6.2.1 Encourage students to engage in student clubs and societies actively	6.2.1.1 Conduct events in student clubs and societies	Senior Treasurers, Director-CGU	Office bearers	2026	2030	Finances, Human Resources	No. of events annually organized by clubs and societies
		6.2.2 Encourage social and cultural activities	6.2.2.1 Host community-engaged events	Senior Treasurers, Society/Club President	Office bearers, Faculty Representative - CGU	2026	2030	Finances, Human Resources	No. of community-engage events
		6.2.3 Active engagement in sports and recreational activities	6.2.3.1 Participate in sports and recreational activities	Director/Physical Education, Director/CGU	Faculty Rep. - CGU, Faculty Rep. - Physical Education	2026	2030	Finances, Human Resources	No. of sports and recreational events

		6.2.4 Improving the physical and mental health of students	6.2.4.1 Conduct events to enhance physical and mental well-being of students	HODs	Specialization Coordinator	2026	2030	Finances, Human Resources	No. of events on physical and mental well-being
	6.3 To activate outstanding student performances (based on curricular and extracurricular activities)	6.3.1 Recognize students based on curricular performances	6.3.1.1 Evaluate and recognize students based on academic performance	Dean/FOT, DR/FOT	Head(s)	2026	2030	Finances	No. of recognition programmes held
		6.3.2 Recognize students based on extracurricular performances	6.3.2.1 Evaluate and recognize students on their leadership/sportsmanship/artistic skills	Director/Physical Education, Director/CGU	Faculty Rep. - CGU, Faculty Rep. - Physical Education	2026	2030	Finances, Human Resources	No. of recognition programmes held
Faculty of Engineering									
Faculty of Engineering	6.1 Encourage students to focus on studies and complete their degree programs within specified time period	6.1.1. Provide counselling services	6.1.1.1 Expand the counselling sessions conducted by faculty counselling center	Dean/ Faculty counsellor & Health center / Faculty career guidance unit/	Heads/ Student advisors	2026	2030	Human and financial resources	No. of students used the services
		6.1.2 Provide scholarships for students with economic hardships	6.1.2.1 Establish a fund with contributions with (alumnae, staff members, donors)	Dean/ Faculty CGU/ AB/SAB/DB/ AR/SAR/DR	Heads/ Student advisors	2026	2030	Human and financial resources	No. of scholarships endowments received
	6.2 Make incentives for students for services	6.2.1 Provide incentives for students	6.2.1.1 Give chances to work and earn (by involving with operations in food court/ auditorium/ souvenir shop)	Dean/ Faculty welfare committee/	Faculty AB/SAB/DB	2026	2030	Existing resources	No. of students involved in working part-time
			6.2.1.2 Provide space (at incubation centers) and guidance for startups	Dean/ Faculty career guidance unit/	Uni IIVCC	2026	2030	Human resources	No. of startups

	6.3 Provide international working exposures to students	6.3.1 International training opportunities for students via MOU's	6.3.1.1 Give opportunities to have the foreign industrial training with foreign exposure	Heads/ Faculty Industrial training unit/ IAD	Heads/ Training coordinators/ SAR (Legal)	2026	2030	Human resources, international links	No. of students having international training and number of MOU's signed
			6.3.1.2 Create chances for industrial collaboration research projects for students	Faculty research committee/ Dean/ Heads	Staff members / Faculty AB/SAB/DB	2026	2030	Human resources and finance resources	No. of students are involved in international collaboration projects
Faculty of Allied Health Sciences									
Faculty of Allied Health Sciences	6.1 Integrate teaching excellence with a high-quality student experience that fosters engagement, learning, and personal growth	6.1.1. Develop a structured alumni network to enhance student success, employability, and lifelong engagement	6.1.1.1 Establish alumni mentoring and career support for students in priority programs	HODs	Dean	Ongoing	Ongoing	Human Resource Financial support	No. of active mentor-mentee pairs; event attendance; internship/placement conversions
			6.1.1.2 Build alumni chapters and digital community to sustain engagement and volunteering	HODs	Dean	Ongoing	Ongoing	Human Resource Financial support	Participation rate, active users, volunteer hours, chapter events per year
	6.2 Promote belonging and community by strengthening alumni engagement for mentorship, networking, and career development opportunities	6.2.1 Build alumni data and communications	6.2.1.1 Create an alumni database and communication platform and organize regular student alumni networking	HODs	Academic staff	2026	Ongoing	Alumni USJ CITS	Profile completion rate, active users (MAU), email/SMS engagement, Student participation
	6.3 Encourage student well-being, teamwork and active participation in extracurricular activities	6.3.1 Promote career guidance activities, sports and recreational activities	6.3.1.1 Facilitate regular inter-faculty/inter-university career guidance events/sport/recreational/fitness workshops/ yoga sessions	Faculty Career Advisor University Physical education unit	HODs Director/ SDC	Ongoing	Ongoing	Human resources Financial support	No. of students participated in Career guidance events/Sport event/Recreational events and achievements

	6.4 Enrich the co-curricular ecosystem to build community, leadership, and scholarly engagement	6.4.1 Build a structured, student-led co-curricular framework	6.4.1.1 Promote ongoing cultural, debate, and innovation clubs	HODs	Dean	Ongoing	Ongoing	Human resources	No. of projects launched per year
			6.4.1.2 Host competitions, talent shows, and leadership camps	Dean HODs	Academic staff Programme coordinator	2028	2030	Networking with students	No. of events per year
			6.4.1.3 Establish "Student Experience Committee" incorporating past graduates	HODs	Academic staff	2027	2030	Human resources	No. of positive student feedback
			6.4.1.4 Establish a journal club incorporating undergraduate students	HODs	Academic staff Programme coordinator	2027	2030	Networking with students	Completion rate of journal club/ No. of members
	6.5 Provide structured academic and personal guidance to support student success and holistic development	6.5.1 Strengthen scholarship promotion and selection processes	6.5.1.1 Publicize scholarship opportunities widely	SAR HODs SWC-FAHS	Dean	2026	2030	Human resources	No. of scholarships awarded
			6.5.1.2. Set transparent selection criteria and application processes	SWC-FAHS SAR Dean CITS/USJ	HODs Academic staff	2026	2030	Human resources	Rate of positive feedback
			6.5.1.3. Approach industry and philanthropic organizations for sponsorships	HODs SWC-FAHS	Academic staff	2026	2030	Human resources	No. of sponsorships secured
		6.5.2 Develop a digital communication and opportunity-tracking platform	6.5.2.1 Create an online portal for scholarships, internships, and competitions	CITS-USJ	SWC-FAHS Staff Batch coordinators	2026	2030	Human resources	Usage rate of online portal usage for mentioned activities
			6.5.2.2. Assign a staff member as departmental career liaison for regular opportunity updates	Dean	HODs	2026	2030	Human resources	No. of meet ups and email communications between the two parties

		6.5.3 Strengthen mentorship and academic counselling systems	6.5.3.1 A formal mentorship and academic counselling policy implement	HODs Faculty and university counsellors	Academic staff	2026	2030	Human resources	No. of mentorship and academic counseling sessions
	6.6 Introduce /awards for students' performance and extracurricular activities	6.6.1 Arrange meetings with academic staff and stake holder	6.6.1.1 Develop of marking scheme, awarding criteria for the Award	Dean SAR Director Examination-FAHS	HODs Awards committee	2026	2030	Financial resources Human resources	Completion rate of the scheme/ number of awardees
	6.7 Enhance students' employability skills	6.7.1 Develop soft skills of undergraduates (communication, leadership, Negotiation, problem solving, creativity)	6.7.1.1 Employability skills development Award- JESA	Director CGU	Career Advisors/ Counsellors & Clubs / Societies	Ongoing	2030	Financial resources Human resources Networking with students	No of achievers of JESA awards & other programmes
Faculty of Dental Sciences									
Faculty of Dental Sciences	6.1 Encourage students to complete their degree program within the specified time period	6.1.1 Increase the No. of scholarships for students with economic hardships	6.1.1.1 Establish a fund with contributions from donors	Dean	Academic staff	2026	2030	Human/ Financial	No. of scholarships given
		6.1.2 Monitor the mental well-being of the students	6.1.2.1. Conducting and developing available mentoring programs	Academic staff	Dean	2026	2030	Human	No. of sessions conducted
	6.2 Enhance students ' performance and other skills	6.2.1 Provide students with opportunities to present their talents and skills in academic practical skills	6.2.1.1 Organize workshops to improve presentation skills and communication skills	Heads/ Programme Coordinators/	Academic Staff	2024	2025	Human/ Financial	No. of workshops on skill development
			6.2.1.2 Provide opportunities to do presentations and select the best presenters	Heads/ Programme Coordinators/	Academic Staff	2024	2025	Human/ Financial	No. of awards for presentation and communication
			6.2.1.3 Organize events to allow students to develop and present extracurricular soft skills	Student welfare society	Academic Staff	2024	2025	Human Financial	No. of events held per year

		6.2.2 Encourage students in co-curricula, extra-curricular and sports activities	6.2.2.1 Recognize and felicitate outstanding Student achievements in co-curricular and extracurricular activities	Dean FAS/ Heads	Senior Treasurers/ Academic Staff/ / Coordinator-	2024	2025	Student representation	No. of students felicitated per year.
			6.2.2.2 Monitor the progress of student unions'/ subject associations' through quarterly reports reported to Faculty Board	Dean FAS	Heads/ Senior Treasurer	2024	2025	Human	No. of reports received
	6.3 To produce internationally recognized dental graduates	6.3.1 Produce students who are independent and analytical thinkers	6.3.1.1 Discuss measures the students can take as responsible citizens and organize seminars/guest lectures	Heads/ Programme Coordinators	Academic Staff	2024	2025	Human	No. of seminars /guest lectures
		6.3.2 Encourage students to network with others in the field	6.3.2.1 Establishment of links with professional bodies for student engagements	Dean Heads/ Program Coordinators	Coordinators of professional bodies	2024	2025	Annual event of Sri Lanka Dental Association	No. of links established
			6.3.2.2 Allow students to participate in national and international conferences	Heads/ course coordinators	Head/ Academic staff	2024	2025	Annual conference of Sri Lanka Dental Association	No. of conferences participated per year
Faculty of Urban and Aquatic Bioresources									
Faculty of Urban and Aquatic Bioresources	6.1 Strengthen career guidance/ counselling mechanisms	6.1.1 Support student employability and personal development	6.1.1.1 Conduct career guidance sessions to facilitate internships and placements	Student councilors, HODs	Website developer	2026	2028	HR	No. of workshop held
		6.1.2 Conduct job fair workshops collaborating with industrial sectors	6.1.2.1 Find potential industries and contact them for obtaining resource persons	Student counselor, HOD	Coordinator	2026	2028	Fund	No. of resource persons from industries

	6.2 Recognizing the best performing student of each batch in every academic year from the degree program	6.2.1 Motivate academic excellence	6.2.1.1 Organize recognition ceremony during Faculty Day	Faculty board	HOD	2026	2026	HR	No. of awardees
	6.3. Promote student engagement in cultural and outreach programmes	6.3.1. Foster leadership and community spirit	6.3.1.1 Club events Organize cultural programs, field visits, and clean-up drives	Staff advisor	Students in the club	2026	2026	Funding and Human Resources	No. of programmes held
	6.4 Collaboration with alumni	6.4.1 Engage alumni in academic and professional activities	6.4.1.1 Invite alumni as guest lecturers, resource persons, and mentors	HOD Relevant lead staff member	Other staff members	2026	2030	Funding and Human Resources	No. of guest lectures/workshops conducted by alumni
			6.4.1.2 Facilitate internships, training opportunities, and job placements through alumni networks	HOD Relevant lead staff member	Other staff members	2026	2030	Funding and Human Resources	No. of internship facilitated through alumni contacts.
			6.4.1.3 Establish alumni-led workshops, seminars, and career talks	HOD Relevant lead staff member	Other staff members	2026	2030	Funding and Human Resources	No. of alumni-led workshops, seminars, and career talks
		6.4.2. Promote alumni support for research and development	6.4.2.1 Initiate alumni to collaborate on research projects	HOD Relevant lead staff member	Other staff members 2026 2030	2026	2030		No. of collaborative research or consultancy projects
			6.4.2.2 Develop industry–academia linkages using alumni contacts in relevant organizations	HOD Relevant lead staff member	Other staff members 2026 2030	2026	2030		No. of industry-academia linkages
Faculty of Computing									
Faculty of Computing	6.1 Nurture all-rounded graduates with strong soft skills, entrepreneurial spirit, and	6.1.1 Integrate soft skills, leadership, and entrepreneurship into academic programs.	6.1.1.1 Embed teamwork, pitching, and entrepreneurial challenges into course assessments	HoDs/ Industrial Collaborative Body	Career guidance Advisor Coordinator	2026	2030	Financial Human Resource Physical	Updated course outlines

	ethical values.		6.1.1.2 Introduce modules on leadership, communication, ethics, and innovation across disciplines	HoDs	Career guidance Advisor Coordinator / Industrial Collaborative Body	2026	2030	Financial Human Resource Physical	No. of programs incorporating new interdisciplinary modules approved syllabi, module outlines
		6.1.2 Promote experiential and innovation-driven learning opportunities	6.1.2.1 Create an annual "Innovation & Entrepreneurship Week" showcasing student startups	HoDs	Career guidance Advisor Coordinator / Industrial Collaborative Body	2026	2030	Financial Human Resource Physical	No. of event reports, media coverage, No. of student projects/startups showcased annually
			6.1.2.2 Support student societies with seed funding for community and innovation projects	HoDs	Career guidance Advisor Coordinator / Research and Development	2026	2030	Financial Human Resource Physical	No. of student-led projects funded Funding amount Project completion reports
			6.1.2.3 Encourage student societies to organize and participate in hackathons, pitch competitions, and mentorship programs that connect students with industry	Dean	FoC Student council Senior treasurer ACS Advisor/ Senior treasurer	2026	2030	Financial Human Resource Physical	No. of hackathons, competitions, or mentorship programs conducted Event reports attendance lists, outcome summaries
	6.2 Strengthen the internationalization of the student body and enrich the global learning	6.2.1 Attract international students and promote global mobility for local student.	6.2.1.1 Launch international exchange programs, and joint-degree initiatives	Dean HoDs	Coordinator / Academic Counsellor	2026	2030	Financial Physical Human Resource	No. of active exchange or joint-degree agreements established MoUs

	experience.		6.2.1.2 Develop partnerships with global institutions for student internships, research, and cultural exchange	Dean HoDs	Coordinator / R&D Coordinator / Industrial Collaborative Body	2026	2030	Financial Human Resource Physical	No. of international partnerships established Internship completion reports MoUs, exchange reports
			6.2.1.3 Organize global case competitions, hackathons, and collaborative projects with international student teams	Dean HoDs Coordinator / Industrial Collaborative Body	FoC Student council Senior treasurer ACS Advisor/ Senior treasurer	2026	2030	Financial Physical Human Resource	No. of international collaborative events organized No. of participants
	6.3 Create an engaging and inclusive environment that fosters academic, personal, and professional growth	6.3.1 Provide holistic student services covering academic & mental health support	6.3.1.1 Introduce anonymous online platforms for students to seek support and report concerns	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial Physical Human Resource	Platform operational status and utilization statistics Platform usage analytics
			6.3.1.2 Maintain cordial relationships as a personal tutor and assign regular time to meet students	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial Physical Human Resource	Meeting logs, Tutor activity reports Feedback summaries
			6.3.1.3. Organize workshops on stress management, resilience, and mindfulness	Dean HoDs	Coordinator / Industrial Collaborative Body	2026	2030	Financial Physical Human Resource	No. of workshops conducted per academic year workshop reports
Library									
Library	6.1 Provide personalized academic support services for diverse student needs	6.1.1 Provide personalized academic support services for diverse student needs	6.1.1.1 Expand the services of the English Learning Zone of the main library and introduce it to branch libraries	Librarian	Head English Units/ DL/SAL/ AL	2026	2030	Finance, Furniture, multimedia equipment	No. of branch ELZ units established; student participation rate per semester

			6.1.1.2 Create a unit to develop the information literacy skills of the students		DL/SAL/AL	2026	2028	Human resources, training materials, ICT tools	IL unit established; No. of IL sessions conducted annually
	6.2 Recognize and support student-led learning, innovation, and leadership	6.2.1 Encourage leadership and peer learning	6.2.1.1 Support formation of Student Library Societies and reading clubs	VC/Deans/Librarian	DL/SAL/AL	2026	2030	Human resources, student coordinators	No. of student library societies formed; frequency of events conducted
			6.2.1.2 Train student volunteers as peer tutors in digital literacy and research skills	Librarian/ HoDs	DL/SAL/AL	2027	2030	Training modules, ICT facilities, finance	No. of peer tutors trained; student feedback on peer learning sessions
Medical Centre									
	6.1 Minimize academic disturbances through psychometric analysis for students coming for counselling	6.1.1 Introduce standardized psychometric tools	6.1.1.1 Acquire tools to train counsellors Integrate into care	Chief Medical Officer	Staff members	2026	2028	Human resources and funding	Percentage of assessments. No. of reports generated
Physical Education Unit									
	6.1 To provide international exposure through exchange programmes and camps	6.1.1 Build partnerships with foreign universities	6.1.1.1 Get opportunity to Send student teams abroad annually	PE Unit		2026	2030	Funding	No. of exchanges held
	6.2 To organize annual Colours Night and recognition events	6.2.1 Strengthen athlete recognition system	6.2.1.1 Host Colours Night annually	PE Unit	Sports Council	2026	2030	Event budget	No. of students attended and awarded
	6.3 To design athlete development programmes for growth	6.3.1 Develop structured training and mentoring systems	6.3.1.1 Conduct performance reviews workshops	PE Unit	Coaches	2026	2030	Training equipment	No. of athletes won the games at different levels
Career Guidance Unit									

Career Guidance Unit	6.1. Develop inclusive programs that promote resilience, empathy, leadership, and positive engagement across the student community	6.1.1 Community Development and Environment protection Program s	6.1.1.1 Conducting volunteering activities to develop Social Responsibilities, empathetic responding	Career Guidance Counsellor	Director Career Guidance unit	2026	2030	Undergraduates/ Community agencies	Reflections of Students/ Feedback from the community
Innovation, Invention and Venture Creation Council									
IIVCC	6.1 Support student experiences at the University	6.1.1 Promote Innovation across student activities	6.1.1.1 Support Startup Hub	Career Guidance	IIVCC	2026	2030	Financial	No. of students engaged with the Startup Hub and supported startup initiatives
			6.1.1.2. Support Innovators Club	UBL	IIVCC	2026	2030	Financial	No. of innovators supported /activities organized by the Innovators Club
Staff Development Centre									
Staff Development Centre	6.1 Deliver high-quality training experiences	6.1.1 Standardize participant support services	6.1.1.1 Launch annual SDC Excellence Awards	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	No. of awardees
	6.2 Improve feedback and support systems	6.2.1 Build a strong alumni network	6.2.1.1 Develop an alumni database and events	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	No. of alumni members in the database
	6.3 Recognise excellence in staff learning	6.3.1 Introduce recognition/award schemes	6.3.1.1 Conduct post-training impact surveys	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	No. of surveys conducted
			6.3.1.2 Awarding certificates	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	No. of Awardees
	6.4 Strengthen alumni engagement (CTHE graduates)	6.4.1 Implement robust participant feedback loops	6.4.1.1 Implement robust participant feedback loops	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources and funding	No. of standard forms introduced
Centre for Quality Assurance									

Centre for Quality Assurance	6.1 Enhance the student learning experience at USJ	6.1.1 Update the Student Handbook annually with all necessary information	6.1.1.1 Improve the Student Handbook and regularly update the information	Director/ CQA	Deputy Director/CQA	2026	2030	Human Physical	Updated Student Handbook
		6.1.2 Strengthen the existing mechanisms to curb ragging and other forms of harassment	6.2.1.1 Develop a policy on zero-tolerance to ragging and any form of intimidation or harassment	Director/ CQA	Deputy Director/CQA	2026	2027	Human	Progress of developing the Policy on zero-tolerance to ragging and any form of intimidation or harassment
		6.1.3 Expand the opportunities for distance learning	6.1.3.1 Develop a policy on distance education	Director/ CQA	Deputy Director/CQA	2026	2027	Human	Progress of developing the Policy on Distance Education
Centre for Sustainability									
Centre for Sustainability	6.1 Providing transformative learning opportunities	6.1.1 Industrial training programs	6.1.1.1 Place 30-40 students annually in corporate and national project internships	Training Coordinator	Corporate Partners	2026	2030	Placement agreements	No. of placements, Student feedback
			6.1.1.2 Expose students to 5+ key national environmental projects annually	Project Manager	DFES Staff	2026	2030	Project access agreements	Student participation rates
		6.1.2 International exchange programmes	6.1.2.1 Establish exchange agreements with 3-5 international HEIs	International Relations Officer	CFS Director	2026	2028	Funding	No. of exchanged students
			6.1.2.2 Host 5-10 international students annually at CFS facilities	Student Coordinator	Admin Staff	2027	2030	Accommodation, Logistics	Student satisfaction, Cultural exchange outcomes
		6.1.3 Joint research opportunities	6.1.2.3 Involve students in 50% of all CFS research projects	Research Coordinator	Project Leaders	2026	2030	Research budgets	Student authorship rate

			6.1.2.4 Facilitate teamwork through group-based project assignments	Academic Supervisors	Students	2026	2030	Project resources	Team performance assessments

Goal 7: National Development, Global Presence and Sustainability To contribute to national, regional, and global sustainable development through uplifting lifelong community and mutually beneficial relations with the stakeholders									
Objectives		**Strategy**	**Tasks/Activities**	**Lead Role/ Responsibility**	**Secondary Responsibility**	**Timeline**		**Resources Required**	**KPIs**
						Starting	**Completion**		
University Level Corporate Strategies									
University Level Strategies	7.1 Develop strong networks for community development and enhanced national contribution	7.1.1 Strengthen the alumna network and engage in important collaborative projects	7.1.1.1 Formalize university level official alumna by updating constitutions vesting power to VC and the council to decide activities/projects based on common interest of the university, community and nation	VC Registrar	President and working committee of the Alumna	2026	2026	Human Resources	No. of activities/ projects completed with common interest
		7.1.2 Engage with government policy formation and development initiatives	7.1.2.1 Promote all staff members for contributing policy formation and national projects consultancy and expert services in wastewater treatment, plastic recycling, solid waste management, city planning, finance, investment, trade and entrepreneurship development	VC Deans	Co-chairs - Research Council, Co-chairs - IIVCC	2026	2026	Human Resources	No. of national policies contributed Activities/ projects completed with common interest
			7.1.2.2 Contribute social harmony, community development through media presence and adhere to government initiatives	VC Deans	Director- Center for Sustainability	2026		Human Resources	No. of media presence/ activities/ projects link with government policies
			7.1.2.2 Enhance Public Private Partnerships for national, community development and CSR activities	VC Deans	Co-chairs - RC, Co-chairs - IIVCC	2026		Human Resources	No. of national, community development and CSR projects

Faculty of Humanities and Social Sciences									
Faculty of Humanities and Social Sciences	7.1 To help different communities (urban, suburban & rural) in Sri Lanka to improve their quality of life	7.1.1 Encourage different departments to conduct at least one community service activity per year	7.1.1.1 Participate in the annual social work camp	Dean	Heads	2026	2030	Human & financial resources	No. of participants at social work camp
			7.1.1.2 Conduct seminars for students preparing for national level exams	Heads	Academic staff & Students' subject associations	2026	2030	Human & financial resources	No. of seminars conducted
		7.1.2 By obtaining the support of the alumni to increase its services to the community	7.1.2.1. Establish an alumni association for FHSS	Dean	Committee appointed by the Dean	2026	2030	Human Resources	No. of members in the Alumni
		7.1.3 By offering expert assistance of the departments to the community through seminars, training programmes and workshops	7.1.3.1 Organize and conduct 'Mental health programmes for the community', 'Workshop on media & Buddhism for journalists', 'Awareness programmes on Crime control and prevention', 'Awareness programmes for the Police'	Heads	Academic staff	2026	2030	Human Resources	No. of training programmes/ workshops
			7.1.3.2 Encourage public speeches and participation at electronic and print media for the betterment of society and to promote religious and ethnic harmony	Heads	Academic staff	2021		Human Resource	No. of speeches/newspaper articles

	7.2 Encourage participation in national level bodies /boards/committees/activities	7.2.1 Promote academics to engage in national bodies relevant to their expertise	7.2.1.1 Build collaboration with national bodies to contribute for policy making and advisory needs	Heads	Academic staff	2026	2030	Human Resource	No. of academics involved in national boards/committees/activities
	7.3 To improve community engagement and outreach activities of both staff and students	7.3.1 By offering expert assistance of the departments to the community	7.3.1.1 Conduct training sessions and workshops for school teachers & students (O/L & A/L/Pirivena)	Heads	Academic staff	2026	2030	Human Resources	No. of training sessions and workshops conducted
		7.3.2 Streamline and promote engagement in national development activities	7.3.2.1 Publishing and maintaining Audio books e-library for differently able communities	Dean	EOC	2026	2030	Human & financial resources	No. of audio books published
		7.3.3 Improve attitudes towards social responsibility among students	7.3.3.1 Produce community entertainment programmes	Heads	Academic staff	2026	2030	Human Resources	No. of programmes conducted
Faculty of Applied Sciences									
Faculty of Applied Sciences	7.1 Contribute to national development	7.1.1 Policy development	7.1.1.1 Partner with government agencies and NGOs.	Dean FAS/ Centre Directors/ Heads/ Program coordinators	Academic staff	2026	2030	Human, Financial	No. of national level consultants and positions held by the staff members No. of research projects linked with national development
			7.1.1.2 Empower students and faculty as national and global contributors						
			7.1.1.3 Encourage research of national relevance						
		7.1.2 Improve social responsibility of students	7.1.2.1 Integrate social responsibility projects into curricula and research	Dean FAS/ Heads/ Program coordinators	Academic counsellors/ Advisors and Senior	2026		Human, Financial	No. of community outreach programmes/ training programs/ workshops

			7.1.2.2 Encourage community outreach programmes where students and staff apply knowledge to address societal challenges		treasurers of student societies				
			7.1.2.3 Build a global CSR hub						
		7.1.3 Improve the competency of the graduates	7.1.3.1 Create digital content to disseminate subject knowledge.	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Financial support infrastructure	No. of digital learning modules/content developed/ No. of users No. of public lectures/ science camps/ school teacher training programs/ technical officer training programs Lateral entrance to the degree programme (number of students enrolled)
			7.1.3.2 Integrate sustainability to coursework						
			7.1.3.3 Promote mathematical literacy and problem-solving skills in the wider community						
			7.1.3.4 Strengthen education at the school-level through workshops, teacher training and workshops.						
			7.1.3.5 Develop new bridging programme and introduce lateral entrance to the internal/external degree programme						
		7.1.4 Establish regional and international collaborations	7.1.4.1 Promote MoUs, exchange programs, research collaborations	Dean FAS/ Heads/ Program coordinators	Academic staff	2026	2030	Human, infrastructure Financial	No. of international/ regional collaborations, government/ NGO partnerships
			7.1.4.2 Advance research with national relevance						
		7.1.5 Apply the knowledge to make commercially viable outcomes	7.1.5.1 Encourage development of products that can be commercialized	Dean FAS/ Heads/ Program coordinators	Academic staff	2026		Human, Financial	No. of commercialized products developed

	7.2 Build a lifelong community with alumni	7.2.1 Strengthen mutual benefits for alumni and the university	7.2.1.1 Build a strong alumni network	Dean FAS/ Heads/ Program coordinators	Academic counsellors/ Advisors and Senior treasurers of student societies/ academic staff	2026		Human	Alumni network established & events conducted No. of alumni members Funds generated through Alumni
			7.2.1.2 Conduct alumni events						
			7.2.1.3 Continuous contribution of alumni for mentorship, fundraising, networking with current students						
			7.2.1.4 Provide opportunities for alumni and students to meet						
Faculty of Management Studies and Commerce									
Faculty of Management Studies and Commerce	7.1 Ensure all the programmes and the department initiatives are directed towards promoting responsible management education	7.1.1 Continuously be guided by the directions of the Principles for Responsible Management Education	7.1.1.1 Attend workshops and programmes organized by UNPRME	HODs	Lecturers	2026	2030	Human, financial, physical	No. of UNPRME–workshops and programmes
			7.1.1.2 Continuously update course content and curriculum to ensure responsible management education provision	HODs	Lecturers	2026	2030	Human, financial, physical	No. of new responsible management concepts, case studies, or frameworks integrated
			7.1.1.3 Integrate sustainability/circular economy in courses offered	HODs	Lecturers	2026	2030	Human, financial, physical	No. of courses updated to include sustainability and circular economy
			7.1.1.4 Promote applied research supporting SMEs and sustainability by launching faculty–student joint research projects, Projects on SMEs and sustainability	HODs	Lecturers	2026		Human, financial, physical	No. of faculty–student joint applied research projects focusing on SMEs and sustainability

			7.1.1.5 Encourage staff and students to undertake sustainability-oriented research, case studies, and dissertations	HODs	Lecturers	2026	2030	Human, financial, physical	Number of staff and student research outputs focused on sustainability
			7.1.1.6 Allocate workload hours for staff engaged in outreach	HODs	Lecturers	2026	2030	Human, financial, physical	No. of hours formally allocated per semester to staff members engaged in outreach activities
			7.1.1.7 Introduce credit-bearing community engagement projects in the curriculum	HODs	Lecturers	2026	2030	Human, financial, physical	No. of new credit-bearing community engagement projects introduced
	7.2 Promote social responsibility and community engagement to address local challenges.	7.2.1 Establish sustainable community outreach programmes	7.2.1.1 Organize CSR events through the Alumni Association	HODs	Lecturers	2026		Human, financial, physical	CSR events executed through Alumni
			7.2.1.2 Conduct community outreach or CSR projects with the participation of staff and students	HODs	Lecturers	2026	2030	Human, financial, physical	No. of community outreach or CSR projects completed
			7.2.1.3 Conduct national-level entrepreneurship educational Programs/ workshops	HODs	Lecturers	2026	2030	Human, financial, physical	No. of training sessions/workshops conducted annually
			7.2.1.4 Facilitate entrepreneurship circles and clubs in schools	HODs	Lecturers	2026	2030	Human, financial, physical	No. of schools with Entrepreneurship Clubs/Circles
			7.2.1.5 Establish a Policy & Commerce Research Cell to conduct studies addressing national socio-economic issues (trade, SMEs, taxation, sustainability)	HODs	Lecturers	2026		Human, financial, physical	No. of policy-relevant research published/presented

			7.2.1.6 Support national English language initiatives by collaborating with the Ministry of Education to provide training, workshops, and consultancy	HODs	Lecturers	2026	2030	Human, financial, physical	No. of training sessions/workshops conducted annually
			7.2.1.7 Encourage staff to take up positions on national and international-level committees/Boards.	HODs	Lecturers	2026	2030	Human, financial, physical	No. of Staff Members Appointed
			7.2.1.8 Popularization of Supply Chain Management, Quality management through awareness campaigns	HODs	Lecturers	2026	2030	Human, financial, physical	No. of awareness activities conducted
		7.2.2 Strengthen university–community linkages	7.2.2.1 Partner with local government, NGOs, and industry for collaborative student-led projects	HODs	Lecturers	2026	2030	Human, financial, physical	No. of active partnerships
			7.2.2.2 Conduct action-oriented and solution-based research addressing industry and national challenges	HODs	Lecturers	2026	2030	Human, financial, physical	No. of research conducted to address industry and national challenges
			7.2.2.3 Implement a school-university mentorship program	HODs	Lecturers	2026	2030	Human, financial, physical	Achievement rate of planned actions (%)
			7.2.2.4 Strengthen collaboration with the National Institute of Education, Department of Education, and the Department of Examinations	HODs	Lecturers	2026	2030	Human, financial, physical	No. of collaborative activities conducted
			7.2.2.5 Collaborate with government bodies/professional orgs and establish MoUs, policy roundtables, and advisory committees	HODs	Lecturers	2026		Human, financial, physical	No. of policies/frameworks developed or revised/Total No. of MoUs signed

		7.2.3 Encourage research-driven solutions	7.2.3.1 Organize policy hackathons and research competitions addressing local socio-economic challenges	HODs	Lecturers	2026	2030	Human, financial, physical	No. of research conducted to address socio-economic challenges
		7.2.4 Recognize and reward student contributions	7.2.4.1 Establish a "Community Impact Award" for the best student-led project annually	HODs	Lecturers	2026	2030	Human, financial, physical	No. of student-Led project submissions
			7.2.4.2 Encourage participation in national/international CSR competitions	HODs	Lecturers	2026	2030	Human, financial, physical	No. of qualifying entries submitted
		7.2.5 Promote visibility and advocacy	7.2.5.1 Publicize CSR contributions via website/newsletters	HODs	Lecturers	2026	2030	Human, financial, physical	No. of CSR stories/updates published during the period
			7.2.5.2 Regularly update departmental website, LMS, and social media with news, events, research outputs, and achievements	HODs	Lecturers	2026	2030	Human, financial, physical	No. of news items, research outputs, and achievements posted during the period
	7.3 Enhance the department's global visibility and presence	7.3.1. Publish departmental achievements internationally	7.3.1.1 Prepare annual newsletters and digital reports highlighting conferences, student initiatives, and research publications	HODs	Lecturers	2026	2030	Human, financial, physical	No. of views or downloads of the digital reports from the website
		7.3.2 Promote staff and student participation in global forums/ international research Conferences	7.3.2.1 Support staff and student presentations at international conferences, workshops, collaborative projects, and policy forums	HODs	Lecturers	2026		Human, financial, physical	No. of staff and student presentations in international events
			7.3.2.2 Host global webinars and cross-border academic initiatives	HODs	Lecturers	2026	2030	Human, financial, physical	No. of Participating Countries per Event/ No. of global webinars

		7.3.3 Build global academic partnerships	7.3.3.1 Strengthen MoUs with foreign universities, and organize joint webinars, guest lectures, and collaborative research	Vice Chancellor, Dean - FMSC, HODs	Lecturers	2026	2030	Human, financial, physical	No. of MoUs with foreign universities/Number of collaborative research conducted
			7.3.3.2 Develop partnerships and collaborations with international research institutes and professional bodies	HODs	Lecturers	2026	2030	Human, financial, physical	No. of MoUs or Agreement signings with qualifying international institutions/ bodies
			7.3.3.3 Encourage staff to undertake positions in national and international level committees/ boards	HODs	Lecturers	2026	2030	Human, financial, physical	No. of Staff Members Appointed
			7.3.3.4 Expand departmental-level research conferences to an international level	HODs	Lecturers	2026	2030	Human, financial, physical	No. of Submissions from International Authors/International Keynote Speakers
			7.3.3.5 Send and receive international volunteers for global exposure and learning	HODs	Lecturers	2026	2030	Human, financial, physical	No. of Volunteers Exchanged
			7.3.3.6 Build partnerships for global entrepreneurship initiatives and collaborative projects	HODs	Lecturers	2026	2030	Human, financial, physical	No. of active MOUs/collaborations established
		7.3.4 Increase international student visibility	7.3.4.1 Promote postgraduate programs (MBEc, MSc, MPhil) through international education fairs and digital campaigns	HODs	Lecturers	2026		Human, financial, physical	No. of applications received from foreign students
		7.3.5 Promote international visibility of staff research	7.3.5.1 Encourage publication in indexed journals with internal support & mentoring	HODs	Lecturers	2026		Human, financial, physical	No. of indexed journal publications with internal support

	7.4 Build partnerships with regional and international stakeholders to expand reach and influence.	7.4.1 Build partnerships for sustainability	7.4.1.1 Collaborate with government, NGOs, and international partners on joint sustainability projects	HODs	Lecturers	2026	2030	Human, financial, physical	No. of joint sustainability projects with international partners
			7.4.1.2 Partner with chambers, municipal councils, and professional associations to address local challenges (SLSI, ISMM, NIBM, National Lab secretariat, productivity	HODs	Lecturers	2026	2030	Human, financial, physical	No. of new MoUs or formalized joint working agreements with target bodies
			7.4.1.3 Conducting consultancies for local bodies, industry	HODs	Lecturers	2026	2030	Human, financial, physical	No. of projects consulted
		7.4.2 Build industry and policy linkages	7.4.2.1 Partner with SAARC, ASEAN, UNDP, ADB, and local chambers of commerce for collaborative projects	HODs	Lecturers	2026	2030	Human, financial, physical	No. of collaborative projects initiated
			7.4.2.2 Publish annual policy briefs and organize forums with policymakers, regulators, and industry stakeholders to share findings	HODs	Lecturers	2026	2030	Human, financial, physical	No. of policies/frame works developed or revised
		7.4.3 Establish collaborative postgraduate programs	7.4.3.1 Develop joint postgraduate programs (double degrees, split-site PhDs) with foreign institutions	HODs	Lecturers	2026		Human, financial, physical	No. of formal partnerships for double degrees or split-site PhDs with foreign institutions
		7.4.4 Strengthen international alumni networks to enhance global presence	7.4.4.1 Establishment of international alumni networks	HODs	Lecturers	2026	2030	Human, financial, physical	No. of countries with a formally recognized alumni chapter

	7.5 Strengthen Institutional Platforms and Networks	7.5.1 Strengthen National Networks	7.5.1.1 Expand the Sri Lanka Forum of Entrepreneurship (SLFE) to industry partners	HOD - ENT	Lecturers	2026	2030	Human, financial, physical	No. of student opportunities (mentorships, internships) provided by the industry partners
			7.5.1.2 Establish linkages with national-level professional and entrepreneurial bodies	HODs	Lecturers	2026	2030	Human, financial, physical	No. of formal partnerships with professional and entrepreneurial bodies
Faculty of Medical Sciences									
Faculty of Medical Sciences	7.1 To enhance the contribution to the University/ immediate community/nationwide by providing preventive, clinical and diagnostic and curative services	7.1.1 Enhance the clinical services for the emerging needs of the society	7.1.1.1 Enhance the clinical services to the community	Heads	Dean	2026	2030	Human/ financial	No. of services provided to the community
		7.1.2 Incorporate preventive services in the pre-clinical, preclinical and clinical Departments	7.1.2.1 Provide advisory services on non-communicable diseases, Geriatric and Adolescent preventive services for the community with interfaculty	Heads	Dean	2026	2030	Human/ financial	No. of services provided to the community
			7.1.2.2 Provide health education for the community	Heads of all departments	Dean	2026	2030	Human	No. of radio/ TV/ other media programmes
		7.1.3 Provide clinical services to the University and immediate community	7.1.3.1 Create a computerized database for patient management information system	Heads	Dean	2026	2030	Human/ financial	No of services provided to the community
			7.1.3.2 Improve and expand drug information service to the public	Head, Dept. of Pharmacology	Chair, Dept. of Pharmacology	2026		Human/ financial	Evaluation of No. of files and dossiers
			7.1.3.3 Maintain quality assured laboratories to provide diagnostic services to the community	Heads Dept. of, Pathology/ Biochemistry	Chair, Dept. of Pathology/ Biochemistry	2026		Human/ financial	No. of laboratories with SLAB accreditation

			7.1.3.4 Establish inter department collaboration in providing diagnostic services	Heads Dept. of Family Medicine/ Pathology/ Microbiology	Chair, Dept. of Family Medicine, Pathology, Biochemistry	2026	2030	Human/ financial	No. of collaborative services
	7.2 Contribute to policy decisions at all Ministerial levels for the development of the community and the nation.	7.2.1 Collaborate with the Ministry of Health in formulating polices and training and research	7.2.1.1 Join the Ministry of Health in policy decision workshops	Heads of all Departments	Dean	2026	2030	Human/ financial	No. of academics involved in policy decisions for the health of the nation
			7.2.1.2 Participate with the Ministry of Education in policy decision workshops with relevance to teaching and results of research education and technology	Heads of all Departments	Dean	2026	2030	Human/ financial	No. of academics involved in assisting national level bodies
	7.3 Provide assistance to other government Universities to upgrade their quality of human resources	7.3.1 Assist the upcoming government medical faculties to upgrade quality teaching	7.3.1.1 Assist the upcoming medical faculties to hold examinations at national level	Heads of all Departments	Dean	2026	2030	Human/ financial	No. of academics involved in exams
			7.3.1.2 Assist the upcoming medical faculties by helping them with upgrading the curriculum at national or international level	Heads of all Departments	Dean	2026	2030	Human/ financial	No. of academics involved in upgrading the curriculum of other faculties
		7.3.2 Assist the Postgraduate Medical institutions	7.3.2.1 Provide expertise to the Postgraduate medical faculties to hold examinations	Heads of all Departments	Dean	2026	2030	Human/ financial	No. of academics involved in postgraduate examinations
	7.4 Provide assistance at National level advocacy bodies	7.4.1 Assist the national level bodies in advocacy, consultation monitoring and evaluation programmes	7.4.1.1 Provide advisory services to all ministries that seek professional assistance	Heads of all Departments	Dean	2026	2030	Human/ financial	No. of academics involved in assisting national level bodies No. of Radio/ TV/ Other Media Programmes
Faculty of Graduate Studies									

Faculty of Graduate Studies	7.1 Address the needs of the wider society through research and development	7.1.1 Promote target-oriented research which addressed the issues of the society at large	7.1.1.1 Prepare a research framework which will take both national and international research and development priorities	Dean-FGS	BOS Chairpersons and Coordinators	2026	2030	Financial resources	No. of workshops conducted No. of community-based research conducted No. of research work which led to policy formulation
		7.1.2 Collaborate with alumni to provide community services	7.1.2.1 Formation of a registry of volunteers for community service	Dean-FGS	BOS Chairpersons and Coordinators	2026		Budget required for initiation of the work	No. of projects done by the graduate students for the society/community
	7.2 Contribute to development of policies on national development	7.2.1 Conduct research and development work to contribute to policy development and revision in the country	7.2.1.1 Maintain interactions with the policy makers, industry and researchers, international community and others on a regular basis to disseminate the research findings	Dean-FGS	BOS Chairpersons and Coordinators, Policy Organizations	2026	2030	Financial resources	No. of training programmes conducted and participants' feedback
	7.3 evelop digital content to disseminate subject knowledge	7.3.1 Make available digital content for remote accesses	7.3.1.1 Provide online courses and materials	Dean-FGS / University web master	BOS Chairpersons and Coordinators	2026	2030	Funding and human resources	Online course delivery and developed content
Faculty of Technology									
	7.1 To produce a professional "Graduate Technologist" to contribute to social and national development	7.1.1 Share knowledge with the community	7.1.1.1 Conduct technology-based education programmes	HoDs	Lecturers	2026	2030	Finances, Human Resources	No. of programmes conducted
		7.1.2 Encourage Alumni interaction for co-curricular and extracurricular activities	7.1.2.1 Conduct events with the Alumni Association	Senior Treasurers	Office bearers	2027	2030	Human Resources	No. of events conducted
		7.1.3 Encourage International/national level contributions	7.1.3.1 Participating in national and international level events in different roles	HoDs	Lecturers, Students	2026		Finances, Human Resources	No. of events participated

	7.2 To adopt sustainability measures in line with national goals	7.2.1 Acquire certificates/ standards	7.2.1.1 Obtaining nationally and internationally recognized certifications/ standards	Dean-FOT	Sustainability Coordinator	2026	2030	Finances, Human Resources	No. of certifications/ standards obtained
Faculty of Engineering									
	7.1 Encourage participation in national committees	7.1.1 Promote been members of national bodies relevant to expertise	7.1.1.1 Build strong collaboration with policy makers and national bodies to contribute national policy making	Dean/ Heads	Staff members	2026	2030	Links to join with national committees	No. of staff members holding positions in national committees
Faculty of Allied Health Sciences									
Faculty of Allied Health Sciences	1 Maintain high quality standards while advancing social responsibility and sustainability initiatives that benefit local and national communities	7.1.1 Establish partnerships with local health authorities and community groups	7.1.1.1 Strengthening community engagement through regular outreach programmes, public awareness campaigns, health camps, and blood donation drives that address local health needs	POC-FAHS	Dean	2026		Human resources	No of Outreach activities conducted per year
			7.1.1.2 Provide necessary advisory services for the above mentioned health care services	Public Outreach Committee (POC)/ FAHS		2026	2030	Human resources	No. of advisory services provided
	7.2 Participate in the development of national pharmacy policies to advance the profession and public health	7.21. Collaborate with ministry administrators, regulators and professional bodies, and submit clear recommendations to influence national pharmacy policies.	7.2.1.1 Faculty academics to serve in national committees and boards	HODs	Dean Academic Staff	2026	2030	Financial physical and human resources	List of academics represented national committees/ bodies
			7.2.1.2 Submit position papers and research findings to health ministry	HODs	Dean Academic Staff	2026	2030	Financial physical and human resources	No. of papers submitted to health ministry
			7.2.1.3 Host workshops and discussions with stakeholders	HODs	Dean Academic Staff	2026		Financial physical and human resources	No. of workshops were held with stakeholders
	7.3 To contribute to NMRA (National Medicines	7.3.1. Submit evidence-based recommendati	7.3.1.1 Assign faculty representatives to NMRA advisory panels	HODs	Academic staff	2026	2030	Human resources	List of academics nominated for NMRA

	Regulatory Authority) decision-making on medicine regulation and policy	ons to NMRA by compiling research findings, market data, and clinical insights	7.3.1.2 Conduct studies on medicine safety and regulation for NMRA use	HODs	Academic staff	2026	2030	Human resources	No. of research evidence on safe use of medicine
			7.3.1.3 Organize joint seminars on pharmaceutical regulation	HODs	Academic staff	2026	2030	Human resources	No. of joint seminars conducted
	7.4. Institutionalize community outreach programs	7.4.1 Develop a state-of-the-art community pharmacy within the faculty for student training and community pharmacy service	7.4.1.1 Establish a fully equipped community pharmacy service centre	HODs	Academic staff Dean	2026	2030	Financial Physical & Human resources	Completion of Community Pharmacy in New Faculty Complex
			7.4.1.2 Conduct regular training on patient counselling and medicine dispensing	HODs	Academic staff Dean	2026		Financial Physical & Human resources	Feedback from patients and statistical records at the community pharmacy
			7.4.1.3 Offer free or subsidized medicines and medicine review	HODs	Academic staff Dean	2026	2030	Financial Physical & Human resources	No. of services provided
		7.4.2 Expand structured public health and laboratory outreach initiatives	7.4.2.1 Conduct Laboratory health camps with other departments	Dean HODs	Programme coordinator Staff members	2026	2030	Financial support Infrastructure	No. of campaigns held per year
			7.4.2.2 Partner with the Ministry of Health for national screening/awareness campaigns	Dean HODs	Programme coordinator Staff members	2026	2030	Financial support Infrastructure	No. of campaigns held per year
		7.4.3 Expand free community eye camps and outreach programs nationwide	7.4.3.1 Strengthen collaboration with the Ministry of Health, provincial health departments, and local hospitals and ensure program alignment with national health priorities in Optometry	HODs	Academic staff	2026		Human resources	≥5 outreach programs annually

			7.4.3.2 Establish strategic partnerships with community organizations to enhance volunteer participation, awareness campaigns, and logistics coordination	HODs	Academic staff	2026	Ongoing	Infrastructure Human resources	No. of partnerships for community development projects
	7.5 To educate the public and the pharmacy profession on safe, effective, and rational use of medicines	7.5.1 Develop public awareness campaigns through media, workshops, and social platforms.	7.5.1.1 Prepare educational materials (brochures, social media content, videos)	HODs	Dean	2026	Ongoing	Financial resources Human resources	Feedback from public No. of media coverages
			7.5.1.2 Conduct nationwide awareness weeks on antibiotic resistance and safe drug use	HOD	Dean	2026	Ongoing	Financial resources Human resources	No. of programmes
			7.5.1.3 Offer continuing education sessions for pharmacists and healthcare professionals	HOD	Dean	2026	Ongoing	Financial resources Human resources	No. of sessions No of participants
	7.6 Contribute to shaping national policy in optometry and eye health	7.6.1 Actively contributes to policy development in optometry/vision care	7.6.1.1 Establish regular communication with the Ministry of Health, UGC, and relevant regulatory bodies	HOD	Academic staff	2026	Ongoing	Well experienced academic staff	≥1 national policy contributions by 2030
Faculty of Dental Sciences									
Faculty of Dental Sciences	7.1 Enhance the contribution to the University/ immediate community/ nationwide by providing preventive, clinical and diagnostic and curative services	7.1.1 Enhance clinical services for the emerging needs of the society	7.1.1.1 Enhance clinical services to the community	Heads of all clinical, pre-clinical and para clinical departments	Dean	2026	2030	Human resources	No. of services provided to the community
			7.1.1.2 Organize health camps, screening programmes and seminars for the community	Heads of all clinical, pre-clinical and para clinical departments	Dean	2026	2030	Human resources	No. of screening programmes organised

		7.1.2 Expand the services at the dental professorial units at CSTH and dental comprehensive care unit at IOH Maharagama provide clinical services to the community	7.1.2.1 Establish inter department collaboration in providing diagnostic services	Heads of all clinical , depart ments	Dean	2026	2030	Human resources	No. of collaborations
		7.1.3 Provide clinical services to the University	7.1.3.1 Establish a dental consultancy service at the medical centre of USJ	Heads of all clinical , pre-clinical and para clinical depart ments	Dean	2026	2030	Human resources	No. of services provided
	7.2 Development of digital content to disseminate subject knowledge	7.2.1 Make available digital content for remote access	7.2.1.1 Start faculty YouTube channel to disseminate oral health knowledge	Heads of all clinical depart ments	Dean	2026	2030	Human resources	No. of programs and No. of staff members participated
	7.3 Address the need of the wider society	7.3.1 Broaden the scope of community service and outreach programme	7.3.1.1 Identify community needs and engage in community development work at the Faculty level	Heads of all clinical depart ments	Dean	2026	2030	Human resources	No. of services provided to the community
			7.3.1.2 Deliver public speeches, newspaper articles, keynote speeches, electronic media presentations, etc. for the betterment of the society	Heads of all clinical depart ments	Dean	2026	2030	Human resources	No. of events and number of staff members participated
		7.3.2 Involve students in ongoing national projects	7.3.2.1 Assist students to organize and participate in national events such as: Oral Health Day	Heads of all clinical depart ments	Dean	2026	2030	Human	No. of events
Faculty of Urban and Aquatic Bioresources									
Faculty of	7.1 Establishing alumni network to foster mentoring,	7.1.1 Build up alumni relations	7.1.1.1 Establish a Department Alumni Association	HOD	Acade mic staff	2026	2030	Graduate students, Academi c staff, Event Budget	No. of alumni members

	knowledge sharing and career opportunities		7.1.1.2 Conduct Alumni Mentoring and Networking programs	Academic staff	Secretary, Alumni Association	2026	2030	Alumni members, current students, Academic staff, Event budget	No. of online webinars per semester for sharing knowledge and career opportunities by Alumni
	7.2 Implement outreach programs in collaboration with industry and government institutes	7.2.1 Awareness and extension	7.2.1.1 Organize community awareness workshops related turtle conservation, mangrove reforestation and plastic pollution in collaboration with NGOs, industry and government institutes	Academic staff	Academic staff	2026	2030	Budget for transport and extension programs, students	2 extension workshops per year
			7.2.1.2 Organize a Seafood festival to prompt seafood consumption in collaboration with industry and government institutes	Academic staff	Academic staff	2026	2030	Budget, students	One seafood festival per year
	7.3 Partner with industry and government institutes to promote innovation in sustainable aquaculture	7.3.1 Public private research and development collaborations	7.3.1.1 Sign MoUs and conduct joint research projects	HoD Academic staff	Academic staff	2026	2030	Budget, legal support	No. of MoUs/ research projects per year
	7.4 Collaborations with international universities for student exchange and research supervision of students	7.4.1 Research partnerships and knowledge sharing	7.4.1.1 Signing MoUs and apply for joint research grants and inviting international experts to deliver some areas of the courses	HoD Academic staff	Academic staff	2026	2030	legal support Research grants	No. of MoU with international university /international grant application submission/ international experts per semester
	7.5 Awareness programs on relevant subject areas	7.5.1 Organize awareness programs in suitable subject areas	7.5.1.1 Arrange exhibitions, field demonstrations, or open days	HOD Relevant lead staff member	Other staff members 2026 2030	2026		Human resources and funding	No. of awareness programs conducted annually

			7.5.1.2 Conduct seminars, workshops, and public talks on emerging issues in the field	HOD Relevant lead staff member	Other staff members 2026 2030	2026	2030	Human resources and funding	Number and diversity of participants (students, community, industry, government)
			7.5.1.3 Develop Educational and Promotional Materials	HOD Relevant lead staff member	Other staff members 2026 2030	2026	2030	Human resources and funding	No. of educational materials developed and distributed
			7.5.1.4 Create videos, and flyers for digital dissemination	HOD Relevant lead staff member	Other staff members 2026 2030	2026	2030	Human resources and funding	Online engagement (views, shares, downloads)
Faculty of Computing									
Faculty of Computing	7.1 Contribute to national priorities while aligning with regional and global development goals.	7.1.1 Aligning university programs with Sri Lanka's national priorities, including digital economy.	7.1.1.1 Partner with government agencies on national R&D projects supporting the digital economy	Dean Heads	Coordinator / Research and Development	2026	2030	Financial Human Resource	No. of R&D collaborations established with government agencies
			7.1.1.2 Develop programs and workshops to upskill the workforce in emerging digital technologies (AI, IoT, cybersecurity, data analytics)	Dean Heads	Coordinator / Research and Development Coordinator / Curriculum Development and Exams	2026	2030	Financial Human Resource	No. of training programs or workshops conducted annually
			7.1.1.3 Launch short courses and professional certifications to enhance employability in the digital economy	Dean Heads	Coordinator / Industrial Collaborative Body	2026	2030	Financial Human Resource	No. of short courses or certifications launched Enrolment and completion rates

		7.1.2 Establish the first FIWARE Regional iHub to drive digital innovation.	7.1.2.1 Set up a dedicated FIWARE iHub facility within the faculty for IoT, smart city, and digital solutions development	Dean Heads	Coordinator / Research and Development FIWARE Coordinator	2026	2028	Financial Human Resource	Establishment and operational status of the FIWARE iHub facility
			7.1.2.2 Create collaborative innovation projects with local SMEs and startups using FIWARE technologies	Dean Heads	Coordinator / Research and Development	2027	2030	Financial Human Resource	No. of joint innovation projects initiated with SMEs/startups
			7.1.2.3 Partner with regional industries to pilot digital solutions (smart manufacturing, digital agriculture, e-governance) using FIWARE platform	Dean Heads	Coordinator / Research and Development FIWARE Coordinator	2027	2030	Financial Human Resource	No. of pilot projects implemented with regional industries Pilot reports Evaluation summaries
			7.1.2.4 Collaborate with global FIWARE iHubs for joint research, student/faculty exchange, and innovation projects	Dean Heads	Coordinator / Research and Development FIWARE Coordinator	2028	2030	Financial Human Resource	No. of international collaborations established and maintained Joint research outputs
			7.1.2.5 Support government and municipal digital initiatives using FIWARE-compliant platforms	Dean Heads	Coordinator / Research and Development FIWARE Coordinator	2026	2030	Financial Human Resource	No. of digital initiatives supported or implemented Adoption rate and impact of FIWARE-based solutions in public sector applications
			7.1.2.6 Conduct workshops and training for government officials, SMEs, and the public to promote FIWARE adoption	Dean Heads	Coordinator / Research and Development FIWARE Coordinator	2028		Financial Human Resource	No. of workshops conducted and total participants trained Post-event evaluation reports

		7.1.3 Engage with regional and global initiatives addressing climate change, digital equity, and innovation ecosystems.	7.1.3.1 Facilitate international collaborations for knowledge transfer in digital technologies and workforce development	Dean Heads	Coordinator / Research and Development	2026	2030	Financial Human Resource	No. of active international partnerships for digital skill and technology exchange
			7.1.3.2 Participate in global consortia on digital transformation and sustainable development	Dean Heads	Coordinator / Research and Development	2026	2030	Financial Human Resource	No. of global consortia or networks joined
	7.2 Strengthen lifelong connections with industry, and society.	7.2.1 Expand university-industry-community engagement initiatives.	7.2.1.1 Launch a Community Innovation Hub for grassroots problem-solving and workforce upskilling in digital skills	Dean Heads	Coordinator / Research and Development Coordinator / Industrial Collaborative Body	2026	2027	Financial Human Resource	No. of community-based innovation or upskilling programs conducted
			7.2.1.2 Partner with industries to provide internships, professional training, and skill development programs that align with Sri Lanka's digital economy goals	Dean Heads	Coordinator / Research and Development	2026	2030	Financial Human Resource	No. of industry partnerships and internship placements offered
Library									
Library	7.1 Create valuable experiences for researchers to foster lifelong learning	7.1.1 Promote a strong reading culture	7.1.1.1 Acquire reading materials beyond subject knowledge	Deans/ Librarian/ Bursar	DL/SAL/AL	2026	2030	Funds for general reading materials	No. of non-subject books added annually
			7.1.1.2 Expand access to resources for outsiders	Librarian	DL/SAL/AL	2026		Membership guidelines, user registration tools, access control system	No. of external memberships issued; annual visitor statistics

		7.1.2 Engage in national networks to develop information literacy	7.1.2.1 Provide expertise for programs conducted through HELLIS, SLISTINET and AGRINET	Librarian	DL/SAL/AL	2026	2030	Human resources, travel funds, presentation materials	No. of national-level IL programs supported; participant feedback ratings
	7.2 Develop outreach programme	7.2.1 Expand outreach to special communities	7.2.1.1 Conduct outreach programmes for schools, local communities, and underprivileged groups	Librarian	DL/SAL/AL	2026	2030	Transport, teaching materials, ICT support, printing, finance	No. of outreach programs conducted annually; participant count and satisfaction rate
			7.2.1.2 Partner with faculties, student groups, and NGOs to co-host knowledge-sharing programs	Deans/ Librarian	DL/SAL/AL and Presidents of student societies	2026		Collaboration agreements, logistics, communication materials	No. of collaborative programs; feedback from partner organizations
	7.3 Preserve national heritage (indigenous knowledge) for future generations	7.3.1 Expand the Palm Leaf Manuscript (PLM) collection	7.3.1.1 Acquire manuscripts through donations	Librarian/Bursar	DL/SAL/AL	2026	2030	Donor coordination, transportation, preservation materials	No. of manuscripts acquired through donations; donor acknowledgment reports
			7.3.1.2 Purchase significant and rare palm leaf manuscripts which have a historical value	Librarian/Bursar	DL/SAL/AL	2026	2030	Funds for purchase, evaluation committee, expert consultation	No. of rare manuscripts purchased; total financial value of acquisitions
		7.3.2 Preserve PLM collection	7.3.2.1 Use physical conservation methods for PLM	Librarian	DL/SAL/AL	2026		Conservation chemicals, preservation equipment, trained staff, Finance	% of PLM collection physically conserved; annual conservation reports
			7.3.2.2 Continue digitalization of PLM	Librarian	DL/SAL/AL	2026		Scanners, metadata tools, digital repository, Human, Finance	No. of manuscripts digitized annually; % of collection digitized

			7.3.2.3 Continue including digitized PLM to the Digital Repository for all palm leaf manuscripts	Librarian	DL/SAL/AL	2026	2030	Server space, metadata tagging software, ICT expertise	% of digitized PLM uploaded to repository; repository access statistics
Centre for IT Services									
Centre for IT Services	7.1. Paperless administration	7.1.1 Implement digital document workflow	7.1.1.1 Procure/Develop a document flow management system (DFMS)	Director, CITS	Registrar	2026	2028	DFMS Software , Licensing Training Budget	Percentage of legacy process converted to paperless process.
			7.1.1.2 Integrate secure digital signature capabilities for key administrative processes						
			7.1.1.3 Conduct training for administrative staff on the new system						
Medical Centre									
Medical Centre	7.1 5 S audits	7.1.1 Implement hospital 5S methodology	7.1.1.1 Form audit team- Quarterly inspections- Annual review	Chief Medical Officer	Staff members	2026	2027	Human resources and funding	No. of audits completed
	7.2 Obtain OHS standard	7.2.1 Work towards accreditation (ISO/OHSAS)	7.2.1.1 Gap analysis- Develop SOPs- External audit	Chief Medical Officer	Staff members	2026	2029	Human resources and funding	Certification status; Safety incidents
		7.2.1 Obtain ISO certification	7.2.1.1 Recertification of Quality Management standard ISO-9001-2015	Chief Medical Officer	Staff members	2026	2030	Human resources and funding	Yearly audits done by SLSI
	7.3 Monthly diabetic clinic and Annual health camp for staff	7.3.1 Promote preventive healthcare	7.3.1.1 Yearly camp- Partner with hospitals/labs- Track participation	Chief Medical Officer	All the doctors	2026		Human resources and funding	Number screened; Risk reduction indicators
Physical Education Unit									
Physical	7.1 To promote community engagement through outreach programmes	7.1.1 Strengthen university-community partnerships	7.1.1.1 Conduct annual school leadership programmes and rural sports development programmes	PE unit	Sports Council	2026	2030	Equipment, human resources	No. of outreach events

	7.2 To foster social responsibility through volunteerism and mentoring	7.2.1 Introduce volunteer programmes	7.2.1.1 Student coaches train community teams	PE unit	Sports Council	2026	2030	Human resources and funding	Volunteer participation rate
	7.3 To contribute to national sports development	7.3.1 Collaborate with sports federations	7.3.1.1 Support national camps and officiating	PE Unit		2026	2030	Funding, officials	No. of national events participated
	7.4 To organize health and wellness awareness campaigns	7.4.1 Partner with health organizations	7.4.1.1 Conduct fitness and mental health campaigns	PE Unit		2026	2030	Marketing budget	No. of campaign conducted
	7.5 To engage alumni in sports and mentorship initiatives	7.5.1 Build alumni network for sports	7.5.1.1 Organize annual alumni sports day	PE Unit	Alumni Association	2026	2030	Human resources	Alumni participation
	7.6 To provide university resources and expertise to external communities	7.6.1 Open sports facilities and conduct community training	7.6.1.1 Offer training camps using university grounds and equipment	PE Unit		2026	2030	Facility access, staff	No. of external programmes conducted
Career Guidance Unit									
Career Guidance Unit	7.1. Enhancing employability skills among the undergraduates	7.1.1 Develop soft skills of undergraduates' communication, leadership, Negotiation, problem solving, creativity etc.	7.1.1.1 Conduct skills development workshops	Career Guidance Counsellor	Director - CGU	2026	2030	Related professionals	No. of skill development workshops conducted
			7.1.1.2 Conducting Career Guidance Seminar	Career Guidance Counsellor	Director - CGU	2026	2030	Related professionals	No. of Career Guidance Seminars conducted
			7.1.1.3 Conducting adventure activities	Career Guidance Counsellor	Director - CGU	2026	2030	Related professionals	No. of adventure activities conducted
	7.2 Develop professional Skills for	7.2.1 Professionals Skills Development Training	7.2.1.1 Befriender peer support training programs	Career Guidance Counsellor	Director - CGU	2026		Related professionals	No. of Befriender peer support training programs

	Specific Job Categories (Working With Children, Supportive Professionals)	program - (Short Term)	7.2.1.2 Team up - resilience and wellbeing development program - international validated tools	Career Guidance Counsellor	Director - CGU	2026	2030	Related professionals	No. of resilience and wellbeing development programs conducted
	7.3. Enhance aesthetic skills for personality development	7.3.1. Conducting aesthetic Skills Development program	7.3.1.1 Dhara inter faculty singing competition, GTune – Guitar Training workshops Nachna - Dancing Workshops, Theatro - Drama Competition & Education workshops, Thusara Thelthuda & Warna Art Competition	Career Guidance Counsellor	Director - CGU	2026	2030	Related professionals	No. of competitions/ events/ workshops conducted
	7.4. Improving English Language proficiency	7.4.1. Implementing effective self and group-based communication/ improving language proficiency	7.4.1.1 Speech Master – Inter University Public Speaking Contest	Career Guidance Counsellor	Director - CGU	2026	2030	Related professionals	No. of participants attended in the contest
			7.4.1.2 Junior Speech Master – Inter School Public Speaking Contest	Career Guidance Counsellor	Director - CGU	2026	2030	Related professionals	No. of participants who attended the contest
			7.4.1.3 Vorbitor – Inter Faculty Speech Contest	Career Guidance Counsellor	Director - CGU	2026	2030	Related professionals	No. of participants who attended the contest
			7.4.1.4 Monthly educational meetings	Career Guidance Counsellor	Director - CGU	2026	2030	Related professionals	No. of meetings conducted
	7.5 Encourage the students to start their own businesses	7.5.1. Providing financial & non-financial assistance appreciating the achievements, giving awards	7.5.1.1 Creating entrepreneurial ventures to guide & motivate undergraduates to start their own business encouraging business startups	Career Guidance Counsellor	Director - CGU	2026		Related professionals / University Administration	No. of generated businesses
Innovation, Invention, and Venture Creation Council									
IIVCC	7.1 Contribute to national and regional development	7.1.1 Promote technology transfer to industries	7.1.1.1 Identify industries for technology transfer	UBL	IIVCC	2026		Human resources	No. of industries identified for technology transfer

		7.1.2 Promote entrepreneurship culture	7.1.2.1 Organize activities to promote developing entrepreneurs	CEFENI, Department of Entrepreneurship	UBL, IIVCC	2026	2030	Financial	No. of entrepreneurship promotion activities conducted No. of participants engaged
		7.1.3 Support USJ Alumni for developing Startups	7.1.3.1 Conduct Startup Meetups within the University for Alumni	IIVCC	UBL	2026 (Once in every year)	2030	Financial (100,000 LKR per meetup)	No. of startup meetups conducted No. of alumni participants engaged
	7.2 Expand global and regional impact	7.2.1 Develop International Image (Brand) of USJ	7.2.1.1 Identify international partners for collaboration	IAD	UBL, IIVCC	2026	2030	Human resources	No. of international partners identified and engaged for collaboration
			7.2.1.2 Prepare promotional videos to promote USJ	IAD	UBL, IIVCC	2026	2030	Financial	No. of promotional videos produced and audience reach/engagement
		7.2.2 Showcase research and innovations globally	7.2.2.1 Promote USJ's research and innovations at global events	UBL	IAD, IIVCC	2026	2030	Financial	No. of global events participated in and number of research/innovation projects showcased
			7.2.2.2 Organize TEDxUSriJayewardenepura events	IIVCC	All Faculties	2028	2030	Financial	No. of speakers
Staff Development Centre									
Staff Development Centre	7.1 Position SDC as a national leader in staff development	7.1.1 Engage in national capacity-building initiatives	7.1.1.1 Conduct national training of trainers (ToT) workshops	SDC Director/Staff	Faculties / Supporting Units	2026		Human resources, budget allocation, IT support,	No. of Training workshops; Participant feedback; Improvement in staff performance metrics
	7.2 Strengthen regional/global academic networks	7.2.1 Join international staff development associations	7.2.1.1 Participate in regional/global SDC conferences	SDC Director/Staff	Faculties / Supporting Units	2026		Event budget, venue, guest speakers, communication materials	Annual Teaching Excellence Forum conducted; No. of participants; Feedback rating (>80%)

	7.3 Contribute to national education reforms	7.3.1 Advocate for higher education policy improvements	7.3.1.1 Provide policy briefs to government	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Consultants, policy experts, documentation support, stakeholder consultation budget	Policy documents developed and approved; Implementation rate of policy recommendations
	7.4 Promote lifelong learning in higher education	7.4.1 Design lifelong learning programmes for academics	7.4.1.1 Offer lifelong learning seminars	SDC Director/Staff	Faculties / Supporting Units	2026	2030	Human resources, budget allocation, IT support	No. of seminars; Participant feedback; Improvement in staff performance metrics
Centre for Quality Assurance									
Centre for Quality	7.1 Diversify the income generation through outreach	7.1.1 Ensure transparency of income generation through outreach activities	7.1.1.1 Develop a policy on income generation through outreach activities	Director/ CQA	Deputy Director/CQA	2026	2027	Human	Progress of developing the Policy on income generation through outreach activities
Centre for Sustainability									
Centre for Sustainability	7.1 Promote sustainability among corporate sector and public	7.1.1 Corporate Engagement	7.1.1.1 Conduct 4 "Sustainability Implementation" workshops for the corporate sector annually.	Training Coordinator	Consultants	2026	2030	Training materials, Venue	No. of workshops, corporate clients served
			7.1.1.2 Award LEAP Certification to 10 new companies by 2030	LEAP Certification Board	CFS Director	2026	2030	Assessment tools	No. of certifications awarded
		7.1.2 Public awareness campaigns	7.1.2.1 Organize 2-3 community workshops and outreach events annually	Extension Officer	Student Volunteers	2027	2028	Partnership agreements, Funding	Project proposals, Impact assessment reports

			b. Develop and distribute educational materials on sustainability	Communications Officer	Research Staff	2026	2030	Production budget	Distribution reach
	7.2 Supporting community-based environmental initiatives	7.2.1 Policy advisory roles	7.2.1.1 Secure positions for CFS staff in 3-5 national policy committees by 2028	CFS Director	Senior Staff	2026	2028	Professional networking	No. of advisory positions
			7.2.1.2 Contribute technical reports to national environmental policy development	Senior Researchers	Policy Analysts	2026	2030	Research capacity	No. of policy contributions
		7.2.2 SCR Projects	7.2.2.1 Design and launch 2 new Strategic Corporate Responsibility projects with industry partners	CSR Project Manager	Research Fellows	2027		Partnership agreements, Funding	Project proposals, Impact assessment reports
			7.2.2.2 Complete 10 CSR projects with measurable social/environmental impact by 2030	CSR Project Manager	Field Teams	2026	2030	Project budgets	Impact reports, Beneficiary numbers

SECTION V:

CONTROL PLANS/ KPIs 2026-2030

Activity & KPI		2026	2027	2028	2029	2030
University Level						
Goal 1: Academic Excellence						
Increased number of students	Undergraduate - Internal	17,700 +	18,000	18,200	18,300	18,500
	Undergraduate - External	31,600 +	35,000	40,000	45,000	50,000
	Postgraduate	4400+	5,000	5,400	5,800	6,200
	Extension programs	1100	1300	1500	1600	1700
Progress rate of new institutes and schools	Institute of Allergology and Immunology – Number of Students		50	100	150	200
	Postgraduate Institute of Allied Health Sciences (PIAHS) initiation rate			25%	50%	75%
	Language school – Initiation rate		25%	50%	75%	100%
Set up AI enabling environment and rate of AI adoption		25%	50%	75%	100%	
Upgrading university world ranking - QS Ranking		<1400	<1350	<1300	<1150	<1000
University web presence- rate of increasing		50%	60%	70%	80%	100%
No. of new centres as required for ensuring the excellence in education such as corporate planning and monitoring, media, reconciliation		1	1	1	1	1
Goal 2: Research, Innovation and Partnerships						
No. of researcher in world top 2%		6	7	7	8	9
Number of research awards/grants obtained nationally or internationally		12	15	20	25	28
No. of patents registered/applied		88	113	135	160	185
No. of innovation grants awarded		22	28	35	40	47
Number of Commercialization/ TT agreements		3	5	5	9	12
Number of startups by the students		12	15	20	25	35
Number of foreign partners		2	2	3	4	4
Number of international exchange programs		3	3	5	5	6
Number of collaborative research projects with foreign experts		10	15	20	28	35
No. of MoUs signed with international universities		8	12	15	17	20
Completion of the Vidyodaya Vision 3 and 4 publications		100%	-	-	100%	-
Goal 03: Human Capital Development						
Increased percentage of approved new cardre		25%	50%	75%	75%	80%
Percentage of recruitments out of approved cardre		100%	100%	100%	100%	100%
Number of CPD programs (Fixed and on demand)		5	6	7	8	10

Activity & KPI	2026	2027	2028	2029	2030
Increased benefits for staff members	10%	12%	15%	18%	20%
Supported staff welfare events	2	2	3	3	3
Goal 4: Infrastructure & Digital Transformation					
Completion of a 7-storey new building for FAHS, FDS and a modern medical Centre				100%	
Completion of Hema Vimana Hall complex for shared teaching, learning and examination facilities				100%	
Completion of students' common study areas			100%		
Completion of a multipurpose Student Activity Centre with gymnasium and indoor sport area	25%	25%	25%	25%	
Completion of a large-scale modern auditorium to facilitate all the events of the university	10%	30%	50%	75%	100%
Completion of a multistorey complex for SDC, CGU, QAC, IAD, RC, IIVCC, UBL, Centre for Gender Equity and Equality, Centre for Reconciliation			50%	100%	
Complete the construction of FAS new building		50%	75%	100%	
No. of PPP projects initiated for infrastructure development		1	2	3	4
Completion of four new hostels (at 1 in FoE, 1 in FoT, 1 in main campus, and 1 in Egodawatte road)		1	1	1	1
Complete accommodation facility for international students, staff and researchers		20%	50%	80%	100%
Digitalization rate of administrative activities	20%	30%	50%	60%	70%
Accessibility to digital learning facilities such as LEARN, SCOPUS, Turnitin	75%	100%			
Rate of completion of internal road system, security system with CCTV, and CCTV control room.			100%		
Completing the establishment of automated gates at the entrance for vehicles and people			20%	50%	100%
Rate of completion for planning a township development project to develop surrounding environment of the university		10%	20%	30%	40%
Upgrading existing waste management and recycling systems and improving drainage system through central surcharge	10%	20%	50%	100%	
Completing a new strong water (rainwater) system and utilizing rainwater for gardening and other purposes	10%	50%	100%		
Expansion rate of generation of sustainable energy and take actions to reduce water and energy wastes	50%	75%	100%		
Rate of increasing green coverage and promoting CSR activities to forestation and green initiatives	30%	40%	50%	60%	70%
Goal 5: Finance Resilience					
Amount of obtained government funds for covering recurrent expenses (Rs. Mn.)	9,139	9,412	10,354	10,948	11,580
Amount of obtained government funds for necessary development projects (Rs. Mn.)	4,024	5,305	4,725	1,323	1,362
Self-fund generation funds and utilization (Rs. Mn.)	2,456	1,203	1,323	1,456	1,601
Rate of digitalizing the financial handling systems same as salary system	60%	100%			
Utilizing funds received from treasury	95%	96%	97%	98%	100%

Activity & KPI	2026	2027	2028	2029	2030
Implementation rate of a monitoring and evaluation system to measure effectiveness of the projects and fund utilization and report the impact	50%	75%	100%		
Goal 6: Outstanding Student Experience					
Rate of violence free environment with physical, psychological and social harmony among all	90%	95%	98%	100%	
Goal 7: National Development, Global Presence and Sustainability					
No. of activities/ projects completed with official alumna to meet common interest of the stakeholders	2	2	3	3	3
Number of national policies/strategies contributed	4	4	5	5	6
National level activities/ projects/consultancies completed with common interest	5	6	8	8	9
Number of media presence/activities/ projects link with Clean Sri Lanka	5	7	8	10	12
Number of PPP projects for community developments and national/international contributions	3	4	4	7	9
Faculty of Humanities and Social Sciences					
Goal 1: Academic Excellence					
Increase number of courses offered in English medium					
Number of courses offered in English medium	1235	1238	1240	1240	1240
Increase number of students studying in English medium					
Number of students studying in English medium	1310	1330	1360	1390	1410
Conduct workshops to evaluate and assess the revised and reviewed curricular					
Number of workshops conducted	-	-	1	1	-
Develop manuals in English related to each subject (English for Specific Purposes)					
Number of manuals developed	2	2	2	2	2
English language short courses for students of Anthropology (2nd year to 4th year)					
Number of short courses conducted	-	1	1	1	1
Essay competition in English					
Number of competitions held	1	1	1	1	1
Conduct orientation programmes for freshers					
Number of orientation programmes	1	1	1	1	1
Conduct meditation programmes for undergraduates					
Number of meditation programmes conducted	1	1	1	1	1
Conduct a cultural programme for freshers					
Number of cultural programmes conducted	1	1	1	1	1

Activity & KPI	2026	2027	2028	2029	2030
Conduct a training programme for junior mentors					
Number of mentoring programmes conducted	1	1	1	1	1
Facilitate counseling service for the freshers					
Number of students facilitated (Average)	127	1 30	1 30	1 30	1 30
Conduct academic mentoring programmes for students					
Number of mentoring programmes conducted for students	3	3	3	3	3
Facilitate counseling service for the undergraduates					
Number of students facilitated (Average)	30	30	30	30	30
Offer IT courses for all the undergraduates					
Number of IT courses offered to undergraduates	3	3	3	3	3
Distribute learning materials and teaching learning activities via LMS					
Number of course units conducted using LMS (Average)	120	120	120	120	120
Conduct assessment via LMS					
Number of assessments conducted via LMS (Average)	110	110	110	110	110
Integrate AI-related IT tools into the curriculum					
Number of AI-integrated course units	-	-	-	15	-
Conduct workshops to develop employability and socio-emotional skills of undergraduates					
Number of workshops conducted	2	2	2	2	2
Conduct Out-bound training on soft skills (leadership) and socio-emotional skills					
Number of outbound training programs conducted	1	1	1	1	1
Conduct a program to develop socio-emotional skills – ‘Rasavindana’					
Number of programmes conducted	1	1	1	1	1
Organize group discussions to identify issues					
Number of group discussions conducted	1	1	1	1	1
Organize “*Abilitree*” motivational lecture series					
Number of motivational lectures conducted	1	1	1	1	1
Organize an international annual workshop /programme for undergraduates in collaboration with a foreign university					
Number of workshops or programmes conducted	1	1	1	1	1
Conduct workshops on teaching methodology for academic staff					
Number of workshops conducted	1	1	1	1	1

Activity & KPI	2026	2027	2028	2029	2030
Conduct workshops on testing and evaluation for academic staff					
Number of workshops conducted	1	1	1	1	1
Revises the degree programs to align with national and international subject benchmark standards.					
Number of updated Degree programs aligned with the subject benchmarks	-	-	-	10	-
Conduct special workshops on mental health for students					
Number of workshops conducted	3	3	3	3	3
Conduct training programmes for the academic staff on mentoring					
Number of training programmes conducted	1	1	1	1	1
Conduct programmes of motivation for students					
Number of motivational training programmes conducted	1	1	1	1	1
Introduce Bachelor's (Honours) Degree programmes (Internal)					
Number of Bachelor's (Honours) degree programmes introduced (Internal)	1	3	4	-	-
Introduce Bachelor's Degree programmes (External)					
Number of degree programmes introduced (External)	1	2	1	-	-
Introduce Postgraduate Degree programmes					
Number of PGD programs introduced	-	2	2	2	-
Number of Master's programmes introduced	-	5	5	5	-
Introduce Diploma programs					
Number of Advanced Diploma programmes introduced	-	2	1	-	-
Number of Diploma programmes introduced	-	2	2	2	2
Introduce Certificate Courses					
Number of Certificate Courses introduced	-	1	-	-	-
Conduct orientation programmes and award ceremonies for extended courses					
Number of orientation programmes conducted	15	15	15	15	15
Number of awarding ceremonies held	1	1	1	1	1
Print materials for extended courses (Prospectus)					
Number of materials printed	-	-	1	-	-
Conduct workshops for the academics on streamlining the curriculum					
Number of workshops conducted at faulty level	-	-	2	1	-
Number of workshops conducted at department level	-	-	16	-	-

Activity & KPI	2026	2027	2028	2029	2030
Increase the number of students in specialised disciplines					
Number of departments established	-	2	-	2	-
Number of students enrolled	-	10	-	10	-
Conduct a Vidyodaya Undergraduate Research Day (VURD)					
Number of VURD conferences conducted	1	1	1	1	1
Number of papers/abstracts presented	80	10	110	110	110
Publish journals at department level annually					
Number of journals published	11	11	12	12	12
Conduct a workshop on entrepreneurship for students					
Number of workshops conducted on entrepreneurship for students	1	1	1	1	1
Conduct a workshop and career fairs for students with prospective employers					
Number of workshops conducted	1	1	1	1	1
Organize competitions to enhance career related skills					
Number of competitions conducted	2	2	2	2	2
Conduct a competition of business ideas					
Number of competitions conducted	1	1	1	1	1
Conduct a program to develop coordination with Entrepreneurship Development Authority and students					
Number of programs conducted	1	1	1	1	1
Entre Club Awards Ceremony					
Number of awarding ceremonies conducted	1	1	1	1	1
Conduct motivation programs on entrepreneurial and employment skills					
Number of programs conducted	5	5	5	5	5
Conduct an annual faculty-level job fair to strengthen industry linkages and improve networking opportunities for students					
Number of job fairs conducted	1	1	1	1	1
Number of students attended (Average)	50	50	50	50	50
Conduct workshops to improve employability					
Number of workshops conducted	5	5	5	5	5
Provide assistance and guidance, establish networks with the corporate world and authorities on innovation and entrepreneurship					
Number of programmes conducted	1	1	1	1	1
Provide each 4th year student with an internship programme in a related field					

Activity & KPI	2026	2027	2028	2029	2030
Number of students in internship programme	80	80	90	90	90
Establish mechanism & sign MOUs with Industry partners					
Number of signed MOUs	-	3	-	3	-
Number of established internships placements via MOUs	-	30	-	30	-
Conduct motivational programmes to guide undergraduates on different career opportunities and career paths					
Number of motivational programmes conducted	2	2	2	2	2
Goal 2: Research, Innovation and Partnerships					
Maintain the International Centre for Multi-Disciplinary Studies in the faculty					
Number of research grants obtained or completed	4	4	4	4	4
Number of research projects completed	6	4	4	4	4
Number of research proposals evaluated	10	10	10	10	10
Renovate and refurbish the language laboratory of the Department of English and Linguistics with new computers and equipment					
Number of refurbished laboratories	1	-	-	-	-
Monitor the national/ international research conferences held at faculty and departmental level					
Number of conferences monitored through ICMS	5	6	6	7	7
Number of proceedings edited through ICMS	2	2	2	2	2
Conduct workshops on research methodology/data analysis, publication process and academic writing					
Number of workshops conducted	2	2	2	2	2
Establish an ethical clearance committee for the faculty					
Number of committees established	-	1	-	-	-
Number of applications received for ethical clearance	-	-	5	10	10
Sign MOUs with National and International Universities, research Institutions and agencies at department level					
Number of MOUs signed at department level & ICMS	3	2	2	2	3
Establish research Centres / units / consultancy services at department level					
Number of research projects conducted	-	4	2	1	-
Number of consultancy services provided	3	3	3	3	3
Establish Palm Leaf Conservation Centre					
Number of Palm leaves conserved	-	-	-	-	-
Fund academics' mini research projects & Conduct student-teacher collaborative mini research projects					

Activity & KPI	2026	2027	2028	2029	2030
Number of academics' & student-teacher collaborative mini research projects conducted	10	12	12	12	12
Number of peer reviewed publications through mini projects	10	12	12	12	12
Facilitate multidisciplinary collaborations and award research/publication grants					
Number of indexed publications via ICMS publication grants	10	10	10	10	10
Number of publication grants received	10	10	10	10	10
Establish junior & senior researchers' groups and conduct workshop to strengthen research capacity and promote collaborative studies					
Number of research groups	6	-	2	-	2
Number of workshops	1	-	1	-	1
Number of indexed publications	-	-	3	3	4
Publish Sinhala-English Encyclopaedia on HSS Research –volume III					
Number of words included	-	10	-	-	10
Introduce foreign staff exchange programs					
Number of academics participated (Average)	5	5	5	5	5
Conduct research / survey on institutional training					
Number of surveys conducted	1	1	1	1	1
Conduct stakeholder meeting					
Number of stakeholder meetings conducted	1	1	1	1	1
Conduct a survey on employer feedback					
Number of surveys conducted	1	1	1	1	1
Conduct a survey on student satisfaction					
Number of surveys conducted	1	1	1	1	1
Conduct a survey and a tracer-study on student employability					
Number of surveys conducted	1	1	1	1	1
Conduct a biennially faculty-level International Research Conference in Humanities and Social Sciences (IRCHSS)					
Number of conferences conducted	-	1	-	1	-
Number of presentations held	-	150	-	150	-
Upgrade Vidyodaya Journal of Humanities and Social Sciences (VJHSS) to a SCOPUS Index and Peer reviewed journal					
Number of research articles published	24	28	30	3 2	3 2
Maintain an online publication archive for the academics					
Number of articles added to archive	12	14	16	18	18

Activity & KPI	2026	2027	2028	2029	2030
Provide academic support to conduct an international/national conference at Unit & Department levels					
Number of supported conferences	3	3	2	2	3
Conduct international and national conferences/symposiums at Department level					
Number of conferences/Symposiums/action research workshops conducted	10	11	11	12	12
Publish/launch creative works/translations/research work by students annually by all Departments of FHSS					
Number of publications	4	4	4	4	4
Number of online journals published	4	4	4	4	4
Conduct Vidyodaya Literary Awards (Vidyodaya Sahithya Sammana)					
Number of awards	6	6	6	6	6
Conduct Vidyodaya Publication Day					
Number of publications appreciated (Average)	30	30	30	30	30
Provide financial assistance to the academic staff to present their research at Scopus indexed international conferences					
Number of presentations by staff at Scopus indexed international conferences	10	10	15	15	15
Provide financial assistance for Final year students for independent research work & indexed/other publications					
Number of independent studies	50	5 20	5 50	5 50	5 50
Number of indexed/other publications	50	50	50	50	50
Purchase field survey equipment for field research/data collection					
Number equipment purchased	-	-	-	-	-
Provide financial assistance for academics to publish their research articles in peer review/SCOPUS/Web of Science journals					
Number of publications in peer review/SCOPUS/Web of Science journals	10	10	10	10	10
Produce an Audio/Video/Blog Program series on Sri Lankan Literature, Language, Arts and Crafts and National Developmental and Current Issues					
Number of productions	5	5	5	6	7
Goal 03: Human Capital Development					
Create avenues for postgraduate studies through MOUs with foreign universities					
Number of MOUs signed	1	1	1	1	1
Conduct a series of workshops on proposal writing, research methodology, and applying to PhD programs in foreign universities					
Number of workshops conducted	1	1	1	1	1
Engage with national & international university training programs and workshops on skills development					
Number of Staff members attended	-	-	-	-	-

Activity & KPI	2026	2027	2028	2029	2030
Create a mentoring programme for the new/young academics					
Number of programmes conducted	2	2	2	2	2
Conduct workshop bi-annually for academic staff on QAC related matters					
Number of workshops conducted	2	2	2	2	2
Publish a volume by junior lecturers on pedagogy (sharing knowledge and experience on teaching learning and assessment)					
Number of articles	-	-	-	-	5
Conduct a summer camp for new academic staff					
Number of summer camps conducted	1	1	1	1	1
Number of attendees	-	-	-	-	-
Conduct an annual award ceremony to acknowledge and reward outstanding performance, dedication and active engagement of the non-academic staff					
Number of awarding ceremonies	1	1	1	1	1
Organize short-term local/foreign training for academic support/non-academic staff					
Number of training programmes conducted	1	1	1	1	1
Organize workshops to improve quality and efficiency of the faculty					
Number of workshops conducted	1	1	1	1	1
Organize workshops annually for academic staff on career development					
Number of workshops conducted	1	1	1	1	1
Obtain accreditation for Microsoft licence Trainer					
Number of trainees under the licensed trainer	-	-	-	-	-
Conduct an annual workshop for academic/non-academic staff					
Number of workshops conducted	1	1	1	1	1
Conduct activities for spiritual development					
Number of programs conducted	1	1	1	1	1
Conduct a program for stress management and mental relaxation for the staff (academic and non- academic)					
Number of programs conducted	1	1	1	1	1
Encourage academics to participate at teacher training programs locally / internationally					
Number of teacher training programmes attended	-	-	-	-	-
Number of attendees	-	-	-	-	-
Fill the existing vacancies of academics, academic supportive, & non-academic staff					

Activity & KPI	2026	2027	2028	2029	2030
Number of recruitments	-	-	-	-	-
Create new carders of academics, academic supportive, & non-academic staff					
Number of created cadre posts	-	-	-	-	-
Number of new appointments	-	-	-	-	-
Recruit Centre manager to the ICMS					
Number of new recruitments	1	-	-	-	-
Conduct awareness programmes for academic and non-academic staff					
Number of programs conducted	1	1	1	1	1
Prepare SERs by departmental/cluster level					
Number of SER's	-	15	-	-	-
Prepare department QAC action plans and monitor progress					
Number of QAC action plans	16	-	16	-	16
Conduct workshop for academics on circulars and procedures and procurement guideline					
Number of workshops conducted	1	1	1	1	1
Maintain a cell to ensure gender equity & equality and equal opportunities and conduct awareness programmes					
Number of activities conducted via cell	3	3	3	3	3
Goal 4: Infrastructure & Digital Transformation					
Renovate Sumangala and Rathanasara and Gnaneswara buildings					
Pecentage of interior spaces completion	50%	50%	-	-	-
Improve the landscape/surrounding of the Sumangala building					
Pecentage of landscaping completion	2 5%	50%	2 5%	-	-
Establish a mini-lecture theatre (Vimarshana Hall)					
Pecentage of completion	2 5%	7 5%	-	-	-
Establish the digital public announcement system in Sumangala building					
Pecentage of completion	-	10%	-	-	-
Purchase equipment for the CDS					
Number of equipment purchased	1	1			
Renovate and refurbish the Faculty Boardroom					
Percentage of completion	7 5%	2 5%	-	-	-
Construct an audio and video studio for Wimaladhamma					

Activity & KPI	2026	2027	2028	2029	2030
Percentage of completion	2 5%	50%	2 5%	-	-
Renovate Bandaranayake Hall					
Percentage of completion	2 5%	2 5%	50%	-	-
Construct a new building (lecture hall and lecturer's rooms) adjoining Rathanasara and Gnaneswara					
Percentage of New building completion	15%	2 5%	50%	10%	-
Install a solar power system for Sumangala Building					
Solar power system	-	1	-	-	-
Build septic tanks for Sumangala and Rathansara Buildings					
Percentage of completion	50%	50%	-	-	-
Expand the ICT lab					
Number of lab equipment purchased					
Purchase music instruments, software and equipment					
Number of instruments and equipment purchased					
Purchase computers, multi-media projectors, sound equipment and any other equipment					
Number of computers purchased	30	20	20	10	20
Number of multimedia projectors purchased	10	5	5	5	5
Number of sound equipment purchased	2	3	-	-	-
Purchase a mini-bus (seating capacity 30) for field research and a double-cab for the faculty research centre					
Mini-bus purchased	1	-	-	-	-
Double cab purchased	1	-	-	-	-
Renovate and upgrade the English Language Lab and adjoining rooms					
Renovated and upgraded lab	1	-	-	-	-
Establish an Archaeological School					
School established					
Establish an Archaeological Lab					
Lab established	-	1	-	-	-
Expand the Archaeological Museum					
Museum expanded	-	1	-	-	-
Refurbish the departmental Museum/ Exhibition Galary					
Museum gallery refurbished	-	1	-	-	-

Activity & KPI	2026	2027	2028	2029	2030
Upgrade & refurbish media incubator and studios					
Incubator upgraded	-	1	-	-	-
Establish and refurbish a computer lab					
Lab refurbished	-	1			
Purchase teaching learning and office equipment					
White boards and podiums	3	3			
Conference table and chairs	2	15			
Cupboards with drawers	10				
Sofa and side tables for waiting area	1	1			
Professional video camera	1				
Kitchen utensils (Sets)	3				
Digital information display unit	1				
Visitor chairs	10				
Boardroom chairs	1 30				
Purchase high accuracy GPS units	5				
Video conferencing facilities	1				
AC-units (Purchasing and installing)	10	10			
Photocopy machines	3	-	2		
Duplo machine	1				
Executive chairs	16	5	5		
Smart board	3				
Purchase 150 numbers of laptops for academic staff					
Number of laptops purchased	-	150	-	-	-
Upgrading facilities of staff rooms and office space in Sumangala and Ghnaneshwara building					
Number of units upgraded					
Upgrading lecture halls and seminar rooms in Sumangala and Ghnaneshwara building					
Number of upgraded halls/seminar rooms					
Upgrade the WiFi infrastructure in Sumangala and Ghnaneshwara building for enhanced connectivity					
Number of Wi-Fi extensions	3	-	-	-	-
Create a Management Information System – and a repository of information					

Activity & KPI	2026	2027	2028	2029	2030
Number of users	5 50	5 50	5 50	5 50	5 50
Create an online system for student registration, examination, feedback, attendance and results					
Number of users	5 50	5 50	5 50	5 50	5 50
Encourage sustainability practices in exterior and interiors of faculty premises through Green Hub					
Number of sustainability practices/projects/activities					
Apply eco-friendly colour wash and curtains to lecture halls and rooms					
Number of lecture halls and rooms colour-washed and curtained					
Create a multi -purpose ID for students					
Number of IDs created	-	5 50	1 30	1 30	1 30
Construct a hostel/guest house for foreign academic staff and students					
Percentage of completion	-	-	50%	50%	-
Number of guests facilitated	-	-	-	-	50
Goal 5: Finance Resilience					
Establishment of a mechanism to obtain donations from stakeholders					
Number of donations received					
Submit a proposal to obtain approval to start a ledger					
Number of ledgers opened	-	2			
Develop an efficient procedure of payment for visiting staff					
Established payment system	1	-	-	-	-
Creating a gateway for an online payment system					
Created online payment system	-	1	-	-	-
Goal 6: Outstanding Student Experience					
Maintain the student support Centre					
Number of students using the service (Average)	120	120	120	120	120
Provide training for counsellors on ethics and techniques					
Number of training programs	1	1	1	1	1
Maintain the endowment fund with contributions from donors					
Number of scholarships using the fund	2 5	2 5	2 5	2 5	2 5
Conduct workshops for students to enhance talents					
Number of workshops	1	1	1	1	1

Activity & KPI	2026	2027	2028	2029	2030
Conduct Annual Departmental Day programmes					
Number of programs	4	5	5	5	5
Establish two student associations CELL and Basha Buddy					
Number of students in associations	80	80	80	80	80
Select most outstanding student based on academic, leadership, and community criteria etc					
Number of nominations received	20	20	20	20	20
Conduct a program to develop multiple intelligence - “Brilliant Minds” Challenge Competition					
Number of competitions held	1	1	1	1	1
Number of participants	30	30	30	30	30
Conduct programmes/ competitions to improve voluntary contributions of students					
Number of programmes/competitions held	1	1	1	1	1
Number of participants	15	15	15	15	15
Conduct green innovations and CSR projects					
Number of projects/activities	2	2	2	2	2
Conduct special community services/Community Service Programs/Social work -related programmes					
Number of programs conducted	15	15	15	15	15
Provide academic support, soft skill, socio-emotional development and special training programme for students with special needs					
Number of programmes conducted	3	3	3	3	3
Conduct a Special CSR Projects to create audio books for differently abled community					
Number of audio books created	10	10	10	10	10
Encourage voluntary participation to contribute to the audio book library for students with special needs					
Number of volunteers involved in creating audio books	10	10	10	10	10
Conduct CSR projects at department level					
Number of CSR projects conducted	4	4	4	4	4
Conduct Silpayathra projects by students					
Number of activities carried out	1	1	1	1	1
Send Students for foreign trainings					
Number of students attended for the foreign exchange program	30	30	30	30	30
Conduct ‘Ranrasu’ talent show					
Number of participants	40	40	40	40	40

Activity & KPI	2026	2027	2028	2029	2030
Conduct aesthetic, traditional, heritage and religious activities					
Number of activities held	3	3	3	3	3
Conduct traditional food festivals					
Number of festivals held	6	6	6	6	6
Goal 7: National Development, Global Presence and Sustainability					
Participate at annual social work camp					
Number of participants at social work camp	50	50	50	50	50
Conduct seminars for students preparing for national level exams					
Number of seminars conducted	10	10	10	10	10
Establish an alumni association for FHSS					
Number of members in the Alumni	-	-	-	-	-
Organize and conduct workshops and special programmes for the community					
Mental health programs for communities Workshop on media & Buddhism for journalists Awareness programmes on Crime control and prevention Awareness programmes for the Police Public speeches and participation at electronic and print media for the betterment of the society and to promote religious and ethnic harmony					
Encourage involvement of academics in national level activities					
Number of academics involved	2 5	2 5	2 5	2 5	2 5
Conduct training sessions and workshops for school teachers & students (O/L & A/L/Pirivena)					
Number of training sessions and workshops conducted	10	10	10	10	10
Publishing and maintaining Audio books e-library for differently able communities					
Number of users	50	50	50	50	50
Produce community entertainment E.g. entertain patients at cancer hospital					
Number of programs conducted	1	1	1	1	1
Conducting exhibitions and awareness programmes					
Number of awareness programmes	2	2	2	2	2
Strengthen the linkages with the Alumnae					
Number of linkages buildup	-	-	-	-	-
Facilitate and coordinate community engagement and outreach activities through respective Departments					
Number of community engagements	-	-	-	-	-

Activity & KPI	2026	2027	2028	2029	2030
Conduct awareness CSR programmes with Student Associations					
Number of awareness programmes conducted by students	16	16	16	16	16
Faculty of Applied Sciences					
Goal 1: Academic Excellence					
Popularize study program in Applied Sciences					
Courses using digital & innovative learning tools	0	1	2	3	04
No. of interdisciplinary elective modules introduced	0	1	1	1	1
No. of course units incorporating self-directed learning approaches	3	5	8	12	15
Number of course units incorporating project-based TLA components	2	4	6	8	10
No. of students in new degree programmes Undergraduate Postgraduate	0 0	50 60	10 120	150 120	20 120
No. of curriculum revisions	2	1	2	1	2
No. of new learning materials developed	5	5	5	5	5
No. of practical manuals developed	6	6	-	-	-
Initiation of commencing new education programmes Undergraduate Undergraduate external MSc Short courses	0 2 3 06	3 0 3 06	3 2 0 3	0 2 1 3	0 0 1 1
No. of awareness and training programmes on compliance with national reference points and standards	1	2	1	2	1
Student orientation programme	1	1	1	1	1
UGC approval for the Department of Molecular Life Sciences					
Increase employability of students					
No. of AI-related workshops, hackathons, and guest lectures conducted annually	1	2	2	2	2
No. of staff trained on integrating AI into teaching	6	6	-	-	-
No. of other skills development programmes	4	4	4	4	4
No. of employability and socio-emotional skill development programmes/activities conducted as a part of the curriculum	2	3	3	3	4
No. of career fairs	1	1	1	1	1
No. of workshops conducted per academic year	2	2	2	2	2
No. of MOUs signed	1	1	1	1	1
Establishing industrial partnerships	1	1	1	1	1
Ensure the quality of undergraduate degree programme					

Activity & KPI	2026	2027	2028	2029	2030
Peer review process and feedback for academics	1	1	1	1	1
Quality assurance programme reviews	3	0	1	1	3
Benchmarking and accreditations initiated	1	0	0	0	2
Goal 2: Research, Innovation and Partnerships					
Enhance research culture across the Faculty					
No. of research clusters and groups	5	6	7	8	8
No. of joint projects conducted by staff	15	15	15	16	16
No. of MoUs signed with Industry/government partnership for Research	0	2	0	2	0
No. of partnership meetings, workshops, and joint forums conducted with Industry/government partnership for Research	2	2	2	2	2
No. of workshops conducted on research methodology	2	2	2	2	2
No. of workshops conducted on effective research grant proposal development	1	1	1	1	1
Strengthen research productivity and visibility & design projects					
No. of industrially important research projects started	3	3	3	4	4
PG research supervision by FAS staff members	300	300	300	350	350
No. of Research Centres established		1			
No. of laboratories established	1		1		1
Frequency of website profile audits	145	145	145	145	145
Percentage of profile updates	1	1	1	1	1
No. of conferences,symposia organized under FAS	2	2	2	2	2
No. of participants in FAS symposia, conferences and workshops	450	450	450	450	450
Encourage obtaining financial assistance and conducting ethically sound research					
No. of exhibitions and stakeholder meeting participated	2	2	2	2	2
No. of research grant proposals submitted to the university and national funding agencies	40	40	40	50	50
No. of research grant proposals submitted to the international funding agencies (EU, ADB, SIDA, etc.)	10	10	10	10	10
No. of workshops conducted on different functions of research and ethics	1	1	1	2	2
Facilitate research activities with national interest					
No. of research projects initiated with industry-based high-tech labs	1	2	2	2	2
No. of industrially and commercially important researchprojects started	3	3	3	3	3
No. of high-tech equipment purchased for research work	2	2	2	2	2
No. of workshops/training programmes on modern technology/equipment	5	5	5	5	5

Activity & KPI	2026	2027	2028	2029	2030
No. of Standing Operating Procedures developed for laboratories	1	1			1
No. of safety tools purchased or updated in laboratories	3		3		3
Goal 03: Human Capital Development					
Strengthen and expand the human resource base of the Faculty					
Cumulative completion level of gap analysis report on current staffing levels and expertise	50%	10%	10%	10%	10%
No. of new carder positions filled: Academic Academic Supportive Non-Academic	75% of approved cardre	10% of approved cardre	Acquire new cardre to meet the standard student: teacher ratio and other positions respectively	75% of newly approved cardre	10% of newly approved cardre
No. of due staff promotions within the year	75%	90%	90%	90%	90%
Enhance staff competencies through continuous professional development					
No. of trainees attended for local and international continuous professional development opportunities (Academic/Academic Supportive/Non Academic)	20	25	30	35	40
No. of total collaborative research to strengthen the partnerships actions with national and international institutions to facilitate visiting scholar programmes and collaborative capacity-building initiatives (total of Number of visitors/staff exchange programmes, collaborations/ MoUs signed)	4	6	8	10	12
No. of staff members participating in mentoring workshops	20	25	30	35	40
Establish systems for performance appraisal, motivation, and leadership development					
No. of award-receiving staff members at the formal performance appraisal and recognition system that acknowledge excellence in teaching, research, service, and leadership.	5	10	15	20	25
No. of peer evaluations conducted for teaching staff	10	20	30	40	50
No. of leadership programmes conducted in staff mentoring programs	1	1	1	2	2
Foster a supportive, collaborative, and inclusive work environment					
No. of outbound training and faculty and departmental level gatherings organized for staff	1	1	1	2	2
No. of welfare facilities and interactive and recreational activities organized for staff	1	1	1	2	2
No. of total staff–student interaction events organized	10	15	20	25	30
No. of awareness & training programmes organized for the academic and support staff Code of Conduct & ethical and harmonious	1	1	1	2	2

Activity & KPI	2026	2027	2028	2029	2030
professional practices					
Cumulative progress level of establishment of staff grievance redressal mechanism	20%	40%	60%	80%	10%
Goal 4: Infrastructure & Digital Transformation					
Upgrade and expand physical infrastructure					
No. of refurbishments / upgrading completed (lecture halls / laboratories / learning spaces / staff workspaces, meeting rooms, and lunchrooms with modern furniture)	10	8	6	5	5
No. of new labs / new labs / outside research stations / field class accommodation constructed	4	4	4	6	6
Cumulative progress of establishment of the facility maintenance and optimization systems	20%	40%	60%	80%	10%
Strengthen research and laboratory facilities					
No. of analytical instruments / equipment acquired	3	3	5	5	5
No. of recruitments and trained technical staff for research lab support	3	3	3	4	5
Enhance digital and technological infrastructure					
No. of new computers installed at computer laboratories	5	5	7	7	10
No. of other IT related upgrading completed at computer laboratories	2	2	3	3	5
No. of centralized automated systems established	1	1	1	1	1
No. of training programmes conducted on ERP/LMS and other systems	2	2	2	2	2
Promote sustainable, safe, and inclusive environments					
No. of solar-powered and smart lighting systems	0	1	1	1	1
No. of SOPs prepared/updated on laboratory safety procedures	1	1	1	1	1
No. of laboratory safety procedures implemented	1	1	1	1	1
No. of modifications to upgrade workspaces to improve accessibility and ergonomics in workspaces	1	1	1	1	1
No. of Green university initiatives initiated (campus-wide waste reduction, water conservation, and green space enhancement initiatives)	2	2	2	2	2
Goal 5: Finance Resilience					
Promoting income-generating courses and programmes					
No. of students enrolled for postgraduate programsand extensions	10	10	110	110	120
No. of new PG courses introduced	3	3	0	1	1
No. of new short courses introduced	4	6	4	3	1
No. of undergraduate degree programmes introduced		3	3		
No. of BSc external degree programmes introduced	2		2	2	
No. of applications submitted to grant applications forlocal/global agencies	30	30	30	35	40

Activity & KPI	2026	2027	2028	2029	2030
No. of grants received from grant applications forlocal/global agencies	22	25	33	39	45
Providing consultancies and expertise services					
No. and types of services provided for technologyadaptation (recipient feedback)	2	2	2	2	2
No. and types of corporate sector projects completed	1	1	1	2	2
Maintain financial sustainability for the co- and extra-curricular activities of undergraduates					
No. of leadership/ training / physical activity programmes conducted	2	3	4	4	4
Establishing the leadership training centre	40%	70%	10%	-	-
No. of sponsorships obtained for student-led projects	2	3	4	4	4
Increase financial resources for student welfare					
Establishing the student hardship and welfare fund		1			
No. of fundraisers conducted to strengthen the student hardship and welfare fund	1	2	2	2	2
No. of donations and contributions obtained to strengthen the student hardship and welfare fund	2	3	3	3	3
Goal 6: Outstanding Student Experience					
Ensure holistic academic development of students					
No. of course units revised based on student feedback, peer evaluation, external stakeholder feedback	12	17	22	24	24
Student satisfaction/feedback scores on leadership and personal growth (via surveys)	Framework developed	≥70% satisfaction	≥7 5% satisfaction	≥80% satisfaction	≥8 5% satisfaction
No. of interdisciplinary projects integrated into undergraduate and post graduate programs, internships/ research placements/ industrial visits/government/NGO partnerships formed.	13	95	127	160	204
No. of community engagement projects or extracurricular activities	10	12	12	12	12
Professional networking platforms (alumni, students, and industry stakeholders)	Networking platform designed and launched	50 users registered	10 users	20 users	150 active users with regular engagement and events
No. of active student alumni	227	345	465	410	535
Ensure a healthy learning experience/ good health of students					
No. of sports tournaments organized within the faculty	-	1	1	1	1
No. of fitness programmes organized within the faculty	1	1	2	2	2
Percentage of student satisfaction (feedback on teaching/facilities/support)	40%	50%	60%	70%	80%

Activity & KPI	2026	2027	2028	2029	2030
Increase global competence and preparedness of graduates for life upon graduation					
No. of workshops/awareness programmes engaged with industries/ private institutions	13	24	27	3 2	32
No. of MoUs – student exchange programmes	2	3	9	12	21
No. of students receiving guidance or mentorship	20	20	20	20	20
No. of sessions to enhance Employability Skills	10	10	10	10	10
Employer satisfaction rate with graduate soft skills	50%	55%	60%	65%	70%
No. of students trained in entrepreneurship annually	10	20	30	40	50
Operational career hub	Planning	Established	Services expanded	Ongoing	Evaluated
No. of student-led enterprises registered	1	2	2	2	2
Goal 7: National Development, Global Presence and Sustainability					
Contribute to national development					
No. of national level consultancies and positions held by the staff members	26	36	41	41	45
No. of CSR projects/ training programmes/ workshops	28	34	38	44	50
No. of digital learning modules/content developed	2	2	2	2	2
No. of users accessing the digital content created.	50	50	50	50	50
No. of public lectures/ science camps/ school teacher training programs/ technical officer training programs	3	5	5	5	5
Lateral entrance to the degree programme (number of student intake)	0	0	5	10	15
No. of international/regional collaborations, government/NGO partnerships (MOUs, exchanges, joint research)	6	8	11	13	17
No. of commercialized products developed	1- 2				
Build a lifelong community with alumni					
Alumni network established & events conducted	2	2	3	3	4
Faculty of Management Studies and Commerce					
Goal 1: Academic Excellence					
Undergraduates' student intake					
No. of students - Internal	1370	1370	14 20	1470	1470
No. of students - External	70	70	70	70	70
No. of International students for postgraduate courses	0	50	50	50	50
Percentage increase in Postgraduate/ Extension program Students					
MPhil/ PhD					

Activity & KPI	2026	2027	2028	2029	2030
Masters Programmes	5%	5%	5%	5%	5%
Postgraduate Diploma	5%	5%	5%	5%	5%
Advanced Diploma and Diploma	5%	5%	5%	5%	5%
Advanced Certificate and Certificate Courses	5%	5%	5%	5%	5%
Short Courses and other executive programmes	5%	5%	5%	5%	5%
Introduce New Degree Programs (No. of Programs)					
Undergraduate Programmes		2	3		
Postgraduate Programmes	1	3	2		
No. of new extension courses (diploma, certificate courses,)	1	2	2	1	1
No. of new short courses and executive programs	4	5	5	5	5
No. of new concentration/major–minor areas introduced		4	3		
No. of new and revised curricula	12				12
No of new courses/modules(core/electives) introduced	20	20	20	20	20
Quality and Relevance of Degree Programs					
No of Programme Reviews conducted - Internal Degree Programmes		12			
No of Program Reviews conducted - External Degree Programmes			3		
Number of Degree Programs that obtained accreditation	2	3	6	6	6
No. of study programs aligned with SLQF	12	12	12	12	12
No. of courses/ study programs aligned with international and professional bodies	12	12	12	12	12
No. of stakeholder analysis conducted	14	14	14	14	14
No. of curriculum revision events organized	14	14	14	14	14
No. of training programmes completed on emerging technologies and subject areas	5	5	5	5	5
No of OBT programs conducted	6	6	6	12	12
No. of new MOUS signed with industry partners	12	12	12	12	12
No. of new MOUs established for credit transfer or student exchange opportunities	1	2	2	2	2
No. of student participants in industry collaborative soft sills and employability skill development programs	All students	All students	All students	All students	All students
Availability of global virtual classrooms with international subject experts		Available	Available	Available	Available
No of corporate mentoring programmes available for students	3	4	5	6	6
No. of students participated in extra -curricular and co- curricular activities	All students	All students	All students	All students	All students

Activity & KPI	2026	2027	2028	2029	2030
No. of extra -curricular and co- curricular activities held	60	60	60	60	60
No. of skills and attitudes workshops, programs, training conducted	All Courses	All Courses	All Courses	All Courses	All Courses
No. of courses that incorporate student-centreed activities	All Courses	All Courses	All Courses	All Courses	All Courses
Use of LMS and digital tools	All Courses	All Courses	All Courses	All Courses	All Courses
No. of workshops conducted for students	30	30	30	30	30
No. of projects supervised by the industry	60	60	60	60	60
No. of industry visits	120	120	120	120	120
No .of activities conducted to develop students' soft skills	60	60	70	70	70
No. of events/ workshops conducted to inculcate ethical behaviour	12	12	12	12	12
No. of courses revised with tech integration	10	10	10	10	10
Employer satisfaction rating	90%	90%	9 5%	9 5%	9 5%
No. of formal Student Feedback Sessions via LMS per Year	2	2	2	2	2
Annual number of student feedback discussions held in each department	2	2	2	2	2
No. of formal graduate surveys conducted (Faculty Level)	1	1	1	1	1
No. of formal employer surveys conducted (Faculty Level)	1	1	1	1	1
Failure rate	< 5%	< 5%	< 5%	< 5%	< 5%
Student Support Services					
Faculty Hardship Programme (No. of Beneficiaries per year)	150	20	20	20	20
No. of Counselling mMeetings (per year)	10	10	10	10	10
No. of students participated for mentoring sessions	All students	All students	All students	All students	All students
No. of academic mentors	90	90	10	10	10
No. of professional counselors	3	3	3	3	3
Goal 2: Research, Innovation and Partnerships					
Provide more opportunities to conduct research					
No. of undergraduate research/dissertation/ projects	All students	All students	All students	All students	All students
No. of postgraduate thesis/research/projects conducted	All students	All students	All students	All students	All students

Activity & KPI	2026	2027	2028	2029	2030
Create avenues for dissemination of knowledge					
No. of international research conferences conducted	1	1	1	1	1
No. of departmental and national level research conferences	3	3	3	3	3
No. of students conferences conducted	10	10	10	10	10
Research Publications					
Percentage increase in no. of papers published in indexed journals	5%	5%	10%	10%	10%
Percentage increase in no. of other publications	10%	10%	10%	10%	10%
Annual percentage increase in the no. of papers presented at student conferences	5%	5%	5%	5%	5%
Annual percentage increase in the number of papers published in faculty-level and departmental-level journals	5%	5%	5%	5%	5%
No. of group research projects conducted by the staff	40	45	50	50	50
No. of nationally important research projects conducted	15	15	20	20	20
No. of foreign collaborative research done	20	20	25	25	25
No. of collaborative industry based research projects conducted	5	10	10	10	12
Annual percentage increase in no. of student/ joint publications	5%	5%	5%	5%	5%
Case studies developed	25	30	30	30	30
Resource Availability for Research					
Availability of databases in the USJ Library	Partially available	Available	Available	Available	Available
No. of MOUs signed with researchers with national and international universities	12	12	12	12	12
No. of external databases with access		2	3	3	3
No. of staff members participated in research related training programs	All	All	All	All	All
No. of research-oriented consultancy services provided	6	6	6	6	6
No. of workshops completed on research methodology and related areas	12	12	12	12	12
No. of research grants received	6	6	6	6	6
Annual Web metrics ranking increase (As a percentage)	5%	5%	10%	10%	10%
No. of staff members with research profiles	All	All	All	All	All
Average research citations per staff member	20	20	20	20	20
No. of assessment activities aimed to enhance innovation and creativity of the students	24	24	24	24	24
No. of research-based awards received (Minimum)	12	12	12	12	12
Goal 3: Human Capital Development					

Activity & KPI	2026	2027	2028	2029	2030
Recruitments					
Academic (Permanent) (No. of new Recruitment)	60	12	12	12	12
Academic (Temporary) (No. of new recruitment)	24	24	24	24	24
Fellowships and Visiting Professors (No. of new appointments)	12	12	12	12	12
No. of guest lecturers from the industry	24	24	24	24	24
Non-academic (permanent) (no. of new recruits)	20	10	5	5	5
Academic Support (Permanent) (No. of new recruitment)	10	5	5	5	5
Academic Support (Temporary) (No. of new recruitment)	10	5	5	5	5
No. of Technical Staff	5	5	5	5	5
Professional Development					
No. of new honorary professors	10	10	10	10	10
No. of PhDs and Masters completed	15	15	15	15	15
No. of foreign visits	12	12	12	12	12
No. of industry visits	2 5	2 5	2 5	2 5	2 5
No. of foreign training	5	5	5	5	5
No. of professional memberships	3	4	5	5	6
No. of sport events	10	10	10	10	10
PhD qualified academic staff members (as a percentage of permanent academic staff)	60%	70%	80%	8 5%	80%
No. of training programmes and workshops conducted for academic staff	10	10	12	12	12
No. of training programmes and workshops conducted for non-academic staff	5	5	5	5	5
No. of academic staff peer reviews conducted	All courses	All courses	All courses	All courses	All courses
No. of staff interactive events organized	15	15	15	15	15
Short-term local / foreign training programmes for academic and non-academic staff	5	5	5	5	5
No. serving as resource persons	50	60	60	70	70
No. of rewards/awards received (minimum)	12	15	20	2 5	2 5
Goal 4: Infrastructure and Digital Transformation					
No. of new rooms for academic staff	60	12	12	12	12
Centralized AC system	Planning	Installed	Installed	Installed	Installed
Bridge connecting Phase II and Phase III of Soratha Building Complex	Planning	Construction			
No. of Department Resource Centres developed (Average per year)	3	2	2	2	2

Activity & KPI	2026	2027	2028	2029	2030
No. of students' association rooms facilitated	4	4	4		
No. of new desktop computers for Departments	14	14	14	14	14
No. of new laptop computers for staff	50		50		50
No. of new printers	4	4	4	4	4
No. of new program coordinator units	1	1	1	1	1
Server system	1				
No. of AI subscriptions for Staff	140	140	140	140	140
No. of AI subscriptions for students	140	140	140	140	140
No. of Odoo subscriptions	10	10	10	10	10
Purchase new computers	20				
SAP HANA Licenses for ITRC 20 computers	20	20	20	20	20
No. of lecture halls upgraded with dual mode and other facilities	4	4	4	4	4
No. of lecture halls facilitated with ramps, elevators, and assistive technologies for differently abled students-	10	10	10	10	10
No. of mini libraries upgraded	2	2	2	2	2
No. of staff rooms upgraded	20	20	20	20	20
No. of departmental level labs upgraded	2		2		2
No. of new labs established		1	1	1	1
No. of hybrid meeting rooms with smart boards and video conferencing facilities	3	3		2	
Relocation and re-establish CEFENI premises with upgraded facilities, ENT	Partially completed	Completed	Completed	Completed	Completed
Availability of energy-efficient systems (solar panels, LED lighting, water-saving mechanisms)	Partially available	Fully available	Fully available	Fully available	Fully available
No. of activity rooms upgraded	1				
Availability of assistive technologies for differently-abled students in language learning-	Partially available	Fully available	Fully available	Fully available	Fully available
No. of "Student Collaboration Hub" established with discussion rooms, digital screens, and brainstorming spaces.		1			
No. of inclusive student learning spaces (quiet study zones, collaborative hubs, relaxation areas) introduced			3	3	3
No. of students' common areas upgraded		3			
Availability of high-speed internet access and server capacity for LMS and research repositories	Partially	Fully available	Fully available	Fully available	Fully available

Activity & KPI	2026	2027	2028	2029	2030
	available				
Availability of licensed software packages for research and teaching (SPSS, STATA, R, AI tools, Nvivo, SAP)	Partially available	Fully available	Fully available	Fully available	Fully available
Availability of subscribed databases (Emerald, Scopus, HeinOnline, Westlaw, LexisNexis)-	Partially available	Fully available	Fully available	Fully available	Fully available
"Digital Accounting Research Lab" equipped with financial data analytics tools.	Partially available	Fully available	Fully available	Fully available	Fully available
Implementation of cloud-based accounting software	Partially available	Fully available	Fully available	Fully available	Fully available
Number of virtual labs developed	2	2	1		
ARC infrastructure improvement	Partially improved	Improved			
IT asset management system implementation	Partially implemented	Implemented			
Digital repository created		Publicly accessible	Publicly accessible	Publicly accessible	Publicly accessible
Open access repository	Partially implemented	Fully implemented	Fully implemented	Fully implemented	Fully implemented
Analytics dashboards					
Electronic Filing system (Percentage of documents filed electronically)	50%	60%	70%	80%	95%
No. of meeting rooms equipped with hybrid facilities	4	6	6	6	6
No. of zones established	2	2	3		
No. of Incubators introduced	2	2	2	2	2
High-speed internet access and server capacity for LMS and research repositories		Installed	Installed	Installed	Installed
Licensed software packages for research and teaching (SPSS, STATA, R, AI tools, Nvivo, SAP)	Installed	Installed	Installed	Installed	Installed
Subscriptions to databases (Emerald, Scopus, HeinOnline, Westlaw, LexisNexi, TR-EIKON, Bloomberg)	Subscribed	Subscribed	Subscribed	Subscribed	Subscribed
"Digital Accounting Research Lab" equipped with financial data analytics tools	Planning	Established	Established	Established	Established
Cloud-based accounting software for labs and practice	Planning	Installed	Installed	Installed	Installed
Green IT practices (energy-efficient equipment, e-waste recycling mechanisms)	Partially met	Partially met	Partially met	met	met

Activity & KPI	2026	2027	2028	2029	2030
Analytics dashboards to track website and LMS performance	Planning	Introduced	Introduced	Introduced	Introduced
E-filing and recording system	Partially established	Established	Established	Established	Established
Indoor/outdoor green spaces with plants and relaxation areas	Partially met	Partially met	met	met	met
Physical infrastructure facilities for differently-abled students	Partially met	met	met	met	met
Goal 5: Financial Resilience					
Increase Funds and Grants (% Increase)					
Faculty Development Fund	5%	5%	5%	5%	5%
Department Development Fund	5%	5%	5%	5%	5%
Hardship Fund	5%	5%	5%	5%	5%
Research Grants	5%	5%	5%	5%	5%
No. and types of cooperate sector project completed	5%	5%	5%	5%	5%
No. of consultancies provided	12	12	15	15	15
Percentage increase in contributions from alumni and other sponsorships	5%	5%	5%	5%	5%
No. of fundraising activities (minimum)	12	12	12	12	12
No. collaborative activities to obtain grants	2	2	3	5	5
Percentage increase in amount received as donations	2%	2%	2%	2%	2%
Goal 06: Outstanding Student Experience					
No of MoUs signed with international universities for student exchange and joint projects	1	2	2	2	2
No. of virtual international classes held (average per year)	5	10	10	10	10
No. of students participated for international workshops/ conferences/other events	15	20	30	40	50
No. of talent shows organized (Average per year)	6	6	6	6	6
No. of sports events organized (Average per year)	6	6	6	6	6
No. of students registered in different clubs in the university	50	10	150	20	2 50
No. of workshops / programmes/ guest lectures conducted to develop language and soft skills (average per year)	12	12	12	12	12
No. of skill development projects/ workshops conducted with career guidance unit(minimum)	3	3	3	3	3
No. of corporate mentoring programmes implemented	3	4	6	6	6
No. of cultural events organized for students(minimum)	5	5	5	5	5
No of participants for foreign exchange programs		5	10	10	10

Activity & KPI	2026	2027	2028	2029	2030
No. of student /staff exchange programs held		1	2	3	3
No. of fellowships/ scholarships made available for students		1	2	2	2
No. of final year students with internship opportunities	All	All	All	All	All
No. of awards awarded	15	15	15	15	15
No. of events organized to share the knowledge of alumni members	30	30	30	30	30
No. of graduates with personal profile	All	All	All	All	All
No. of career fairs	4	4	4	5	5
No. of appointed trained professional counselors	3	3	3	3	3
% of students assigned to mentors/advisors	10%	10%	10%	10%	10%
Average response time to student queries (days)(Maximum)	2	2	2	2	2
Student satisfaction with career guidance (%)	80%	8 5%	8 5%	90%	90%
% of students in extracurricular/co-curricular programmes	10%	10%	10%	10%	10%
No. of soft-skills/leadership workshops per year	2 5	2 5	2 5	2 5	2 5
Percentage increase in no. of registered alumni community	5%	10%	10%	10%	10%
Availability of employer database		Availab le	Availab le	Availabl e	Availab le
No. of consultation sessions organized with related professional bodies (minimum)	2	2	2	2	2
No. of career clinics organized with industry HR professionals (Minimum)	1	1	1	1	1
Goal 07: National Development, Global Presence and Sustainability					
No. of CSR projects conducted	40	4 5	50	5 5	60
No. of courses updated with the principles of responsible management education (average per year)	20	20	20	20	20
No. of research projects conducted on sustainability-oriented topics (students/staff - average per year)	10	10	10	10	10
No. of public speeches / newspaper articles / of keynote speeches / electronic media presentations	50	60	70	80	10
No. of school events/ projects/ conducted	20	25	30	35	40
No. of teacher training programs conducted	5	5	5	5	5
No. of academics involved in exams at national level	15	15	20	20	20
No. and type of school-student competitions held (average per year)	2	2	2	2	2
No. of active alumni CSR activities	5	6	7	8	8
No. of Applied research projects on SMEs/sustainability	5	5	5	5	5
No. of Publications on SME/sustainability topics	10	15	20	20	20
No. of credit-bearing community engagement project /courses	1	2	2	2	2

Activity & KPI	2026	2027	2028	2029	2030
No. of national events organized by students	2	2	2	2	2
No. of national level workshops conducted on entrepreneurship (Average per year)	2	2	2	2	2
No. of activities involved to support English language initiatives with Ministry of Education (average per year)	2	2	2	2	2
No. of students- led collaborative projects partner with local government, NGOs, and industry	2	3	4	4	4
No. of workshops and training on green concept	1	2	2	2	2
No. of MoUs with international universities (average per year)	2	2	2	2	2
No. of International Guest lectures/exchanges per year (Average per year)	5	5	5	5	5
No. of global webinars hosted (Average per year)	5	5	5	5	5
No. of joint PhD /Master's programmes introduced with International Universities		1			
No. of collaborations established with international parties for global entrepreneurship initiatives	2	2	2	2	2
No. of positions held in national and international level committees/ Boards.-FIN, EMV (average per year)	10	10	10	10	10
No. of training sessions/workshops conducted annually with international partners (Average per year)	5	5	5	5	5
Percentage increase in no of research papers published in indexed international journals	10%	10%	10%	10%	10%
No. of policies/frameworks developed or revised with government bodies/professional organizations (average per year)	2	2	2	2	2
No. of national level consultants and positions held by the staff members	5	8	8	8	8
No. of discussions held regarding current issues in society (average per year)	5	5	5	5	5
Faculty of Medical Sciences					
Goal 1: Academic Excellence					
Percentage of students using LMS per day	Number of students using LMS per day /All students who are registered (10%)	Number of students using LMS per day /All students who are registered (10%)	Number of students using LMS per day /All students who are registered (10%)	Number of students using LMS per day /All students who are registered (10%)	Number of students using LMS per day /All students who are registered (10%)
e-journals downloaded per day	Inadequate funding for subscription	Inadequate funding for subscription	Inadequate funding for subscription	Inadequate funding for subscription	Inadequate funding for subscription

Activity & KPI	2026	2027	2028	2029	2030
Number of patients registered and students learning the e-patient information management system	Funding approval	Establishment of the system	50 new patient registrations	Additional 10 patients	Additional 10 patients
			All final year students	All final year students	All final year students
Percentage of number of web assignment on web	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Number of students using 3D Anatomy software for dissection and surgical skills per year and using virtual realistic for the above	20	20	20	20	20
Number of students with training in IT and English writing skills	10	10	10	10	10
Increase bedside teaching hours/week	18 3	18 3	18 3	18 3	18 3
Increase the clinical groups and make them smaller	Not possible due to lack of staff, clinical slots and increasing number students year on year	Not possible due to lack of staff, clinical slots and increasing number students year on year	Not possible due to lack of staff, clinical slots and increasing number students year on year	Not possible due to lack of staff, clinical slots and increasing number students year on year	Not possible due to lack of staff, clinical slots and increasing number students year on year
Increase time slots allocated for case-based learning compared to current teaching	2 5%	2 5%	2 5%	2 5%	2 5%
Third, fourth and final year assessments to increase more clinically relevant patient management questions, clinical OSCEs, logbook assessments	10%	10%	10%	10%	10%
Increase of percentage of marks in clinical OSCE, clinical case assessments, viva voce examinations	20% of required achievement	40% of required achievement	60% of required achievement	80% of required achievement	10% of required achievement
Number of students trained with mannequins	All students from 2nd year onwards Only for CPR	All students from 2nd year onwards Only for CPR	All students from 2nd year onwards Only for CPR	All students from 2nd year onwards Only for CPR	All students from 2nd year onwards Only for CPR

Activity & KPI	2026	2027	2028	2029	2030
No of CBML appointments per student	1	1	1	1	1
No of clerkship appointments per student	1	1	1	1	1
With the advancement of medical knowledge, number of new units or departments established	0	0	0	0	0
Number of new degree programmes that academics helped in implementing within the university	1	1	1	1	1
Number of new degree programmes that academics helped in implementing at national level	1	0	0	0	0
Number of advocacy meetings with the extended faculty	4	4	4	4	4
Numbers of knowledge generated sessions per year for academics	4	4	4	4	4
Numbers of students on exchange programmes	Inadequate funding	Inadequate funding	Inadequate funding	Inadequate funding	Inadequate funding
Number of split PhD and MSc's	5	5	5	5	5
Undergraduate research session	1	1	1	1	1
Number of certificate, diploma and postgraduate courses conducted	4	4	4	4	4
Number of curriculum workshops/year	4	4	4	4	4
Number of peer reviews per year and students feedback per year	50 and 7 5	50 and 7 5	50 and 7 5	50 and 7 5	50 and 7 5
Number of teaching records per department per year	90% of lectures /notes on LMS	90% of lectures /notes on LMS	90% of lectures /notes on LMS	90% of lectures/ notes on LMS	90% of lectures/ notes on LMS
Appoint a Coordinator FQAC for the quality assurance cell.	A committee is appointed with a chairperson	A committee is appointed with a chairperson	A committee is appointed with a chairperson	A committee is appointed with a chairperson	A committee is appointed with a chairperson
Maintain TORs for all committees and Societies	10%	10%	10%	10%	10%
Establishment of the MBBS fall back option	Obtain necessary approvals	Implementation	-	-	-
Number of curriculum development committee meetings held per year	11	11	11	11	11
Goal 2: Research, Innovation and Partnerships					
Number of publications per department (indexed and non-indexed)	2	3	3	4	4
Number of publications per centre (indexed and non indexed)	1	1	1	1	1
Number of grants awarded per year (applicable to 5. 2.1.1)	4	4	4	4	4

Activity & KPI	2026	2027	2028	2029	2030
Number of publications financed per year	Depends on funds	Depends on funds	Depends on funds	Depends on funds	Depends on funds
Number of presentations in faculty, national and international forums	15	15	15	15	15
Publication of an online faculty journal	1	1	1	1	1
Number of workshops per year related to research methodology	2	2	2	2	2
Research workshops completed for academics each year	1	1	1	1	1
Number of undergraduate student research projects per year	30	30	30	30	30
Students completing the research according to approved academic timetable	10%	10%	10%	10%	10%
Developed e database for community services	1	1	1	1	1
Number of e- journals subscribed	Not adequate funding	Not adequate funding	Not adequate funding	Not adequate funding	Not adequate funding
FERCSL recognition	Obtain recognition	Valid recognition	Valid recognition	Renew	Valid recognition
Number of student research presentations in main national / international research symposia each year	15	20	30	30	30
Number of collaborative research (applicable to goal 5.1.1.4)	12	12	12	12	12
Goal 03: Human Capital Development					
Number of qualified academics recruited per year	As per cardre approval and availability of qualified academics	As per cardre approval and availability of qualified academics	As per cardre approval and availability of qualified academics	As per cardre approval and availability of qualified academics	As per cardre approval and availability of qualified academics
Proportion of students and teachers	As per carder approval	As per carder approval	As per carder approval	As per carder approval	As per carder approval
Benchmark teaching environment	As per carder approval	As per carder approval	As per carder approval	As per carder approval	As per carder approval
Number of staff development programmes for academic staff members	4	4	4	4	4
Development and implementation of a staff information management system	Developed and implemented	Developed and implemented	Developed and implemented	Developed and implemented	Developed and implemented
Number of training programmes held for non-academic staff members	2	2	2	2	2

Activity & KPI	2026	2027	2028	2029	2030
Number of out bound training programmes for non-academic members	Depends on funding	Depends on funding	Depends on funding	Depends on funding	Depends on funding
Performance and teamwork of non-academic members during department activities	Feedback from head of department/unit	Feedback from head of department/unit	Feedback from head of department/unit	Feedback from head of department/unit	Feedback from head of department/unit
Goal 4: Infrastructure & Digital Transformation					
Number of service and research-oriented laboratories in operation	4	4	4	4	4
Number of A/C units fixed and functioning in main areas in departments/units	20% of the requirements	40% the requirements	60% the requirements	80% the requirements	10% the requirements
Percentage of identified IT equipment procured and installed	20%	40%	60%	80%	10%
Percentage of laboratory equipment procured or functioning and quantity of reagents/test kits required	20%	40%	60%	80%	10%
Physical and infra-structure facilities for the differently-abled and physically challenged staff and students	Available	Available	Available	Available	Available
Facilities provided for students other than for teaching purposes	Current facilities to maintain and continue	Current facilities to maintain and continue	Current facilities to maintain and continue	Current facilities to maintain and continue	Current facilities to maintain and continue
Number of student hostels near the Colombo South Teaching Hospital	2	2	2	2	2
Installation of solar panels in all buildings for solar power	Depends on funding	Depends on funding	Depends on funding	Depends on funding	Depends on funding
Installation of a waste management plant	Depends on funding	Depends on funding	Depends on funding	Depends on funding	Depends on funding
Installation of a chemical waste management plant	Depends on funding	Depends on funding	Depends on funding	Depends on funding	Depends on funding
Installation of a wastewater treatment plant	Depends on funding	Depends on funding	Depends on funding	Depends on funding	Depends on funding
Obtaining 2 large buses and one small bus	Depends on funding	Depends on funding	Depends on funding	Depends on funding	Depends on funding
Expansion of the library with increased seating capacity and increased resource material	30 seats	Maintain the existing seating capacity	Maintain the existing seating capacity	Maintain the existing seating capacity	Maintain the existing seating capacity
Completion of SOP for the laboratories to maintain good quality and safe practices related to chemicals	Complete	-	-	Update	-

Activity & KPI	2026	2027	2028	2029	2030
Regular training programmes on necessary basic safety equipment for academics and non-academics who handle chemicals	1	-	-	1	-
Provide basic safety equipment to relevant staff members	Depends on the funding	Depends on the funding	Depends on the funding	Depends on the funding	Depends on the funding
Uninterrupted IT facility with smooth functioning of the faculty administrative and other activities	Depends on the funding	Depends on the funding	Depends on the funding	Depends on the funding	Depends on the funding
Efficient and smooth digital system	Depends on the funding	Depends on the funding	Depends on the funding	Depends on the funding	Depends on the funding
Available space for different Professorial units - State of Art Building and Equipment	Depends on government policy and funds	Depends on government policy and funds	Depends on government policy and funds	Depends on government policy and funds	Depends on government policy and funds
Establishment of a telemedicine and research centre	Proposal for funding	Funding approved	Infrastructure started	Operational	Fully functional
Forensic lab upgrade completion	Forensic lab upgrade start	Histopathology lab equipped	Photography unit operational	Hospital database implemented	Advanced Research Centre fully functional
Establishment of AV Unit & Digital Production Lab	20% of completion	40% of completion	60% of completion	80% of completion	10% of completion
Percentage of laboratory equipment procured or functioning and quantity of reagents/test kits required	20% of the need	40% of the need	60%o of the need	80%o of the need	10%o of the need
Goal 5: Finance Resilience					
Percentage of financial contribution from sources other than the Ministry of Higher Education	5%	5%	5%	5%	5%
Goal 6: Outstanding Student Experience					
Number of workshops on counselling sessions per year for academics	2	2	2	2	2
Number of student teacher contact sessions per year	2	2	2	2	2
Number of MoUs with other international university sessions per year	1	1	1	1	1
Number of student representations made per year	12	12	12	12	12
Number of elective students per year	20	20	20	20	20
Number of creative and scientific programmes students participated each year	3	3	3	3	3
Goal 7: National Development, Global Presence and Sustainability					
No of services provided to the community	3	3	3	3	3

Activity & KPI	2026	2027	2028	2029	2030
Evaluation of number of files and dossiers	As received	As received	As received	As received	As received
Number of laboratories with SLAB accreditation	Inadequate funding	Inadequate funding	Inadequate funding	Inadequate funding	Inadequate funding
Number of academics involved in policy decisions for the health of the nation	10	10	10	10	10
Number of academics involved in upgrading the curriculum of other faculties at national or international level	Depends on invitations	Depends on invitations	Depends on invitations	Depends on invitations	Depends on invitations
Number of academics involved in postgraduate examinations	20	20	20	20	20
Number of academics involved in assisting national level bodies	20	20	20	20	20
No. of radio/ TV/ other media programmes participated by staff members	5	5	5	5	5
Faculty of Graduate Studies					
Goal 1: Academic Excellence					
Students Intake Postgraduate students PG Cert / PG Dip / Masters/ PhDs	5 50	57 5	60	6 2 5	6 50
Certificate Courses	2 50	30	30	30	30
New Degree Programmes Postgraduate	2	2	2	2	2
Quality Assurance Program Reviews	1	2	2	2	2
Goal 2: Research, Innovation and Partnerships					
Research publications Peer- reviewed	150	160	170	180	190
Goal 03: Human Capital Development					
Staff Members ▪ Academic ▪ Academic Supportive ▪ Nonacademic Administrative	2 - 12 1	2 - 12 1	2 - 12 1	2 - 12 1	2 - 12 1
Goal 4: Infrastructure & Digital Transformation					
Buildings and lecture hall facilities (square meters) Proposed Building Per student square meters		**	**	**	**
Goal 5: Finance Resilience					
Generated funds through fee-levying courses	27	29	31	33	35
Goal 6: Outstanding Student Experience					
Number of Active Student Alumnae	-	1	1	1	1
Goal 7: National Development, Global Presence and Sustainability					

Activity & KPI	2026	2027	2028	2029	2030
Number of national level consultants and positions held by the staff members	-	-	1	1	1
Faculty of Technology					
Goal 1: Academic Excellence					
Number of Industry Consultative Committee (ICC) meetings annually held	9-12	9-12	9-12	9-12	9-12
Number of seminars/talks/colloquia held with industry experts	6	6	6-8	8	8
Minimum percentage of new and revised curricula introduced	Minor revisions upto 5%	Minor revisions upto 5%	Minor revisions upto 5%	Minor revisions upto 5%	Major Curriculum revisions upto 40%
Percentage of modules delivered with the use of the Learning Management System (LMS)	7 5%	80%	8 5%	90%	90%
Number of new software/tools introduced	4	4	4	4	4
Number of training programmes conducted for academics	1	1	1	1	1
Percentage of modules peer-evaluated	7 5%	8 5%	9 5%	Continuation	Continuation
Percentage of modules for which student feedback was gathered	10%	Continuation	Continuation	Continuation	Continuation
Number of Student-Staff Liaison Committee (SSLC) meetings held annually	10	Continuation	Continuation	Continuation	Continuation
Number of certificate/advanced certificate/diploma programmes offered	6	11	1 3	Continuation	Continuation
Number of postgraduate programmes commenced	5	9	12	Continuation	Continuation
Minimum number of industry field visits/workshops/trainings organised	30	continuation	continuation	continuation	continuation
Number of industrial training programmes conducted	3	continuation	continuation	continuation	continuation
Percentage of industry-based research projects	35%	40%	45%	50%	60%
Number of technology-based exhibitions conducted	1	continuation	continuation	continuation	continuation
Obtaining National Biotechnology Industry Association (NBIA) accreditation in the disciplines of the Biosystems Technology degree programme	Self-Evaluation Report Submitted in 2023 and pending evaluation	Work towards obtaining an accreditation	Obtaining the provisional accreditation		
Acquiring CSSL Accreditation in the disciplines of the Information and Communication Technology degree programme	Works towards obtaining an accreditation	Obtaining the provisional accreditation			

Activity & KPI	2026	2027	2028	2029	2030
Obtaining and renewing IESL Accreditation, to conform Sydney Accord in the disciplines of the Engineering Technology degree programme	6	6	6	6	6
Goal 2: Research, Innovation and Partnerships					
Number of books/ book chapters, articles published	20	25	30	35	40
Number of intellectual properties filed	1	1	1	2	2
Number of conferences and technical sessions organized annually	1	Continuation	Continuation	Continuation	Continuation
Number of issues published in the Advances in Technology journal	Continuation	Continuation	Continuation	Continuation	Continuation
Number of research (local and foreign) grants obtained	15	15	20	20	2 5
Number of MoUs/ MoAs/ NDAs signed with external bodies	3	Continuation	Continuation	Continuation	Continuation
Number of industry-academia gatherings organized	1	Continuation	Continuation	Continuation	Continuation
Goal 03: Human Capital Development					
Percentage of recruitments from available cadre positions (As per the 1:10 (staff: student) accredited ratio and fulfilling the requirement of a minimum of eight academic cadre positions for each specialization)	Obtaining necessary approvals from Ministry of Finance/ DMS for vacant and required cadre	Obtaining necessary approvals from Ministry of Finance/ DMS for required	Recruiter 10% from available vacancies (if the recruitment criteria of applicants is fulfilled)	Continuation	Continuation
Percentage of recruitments from available cadre positions (As per the relevant standard ratio of academics: non-academic staff members)	Obtaining necessary approvals from Ministry of Finance/ DMS for vacant and required cadre	Obtaining necessary approvals from Ministry of Finance/ DMS for required cadre	Recruite 10% from available vacancies (if the recruitment criteria of applicants is fulfilled)	Continuation	Continuation
Number of academic staff members get promoted	10	15	15	15	15
Number of non-academic staff members get promoted					
Minimum number of capacity-building programmes attended by staff members	2	Continuation	Continuation	Continuation	Continuation
Number of events organized to improve working environment, safety and teamworking among staff members	3	Continuation	Continuation	Continuation	Continuation

Activity & KPI	2026	2027	2028	2029	2030
Number of events to accolade outstanding staff members	1	2	Continuation	Continuation	Continuation
Number of Environmental Health and Safety Management (EHSM) committee meetings annually held	4	Continuation	Continuation	Continuation	Continuation
Number of health and safety programmes conducted	1	Continuation	Continuation	Continuation	Continuation
Goal 4: Infrastructure & Digital Transformation					
Percentage of utilization of annual funds allocation for the DBST (Purchasing/renovating laboratory/workshop equipment and facilities)	10%	Continuation	Continuation	Continuation	Continuation
Percentage of utilization of annual funds allocation for the DCET (Purchasing/renovating laboratory/workshop equipment and facilities)	10%	Continuation	Continuation	Continuation	Continuation
Percentage of utilization of annual funds allocation for the DICT (Purchasing/renovating laboratory/workshop equipment and facilities)	10%	Continuation	Continuation	Continuation	Continuation
Percentage of utilization of annual funds allocation for the DMMT (Purchasing/renovating laboratory/workshop equipment and facilities)	10%	Continuation	Continuation	Continuation	Continuation
Percentage of utilization of annual funds allocation from the DSFT (Purchasing/renovating laboratory/workshop equipment and facilities)	10%	Continuation	Continuation	Continuation	Continuation
Upgrade the student cafeteria and study facilities	40%	50%	60%	70%	80%
Establishment of the Faculty networking facilities	Phase II - work in progress	Phase II - work in progress	Phase II - completion	Phase III - initiation	Phase III - work in progress
Installation of CCTV facilities in the faculty	Work in progress	Complete the CCTV installation	-	-	-
Expansion of the Faculty sewage treatment plant	Submission of the proposal to the National Planning Division	Obtaining approval from National Planning Division and initiate the construction	Completing the construction and commissioning works	-	-
Provision of fully furnished office facilities for the Faculty and each Department	50%	60%	70%	80%	90%
Provision of new library facilities and reading areas	40%	50%	60%	70%	80%
Provision of fully furnished lecture hall facilities	60%	80%	10%	-	-
Provision of equipment for the Gymnasium and Sports Facilities	40%	60%	80%	90%	10%
Provision of fully furnished Faculty Examination Unit	Draft the plan and obtain the necessary	Construction work in progress	Completion of the work	-	-

Activity & KPI	2026	2027	2028	2029	2030
	approvals				
Establishment of the Laboratory Building Complex - II	Drafting the proposal to the National Planning Division	Submission of the proposal to the National Planning Division	Obtaining approval form National Planning Division	Initiate the construction	Construction in progress
Construction of Faculty Sports Complex	Drafting the proposal to the National Planning Division	Submission of the proposal to the National Planning Division	Obtaining approval form National Planning Division	Initiate the construction	Construction completed
Construction of Exam Hall Facility	Submission of the proposal to the National Planning Division	Obtaining approval form National Planning Division	Initiate the construction	Construction completed	-
Establishment of industrial training unit	Planning for the space and initiate the requests for the necessary cadre positions	Submit request for cadre positions	Obtain approval for cadre positions	Establishment of Industrial Training Unit	-
Establishment of a Common Computer Laboratory	Planning for the required space	Initiate the construction work and acquire necessary equipments and tools	Completion of the laboratory facility	-	-
Construction of an Open-Air Theatre	-	Drafting the proposal to the National Planning Division	Submission of the proposal to the National Planning Division	Obtaining approval from National Planning Division	Initiate the construction
Construction of Staff Quarters	-	-	-	Drafting the proposal to the	Submission of the proposal to the

Activity & KPI	2026	2027	2028	2029	2030
				National Planning Division	National Planning Division
Construction of shelters for car parks and walkways	-	-	Drafting the proposal to the National Planning Division	Submission of the proposal to the National Planning Division	Obtaining approval form National Planning Division
Goal 5: Finance Resilience					
Getting annual budget approval from the UGC and release of funding (Million LKR)	5 50	50	2,00	2,00	2,00
Number of collaborative activities to secure funds	3	Continuation	Continuation	Continuation	Continuation
Number of industrial sponsorships, collaborations, and partnerships	2	Continuation	Continuation	Continuation	Continuation
Goal 06: Outstanding Student Experience					
Minimum number of personal and professional skills development programmes conducted	2	Continuation	Continuation	Continuation	Continuation
Minimum number of professional grooming events conducted	1	Continuation	Continuation	Continuation	Continuation
Minimum number of activities organized by the Faculty Student Clubs and Societies	12	Continuation	Continuation	Continuation	Continuation
Minimum number of community-engage events organized	3	Continuation	Continuation	Continuation	Continuation
Minimum number of sports and recreational activities organized	3	Continuation	Continuation	Continuation	Continuation
Minimum number of events organized to enhance physical and mental well-being of students	2	Continuation	Continuation	Continuation	Continuation
Minimum number of programmes held to accolade students based on academic performances	2	Continuation	Continuation	Continuation	Continuation
Minimum number of programmes held to recognize students based on their leadership/sportsmanship/artistic skills	2	Continuation	Continuation	Continuation	Continuation
Goal 7: National Development, Global Presence and Sustainability					
Minimum number of technology-based education programmes conducted	2	Continuation	Continuation	Continuation	Continuation
Minimum number of events conducted with the alumni association	-	1	1	2	2
Minimum number of national and international events participated in different roles	4	Continuation	Continuation	Continuation	Continuation
Number of sustainability certifications/ standards obtained	Adapting to the necessary guidelines	Applying the necessary measures to obtain certification/ standards	Submission and evaluation for certification/ standards	Obtaining certification/ standards	Continuation

Activity & KPI	2026	2027	2028	2029	2030
Faculty of Engineering					
Goal 1: Academic Excellence					
Maintain an annual undergraduate student intake of up to 400 students	180	2 2 5	27 5	3 50	400
Number of international students enrolled (As a percentage of annual intake)	5% of the intake	5% of the intake	10% of the intake	10% of the intake	15% of the intake
Number of Postgraduate Academic programmes introduced	-	2	2	4	4
Number of recognition/accreditation cycles completed (for all the departments)	-	-	-	-	1
Goal 2: Research, Innovation and Partnerships					
1. Number of PhDs and number of MPhils yearly	2	2	4	4	6
2. Number of publications per year (Q1 and Q 2)	2	4	4	6	6
3. Number of grants received per year (Rs Million)	5	5	10	10	10
4. Number of collaborative research works	1	2	2	2	2
Goal 03: Human Capital Development					
1. Number of staff members participated in training programmes	5	5	5	5	5
2. Number of peer reviews per lecturer	1	1	1	1	1
3. Student staff ratios	Maintain the student staff ratios as appropriate to the annual student intake				
4. Non-Academic staff vacancy percentage	Maintain the student staff ratios as appropriate to the annual student intake				
Goal 4: Infrastructure & Digital Transformation					
1. Number of students with hostels (as a % of total number of students of all the four years)	2 5%	2 5%	30%	40%	50%
2. Completion of the labs as planned (which are not completed yet because of funding constraints)	-	20%	40%	60%	80%
Goal 5: Finance Resilience					
1. Number of courses offered	2	2	4	4	4
2. Income generated by renting spaces annually (Rs Million)	-	-	5	5	5
3. Income generated by testing and consulting services (Rs Million)	-	-	5	5	5
Goal 6: Outstanding Student Experience					
1. Number of startups	1	1	1	2	2
2. Number of students having international training (% of annual intake)	-	1%	1%	2%	2%
3. Number of students involved in international collaboration projects (% of annual intake)	-	1%	1%	2%	2%
Goal 7: National Development, Global Presence and Sustainability					
1. Number of staff members holding positions in national committees (as % of academic staff members)	2%	2%	5%	5%	10%

Activity & KPI	2026	2027	2028	2029	2030
Faculty of Allied Health Sciences					
Goal 1: Academic Excellence					
1. Students Intake ▪ Undergraduates ▪ Postgraduate students PG Dip/Masters PhDs	 230 - 20	 230 30 5%	 230 30 5%	 230 10% 5%	 5% 10% 5%
2. Employability within six months of graduation (at the convocation)	100%	100%	100%	100%	100%
3. New Degree Programmes ▪ Postgraduate	 2	 3	 4	 4	 4
4.Quality Assurance Curriculum Review	 ongoing	 ongoing	implementation	 ongoing	 ongoing
5. Digital learning platforms	planning	ongoing	5%	5%	5%
6. Accreditations	02	If funding is available, international accreditation will be obtained			
Goal 2: Research, Innovation and Partnerships					
1. Research publications ● Peer Reviewed Journals ● Indexed Journals SCI Journals	 40 30 15	 10% 5% 5%	 10% 5% 5%	 10% 5% 5%	 10% 5% 5%
2. Research grants	10	5%	5%	5%	5%
3. Issues of faculty journal	2	2	2	2	2
4. Research collaborations	2	1	1	1	1
Goal 03: Human Capital Development					
1. Staff Members ▪ Academic ▪ Academic Supportive ▪ Non-academic Administrative	 5% 5% 5% 02	 5% - 5% -	 5% - - -	 10% - - -	 10% 5% 5% -
Career progression programmes (CPD)	05	5%	5%	5%	5%
Goal 4: Infrastructure & Digital Transformation					
1. Buildings and lecture hall facilities ▪ Proposed Building ▪ Lecture halls/laboratories Community Service Centre	 commencement	 ongoing	 Completion		
2.Hospital clinical placements	ongoing	ongoing	5%	5%	5%

Activity & KPI	2026	2027	2028	2029	2030
Goal 5: Finance Resilience					
1. Income generated short courses/Consultancies	-	01	01	ongoing	ongoing
2. Micro grants	planning	01	01	ongoing	ongoing
Goal 6: Outstanding Student Experience					
1. No of active student alumnae	01	ongoing			
2. No student participation (Career guidance/sports/recreational etc)	Planning	Depending on the opportunities students will be allocated			
3. No of students achieved awards • Dean's award • Research publication awards	Implementation 10	Ongoing 5%	Ongoing 5%	Ongoing ongoing	Ongoing ongoing
Goal 07					
1. No of CSR projects	07	10	Ongoing	Ongoing	Ongoing
2. No of national level consultations and positions held by the staff members	05	02	Ongoing	Ongoing	Ongoing
Faculty of Dental Sciences					
Goal 1: Academic Excellence					
Percentage of students using LMS	10%	20%	3 5%	5 5%	7 5%
Percentage of students using email access for usage of e books	10%	20%	3 5%	5 5%	7 5%
Appointment of chairperson for LMS	1	1	1	1	1
Number of library committee meetings held annually	0	2	4	6	12
Number of web assignments	0	5	5	10	10
Increase percentage of marks for dental skills assessment	Increase overall dental skills assessment scores	Increase overall dental skills assessment scores	Increase overall dental skills assessment scores	Increase overall dental skills assessment scores	Increase overall dental skills assessment scores
Increase in percentage of marks in clinical case assessments	Increase overall dental clinical case assessment scores	Increase overall dental clinical case assessment scores	Increase overall dental clinical case assessment scores	Increase overall dental clinical case assessment scores	Increase overall dental clinical case assessment scores
Number of community visits per year	2	2	3	4	4
Number of case-based learning sessions held	2	3	4	6	6
Students Intake – Undergraduates	30	3 5	40	4 5	50

Activity & KPI	2026	2027	2028	2029	2030
Number of students enrolled for training programme for dental auxiliaries and practice managers	10	10	10	15	15
Number of PG students enrolled	1	1	2	2	2
Students Intake – International	0	0	0	2	3
Students Intake – Executive Programs	0	1	2	3	5
Number of students enrolled for certificate courses for implantology and CBCT	0	0	10	20	30
Number of departments with MCQ and OSCE banks	1	2	5	7	9
Quality Assurance – Program Reviews	5	5	5	5	5
Accreditations	0	0	0	1	1
Number of departments using the quality assurance database	1	3	3	5	9
Goal 2: Research, Innovation and Partnerships					
Number of research committee meetings per year	0	1	4	6	6
Number of workshops of research methodology, scientific writing	1	1	2	2	2
Research Publications (indexed or non-indexed)	2	5	10	15	15
Research Grants awarded per year	1	2	3	4	5
Number of PG research degrees per year	2	As per cadre	As per cadre	As per cadre	As per cadre
Number undergraduate student research projects per year	10	10	12	15	20
Goal 03: Human Capital Development					
Number of recruitment to fill existing cadre	Fill all existing cadre positions	-	-	-	-
Recruitment of new academic cadres (permanent and temporary)	5	7	15	20	20
Non-academic staff	10	10	10	15	20
Administrative staff	3	3	3	5	5
Number of staff development programmed conducted	3	3	4	4	5
Number of workshop participated to upgrade knowledge and skills of the academic staff	1	2	3	4	5
Number of training programmes held for non-academic staff	1	2	2	3	3
Goal 4: Infrastructure & Digital Transformation					
Proposed Building Area	In progress	In progress	In progress	In progress	Completed
Number of rooms allocated for academic staff	In progress	In progress	In progress	In progress	20

Activity & KPI	2026	2027	2028	2029	2030
Expansion of the dental professorial unit	In progress	In progress	In progress	In progress	Completed
Establish comprehensive care unit at IOH Maharagama	In progress	In progress	In progress	In progress	Completed
Establishment of basic prosthodontics and orthodontic laboratory	In progress	In progress	In progress	In progress	Completed
Number of grants	1	1	1	1	2
Number of books purchased for the library	10	15	15	15	15
Number of donations received	2	5	5	5	5
Goal 5: Finance Resilience					
Number of fee levying courses introduced	1	2	3	4	4
Goal 6: Outstanding Student Experience					
Number of scholarships given to students with economic hardships	2	5	5	5	5
Number of mentoring programmes	3	3	3	3	3
Number of sessions to improve presentation skills and soft skills	3	5	5	5	5
Number of extracurricular activities organised per year	3	3	3	4	5
Number of national and international conferences participated by students	1	2	3	3	3
Goal 7: National Development, Global Presence and Sustainability					
Number of outreach programmes per year	3	3	3	4	5
Faculty of Urban and Aquatic Bio resources					
Goal 1: Academic Excellence					
Number of registered students in yearly intake for undergraduate	100	100	100	140	140
Number of registered students in yearly intake for postgraduate (PG Dip/ Masters, MPhil and PhDs	6	10	10	12	14
Number of industrial collaborations to train undergraduate students	20	20	25	30	35
Number of incorporated new course modules		1	1	2	2
Number of postgraduate diploma/ certificate courses to be started		2	1	1	1
Goal 2: Research, Innovation and Partnerships					
Number of research publications • Foreign • Local • Indexed Peer- reviewed	10	15	25	30	40
Number of research grants secured	5	3	3	4	4
Average number of postgraduate students as a ratio of all academics	4	5	5	6	6
Number of workshops to be conducted	4	4	4	3	3
Number of research laboratories established	3			1	
Goal 03: Human Capital Development					
Number of academic staff members	5	12	15	4	4

Activity & KPI	2026	2027	2028	2029	2030
Number of academic supportive staff members	6	6	6	6	6
Number of non-academic staff members	9		5	5	7
Number of administrative staff members	3	3	3	5	5
Goal 4: Infrastructure & Digital Transformation					
Number of laboratory benches, equipment, and safety items installed.	3			2	2
Number of staff trained in new equipment and laboratory procedures.	3		2	1	1
Number of services given to the public		3	2	2	
Goal 5: Finance Resilience					
Number of generated funds/ grants through industry collaborations		2	2	3	3
Number of MOU's signed	1			1	2
Number of conducted consultancy services		1		1	
Number of generated funds through commercialized products				1	1
Number of short courses to be conducted			2		2
Goal 6: Outstanding Student Experience					
Number of active student faculty alumnae	4	70	75	75	70
Number of awardees as best performing students of each batch	4	4	4	4	4
Number of guest lectures/workshops conducted by faculty alumni		1	2		2
Number of internship facilitated through faculty alumni contacts.				1	3
Number of collaborative research or consultancy projects initiated with faculty alumni					2
Goal 7: National Development, Global Presence and Sustainability					
Number of cultural and social projects held	3	5	4	3	3
Number of national level consultancies and positions held by the staff members	2		2	1	2
Number of yearly gathering by faculty alumni		1	1	1	1
Number and diversity of participants (students, community, industry, government).				2	2
Number of educational materials developed and distributed		1	2	1	1
Faculty of Computing					
Goal 1: Academic Excellence					
Students Intake (No. of Students increased per Batch)					
Undergraduates	-	-	-	-	-
International students					10
Master's degree			50	25	25
MPhil/ PhD	2	5	5	5	5
External and professional certification courses			10	-	-

Activity & KPI	2026	2027	2028	2029	2030
Intake will be increased after infrastructure requirements have been completed					
Regular curriculum reviews					
No. of existing course units revised	5	5	5	5	5
Number of industry advisory board meetings	3	3	3	3	3
New Degree Programs Launched (No. of Programs)					
Postgraduate programmes	In progress	In progress	1		
External and professional certification courses	In progress	In progress	1		
Use student feedback for improvement					
No. of collected feedback forms	600	600		600	600
Guide students for international internships, workshops, conferences, etc.					
No. of students secured foreign industry placements		5		5	5
No. of international workshops, conferences, etc. participated		5		5	5
Modern Learning & Educational Excellence					
Number of new computers/scientific equipment procured	10	1			
No. of new laboratories developed	2	1			
No. of Activities conducted by industry collaboration Centre	1				
Goal 2: Research, Innovation and Partnerships					
Increase research visibility of academics					
No. of research publications	50	50	50	50	50
Number of Patents filed/granted	1	1	1	1	1
No. of research forums participation	50	50	50	50	50
No. of conducted/organized research activities	2	1	1	1	1
Research grants (internal/external)					
No. of grants (internal/external) secured	2	2	2	2	2
Establish specialized Research Centres and special interest groups (SIGs) in key computing areas					
No. of Activities proposed	5	5	5	5	5
No. of SIGs formed	2	2	2	2	2
No. of interdisciplinary research projects	2	2	2	2	2
Innovation & Entrepreneurship Development					
Number of startups incubated		1	1	1	1
Number of new computers/scientific equipment procured		50	50	50	
Number of advanced innovation & research labs established		2			
Goal 03: Human Capital Development					
Staff Members					

Activity & KPI	2026	2027	2028	2029	2030
No. of cadres approved					
Academic	15	15	15	15	
Academic supportive	7	7	7	7	7
Non-academic	2	2	2	2	2
No. of cadres filled					
Academic	15	15	15	15	15
Academic supportive	7	7	7	7	7
Non-academic	2	2	2	2	2
Staff-to-student cadre ratio	1:40	1:20	1:15	1:10	1:10
Conduct regular training programs/ workshops/ seminars					
No. of such programs conducted	2	2	2	2	2
No. of participants	15	30	45	60	60
Contract and Research Appointments with postgraduate qualifications					
No. of appointments with PG qualifications	8	8	8	8	8
Staff Professional Memberships (IEEE, CSSL, SLAAS) through faculty-generated funds					
No. of staff memberships	8	8	8	8	8
No. of engagements in professional activities	4	4	4	4	4
Instruct faculty members to follow the CTHE course					
No. of members completed the CTHE course	8	8	8	8	8
Encourage participation in conferences and workshops					
No. of such programs participated	5	5	5	5	5
No. of participants	8	8	8	8	8
Establish mentorship programs for the new faculty					
No. of senior mentors in the faculty	8	8	8	8	8
Mentor-to-mentee ratio	1:8	1:6	1:4	1: 2	1: 1
Goal 4: Infrastructure & Digital Transformation					
Acquire existing building spaces within the university					
No. of buildings provided	1				
Total no. of square feet provided	#####				
Renovate such buildings for temporary use					
No. of buildings renovated	1				
Number of modern classrooms/labs established	1	1	1		
Total no. of square meters renovated	#####				
Equip temporary spaces with necessary hardware, software, and services					

Activity & KPI	2026	2027	2028	2029	2030
No. of computers procured	50	50	50	50	50
No. of hardware components procured	25	25	25	25	25
No. of software procured	5	5	5	5	5
Establish a state-of-the-art new faculty building complex					
% completion of new faculty complex			10%	25%	50%
Number of modern classrooms/labs established					
Modern Digital & Smart Infrastructure Development					
% of classrooms with smart technology					
Number of AI/ML, IoT, and cloud computing infrastructure facilities established	50	50			
No. HPC/cloud facilities	1				
Goal 5: Finance Resilience					
Explore partnerships with the industry for sponsorships					
No. of industry partnerships	2	2	2	2	2
No. of sponsored events/ forums					
Total amount sponsored (Rs.)	0. 2M	0. 2M	0.2M	0. 2M	0. 2M
Revenue generation through external courses and PG programs					
No. of external courses & PG programs			2	2	2
Revenue generated (LKR)			1M	1.2M	1.5M
Expertise consultation services (Service Centre)					
No. of services provided through the Centre		1	1	1	1
Revenue generated (LKR.)		0. 2M	0.2M	0. 2M	0. 2M
Seek grants and funding opportunities					
No. successful research grant applications	2	2	2	2	2
Goal 6: Outstanding student experience					
Industry Collaboration & Student Engagement					
Number of signed MoUs with industry	1	1	1	1	1
No. of industry visits	10	10	10	10	10
Number of faculty-level career fairs & entrepreneurship events conducted	1	1	1	1	1
No. guest lectures conducted	5	5	5	5	5
Career guidance activities					
No. of career guidance activities held	2	2	2	2	2
No. of students participated	2	2	2	2	2
Goal 7: National Development, Global Presence and Sustainability					
Community & Workforce Development					

Activity & KPI	2026	2027	2028	2029	2030
No. of identified collaboration opportunities	2	2	2	2	2
No. of community innovation projects initiated	2	2	2	2	2
No. of outreach programs organized	2	2	2	2	2
Contribution to National Research, Innovation & Digital Economy					
No. of FIWARE iHub projects piloted		1	2	2	2
No. of national R&D projects aligned with digital economy and sustainable development	1	1	1	1	1
No. of successful collaborative projects		1	1	1	1
Sustainability & Global Impact					
No. of sustainability/green initiatives implemented	1		1	1	1
Library					
Goal 1: Academic Excellence					
% increase in books, e-book and e-journal subscriptions	10%	12%	15%	18%	20%
No. of transactions per day					
No. of IL/digital literacy workshops conducted annually	4	5	6	7	8
User satisfaction rating on library services	75%	78%	80%	82%	85%
Goal 2: Research, Innovation and Partnerships					
No. of research skill-building workshops/seminars delivered	3	4	4	5	6
% increase in items uploaded to Scholar Bank	10%	15%	20%	25%	30%
No. of ISBN/ISSN allocations or institutional publications supported					
No. of MoUs/partnerships with academic/research institutions			1	1	1
% of researchers using library advisory services	40%	50%	60%	65%	70%
% increase in repository usage (downloads/citations)	10%	15%	20%	25%	30%
Goal 03: Human Capital Development					
% of approved cadre positions filled	85%	90%	95%	95%	100%
% of academic/professional qualifications achieved by the staff	60%	70%	75%	80%	85%
No. of CPD training programs per staff member	1	2	3	4	5
No. of knowledge-sharing sessions held annually	1	2	2	2	2
% of staff serving as a resource person	60%	70%	75%	80%	85%
% of grants/awards/rewards received for the staff	50%	60%	70%	80%	90%
Staff satisfaction score (annual survey)	75%	78%	80%	82%	85%
Goal 4: Infrastructure & Digital Transformation					
% increase in library seating/study capacity	5%	10%	15%	20%	25%
No. of new specialized study/interactive spaces developed	1	2	3	4	5

Activity & KPI	2026	2027	2028	2029	2030
% Wi-Fi coverage across libraries	80%	90%	95%	100%	100%
% of library systems upgraded (Eg. RFID, kiosks, payment, etc.)	40%	60%	80%	90%	100%
Goal 5: Finance Resilience					
% of allocated annual budget utilized effectively	90%	92%	94%	95%	95%
Total external funds raised (donors, alumni, workshops) in LKR	100000	125000	150000	180000	200000
% increase in Library Development Vote year-on-year	5%	7%	10%	10%	12%
% of utilizing Library Development Vote					
No. of donor contributions received annually					
Goal 6: Outstanding Student Experience					
No. of students using English Learning Zone per semester	600	800	1000	1200	1500
% of students engaged in student-led library initiatives	20%	30%	40%	50%	60%
Student satisfaction with library services	80%	82%	84%	85%	85%
Goal 7: National Development, Global Presence and Sustainability					
No. of outreach/community engagement programs annually	2	3	4	5	6
No. of indigenous knowledge items digitized	25	35	50	75	100
No. of collaborations with schools, NGOs, and other institutions	2	3	4	5	6
Recognition/awards received for social/national contributions	0	1	1	2	2
Centre for IT Services					
Goal 1: Academic Excellence					
Centralised examination and results system finalize result input / output formats. Develop and test the centralized results processing module.	Design completed	System implemented	Completed system	Completed system	Completed system
Scale up the LMS infrastructure Procure a dedicated server for LMS. Upgrade the capacity of backup storage system	Complete procurement of servers	Configure the servers and deploy LMS	High available LMS	High available LMS	High available LMS
Goal 03: Human Capital Development					
HRMS Expansion Launched the academic promotions workflow module. Launched the transfer system workflow module. Launched the leave management module. Launched the dues management module.	50% of completion	100% completion			
Launch the new Student Information Management System (SIMS) and extend it Launched core SIMS with student registration for the new intake. Developed and integrated Hostel Payment and Scholarship Management modules.	Core	Core + Hostel/Scholarship	Core + Disciplinary/ Library	All Modules	All Modules

Activity & KPI	2026	2027	2028	2029	2030
Integrated Disciplinary Actions/Penalty management and linkage with Library/Medical (HHIMS) systems.					
Staff Empowerment Developed training modules Conducted mandatory, specialized training for development and administrative staff.			Conduct workshops for development staff	Conduct workshops for all other internal staff	All dev staff have participated security workshops
Developer Pool & Governance Identified all scattered university system developers (faculties, units). Created a common Development Governance Framework (coding standards, deployment pipeline, maintenance process). Official recognition to the pool members were given.	Identify the systems and their developers	Create a mutually agreed common development governance and development plan	Audited Maintenance and new development	Audited Maintenance and new development	Audited Maintenanc e and new develop me nt
Development of financial management system Developed payroll management system Developed employees' funds and loan management module	40% of completion	100% completion			
Integrated financial management system with HRISM					
Goal 4: Infrastructure & Digital Transformation					
Server Room Expansion Finalized design for expansion (new room or existing space upgrade - raised floor, cable management). Procured and installed redundant power (UPS/Generator) and advanced environmental monitoring systems. Rerouted networking and server cabinets (proper placement).			Planning	Civil work	Operational
Expansion and upgrades in DataCentre Identified and secure an off-site location for the Disaster Recovery/Backup infrastructure. Implemented automated, continuous replication of all critical systems and data. Procured and fixed fire safety equipment and conduct mandatory fire drill training Upgrade storage capacities of the servers Procure replacement servers for existing servers that became EOL.		Planning	Moving backup systems and procure fire safety system Upgrade storage capacities of the servers	Procure replacement servers for existing servers that became EOL	
Establish E-Marketing Division Created the e-marketing division organizational structure. Defined content creation and strategic social media marketing services scope for the university. Created a carder position and recruit qualified content creator. Launched initial marketing campaigns for key university events.		Planning	Recruitment	Operational	

Activity & KPI	2026	2027	2028	2029	2030
Strengthen the media unit Procured new high-resolution Camera and Lens equipment suitable for modern digital media. Procured licenses for multimedia authoring tools and AI content generators. Recruited qualified and capable human resources		Procuring equipment	Recruit		
Goal 5: Finance Resilience					
Revenue Generation Identified suitable universities for the first phase of system deployment (e.g., HRMS, Exam System). Develop a service agreement and support structure for external clients. Provide technical training to staff of partner universities.			Win external projects	Create budgetary and financial proposals	Generated revenue
Goal 7: National Development, Global Presence and Sustainability					
Paperless Administration Procured/Developed a document flow management system (DFMS). Integrated secure digital signature capabilities for key administrative processes. Conducted training for administrative staff on the new system.		Procure Digital signature system for all users	Convert document flows to digital 50%	Convert document flows to digital 100%	
Medical Centre					
Goal 1: Academic Excellence					
% of staff certified; Number of workshops held annually	2026: MOUs	25% staff certified	50% certified	75% certified	100% certified
Number of students trained; Student feedback	2026: Module prepared	Quarterly training & certification			
Goal 03: Human Capital Development					
% of staff in CPD, Hours logged	Training framework	Annual CPD cycles, increasing external opportunities	Annual CPD cycles, increasing external opportunities	Annual CPD cycles, increasing external opportunities	Annual CPD cycles, increasing external opportunities
% of doctor posts filled	Submit requests	Recruit & fill	Achieve full cadre		
Goal 4: Infrastructure & Digital Transformation					
Online consults; Patient satisfaction	Platform design	Pilot launch Full Rollout	optimization		
% of digital certificates; Time saved		EMR customiz	Full adoption	Continuous	-

Activity & KPI	2026	2027	2028	2029	2030
		ation Pilot use		improve ment	
Goal 6: Outstanding Student Experience					
% assessed; Reports generated	Tool selection	Training Pilot assessme nts	Full integratio n		
Goal 7: National Development, Global Presence and Sustainability					
Number of audits completed; Audit scores	Audit system setup	Quarterly audits & annual reports	Quarterly audits & annual reports	-	-
Certification status; Safety incidents	Gap analysis	SOPs & training	Internal audits	Certificati on	
Number screened; Risk reduction indicators	One camp annually with participat ion reports	One camp annually with participat ion reports	One camp annually with participati on reports	One camp annually with participati on reports	One camp annually with participat ion reports
Physical Education Unit					
Goal 1: Academic Excellence					
Conduct workshops and practical sessions annually.	4	5	6	6	6
Organize annual student leadership camp.	1	1	1	1	1
Sports day for orientation period.	11	11	11	11	11
Goal 2: Research, Innovation and Partnerships					
Apply annual research reports findings to training.	20	20	25	25	30
Number of students entering athlete data monitoring software.	2500	1000	1000	1000	1000
Number of MoUs sign with research organizations.	1	1	1	1	2
Goal 03: Human Capital Development					
Number of new requirements Instructors (permanent)	6	2	-	1	1
Number of new requirements administrative staff (Permanent)	1	-	-	1	-
Number of new requirements Non-Academic staff (permanent)	5	-	1	1	-
Academic achievement of the staff • PhDs • MPhil Masters	- 2 2	1 1 -	- - 1	- -	1 1 -
Inter Faculty sports meets and Freshers meet.	2	2	2	2	2
Goal 4: Infrastructure & Digital Transformation					
Renovate basketball courts, Tennis courts and equipment in main premises.	-	-	In progress	Complete d	Complete d
Construct the proposed two-story indoor gymnasium by 3 Stages.	In progress	In progress	In progress	In progress	Complete d

Activity & KPI	2026	2027	2028	2029	2030
Construct the three-story building for upper ground sports goods store, changing rooms, workers room, players accommodation rooms and conference room.	In progress	In progress	Completed	Completed	Completed
Developing the Technology Faculty playground surface, mini pavilion, changing rooms, volleyball courts & beach volleyball courts.	In progress	Completed	Completed	Completed	Completed
Construct the new outdoor basketball courts in Engineering Faculty.	In progress	Completed	Completed	Completed	Completed
Construct the new open gym area in university main Premises.	In progress	Completed	Completed	Completed	Completed
Construct the Lower ground pavilion strength & conditioning room.	In progress	Completed	Completed	Completed	Completed
Develop the online system for swimming pool bookings, registration & payment method.	In progress	Completed	Completed	Completed	Completed
Develop the student profile maintain system for adding student extra-curricular activities.	In progress	Completed	Completed	Completed	Completed
Develop the sports item inventory system for PE unit.	In progress	Completed	Completed	Completed	Completed
Develop the System for to calculate the amount of misuse and use in the gym.	In progress	Completed	Completed	Completed	Completed
Goal 5: Finance Resilience					
Get opportunity to Send student teams abroad annually.	-	-	5	5	10
Host Colours Night annually.	1	1	1	1	1
Conduct performance reviews workshops.	1	2	2	2	2
Goal 7: National Development, Global Presence and Sustainability					
Conduct annual school leadership programmes.	2	2	3	3	3
Conduct fitness and mental health campaigns.	1	1	1	2	2
Organize annual alumni sports day.	1	1	1	1	1
Offer training camps using university grounds and equipment.	1	1	1	1	1
Career Guidance Unit					
Goal 1: Academic Excellence					
Number of Student Orientation Program	11	11	11	11	11
Number of Two day workshop to identify ‘’self’’ within Professional body and SWOT analysis	2	3	4	5	6
Number of awareness programs for the A/L students in the government schools	4	4	4	4	4
No of CV writing workshops	11	11	11	11	11
Number of Mock interview sessions	11	11	11	11	11
Number of internship opportunities and job-related information	11	11	11	11	11
Number of separate job fairs for each faculty - “Touch the Peak”	11	11	11	11	11
No of online Job Bank	01	01	01	01	01
No of Internship and training program	11	11	11	11	11

Activity & KPI	2026	2027	2028	2029	2030
No of short exposed programs	11	11	11	11	11
No of Career Guidance Course modules with curricular	03	04	05	06	07
No of Skill based Knowledge for personality development	08	08	08	08	08
Goal 2: Research, Innovation and Partnerships					
Number of internal CGU-led research projects per year	40	45	50	55	60
Number of Publications	2	2	2	2	2
Goal 03: Human Capital Development					
Number of Staff reach to post – graduates studies	1	2	2	7	2
Number of staff development programs attended	2	4	4	4	4
Number Local /international Training participated and impact to their career development	2	2	2	2	2
Goal 4: Infrastructure & Digital Transformation					
Establish CGU office area Office area - Director & Deputy Director	0	1	0	0	0
Goal 5: Finance Resilience					
Number of project proposal to raise the funds/ sponsorship	3	4	5	6	7
Number of training programs for industries to raise funds	5	5	5	5	5
Number of fundraising programs through undergraduates activities	10	10	10	10	10
Government capital	15	15	15	15	15
Collaboration with Industries and initiate MOU	03	03	03	03	03
Goal 6: Outstanding Student Experience					
No of Community Development and Environment protection Program s	04	05	05	05	05
Goal 7: National Development, Global Presence and Sustainability					
Number of one-on-one and group career sessions	190	200	210	220	230
Number of students receiving at least one career session before graduation	30	35	40	45	50
Number of soft/employability skills workshops conducted	10	10	10	10	10
Number of final-year students completing employability modules.	155	160	170	175	200
Employer satisfaction rate with graduate soft skills	55%	60%	65%	70%	80%
Number of students trained in entrepreneurship annually	30	40	50	60	70
Value of grants/investments facilitated for student entrepreneurs	4	5	6	7	8
IIVCC					
Goal 1: Academic Excellence					
No. of Students trained on Intellectual Property Rights	Minimum 100	100	100	100	100
No. of IP Courses developed	1	continue	1	continue	1

Activity & KPI	2026	2027	2028	2029	2030
No. of Newsletters published	1	continue	1	continue	1
No. of potential Industry partners identified	10	10	10	10	10
No. of interns trained and assigned	1	1-2	1-2	1-2	1-2
No. of Innovation based Hackathons organized	1	1	1	1	1
No. of Grants approved for Startups	2	2	2	2	2
No. of students incorporated in building startups	1-2	1-2	1-2	1-2	1-2
No. of Patent Applications Submitted	20	25	25	25	25
No. of Student teams built for Research Commercialization	1	2	2	2	2
No. of Startups incubated	1	1	1	1	1
No. of sharable material created related to IP applications	2	5	5	5	5
No. of Q&A sessions conducted with Patent applicants	6	6	6	6	6
No. of Discussions held with the Academic Community	6-10	6-10	6-10	6-10	6-10
No. of Discussions held with the undergraduate Community	6	8	8	8	8
No. of academics incorporated in the Discussion	20	20	20	20	20
No. of Students incorporated in the discussion	20	20	20	20	20
Goal 2: Research, Innovation and Partnerships					
No. of research areas identified for innovation projects	10	10	10	10	10
No. of collaborations initiated between Research units / departments	20	20	20	20	20
Amount of Funding raised for research commercialization	0.5 million LKR	0.5 million LKR	0.5 million LKR	0.5 million LKR	0.5 million LKR
No. of underutilized IP assets identified	3	3	5	5	5
No. of Grants applied	1	1	1	1	1
Amount of Funding raised for Research and Development	5 million LKR	5 million LKR	5 million LKR	5 million LKR	5 million LKR
No. of Tech based Startup Competitions organized	1	1	1	1	1
Goal 03: Human Capital Development					
No. of trainings conducted for the TTO team	2	3	3	3	3
No. of undergraduates trained online by USJ and NIPO/WIPO	200	200	200	200	200
No. of Team building activities conducted	3	3	3	3	3
No. of recreational activities conducted	0	0	0	0	0
No. of Innovations Suggested in the proposed Innovation Suggestion system	20	20	20	20	20
Goal 4: Infrastructure & Digital Transformation					
No. of Technology infrastructure updated	3	3	3	3	3
Number of external partnerships	15	15	15	15	15
Goal 5: Finance Resilience					

Activity & KPI	2026	2027	2028	2029	2030
No. of Corporates Engaged	5	5	5	5	5
No. of Donor Agencies Engaged	2	2	2	2	2
Goal 6: Outstanding Student Experience					
No. of supported events held (Startup Hub)	5	5	5	5	5
No. of supported events held (Innovators Club)	5	5	5	5	5
Goal 7: National Development, Global Presence and Sustainability					
Number of technology transfers promoted to industries	5	7	7	8	8
Number of Entrepreneurs Supported	5	5	5	7	7
Number of international partnerships created	5-7	5-7	5-7	5-7	5-7
Number of research and innovations globally Showcased	1-2	1-2	1-2	1-2	1-2
No. of USJ Alumni Supported (Startups)	2	2	2	2	2
No. of Startup networking events held	2	2	2	2	2
No. of TEDxUSriJayewardenepura Speakers	0	10	0	10	0
Staff Development Centre					
Goal 1: Academic Excellence					
Conduct one CTHE intakes annually	1 CTHE intakes; ≥85% satisfaction	Maintain 1; ≥88%	Maintain 1; ≥90%	Maintain 1; ≥92%	Maintain 1; ≥95%
Introduce new modules to CTHE	Review Existing Modules	Review Existing Modules	Review Existing Modules	Review Existing Modules	Review Existing Modules
Annual Training needs analysis (Faculty wise and Division wise)	All the faculties and Divisions	All the faculties and Divisions	All the faculties and Divisions	All the faculties and Divisions	All the faculties and Divisions
Conduct Training Programs based on identified needs	2	4	4	4	4
Conduct on-demand Training Programs based on request from Faculties and Divisions	3	3	3	3	3
Introduction of an academic mentoring programme		≥20 participants		≥20 participants	
Launch online CPD portal	Portal launched	≥3 programmes	≥4 programmes	≥6 programmes	≥200 Portal users
Organize annual Teaching Excellence Forum		≥25 participants	≥25 participants	≥30 participants	≥40 participants
Provide training in LMS and digital tools	2 workshops; ≥70% completion	2; ≥80%	3; ≥80%	3; ≥80%	3; ≥80%

Activity & KPI	2026	2027	2028	2029	2030
Goal 2: Research, Innovation and Partnerships					
Activity	KPI 2026	KPI 2027	KPI 2028	KPI 2029	KPI 2030
Host annual Staff Development Research Symposium	Call appications	First symposium; ≥3 papers	≥5 papers; 1 journal submission	≥6 papers; 2 articles	≥8 papers; 2 projects
Offer grant-writing workshops	1 workshop	1; ≥15 participants	1;≥80% satisfaction	1; ≥90% satisfaction	Annual series established
Facilitate collaborative projects across faculties	1 project	2 projects	≥3 projects	≥3 projects	≥3 collaborations
Publish SDC working paper series	Framework finalized	1 issue	2 issues	2 issues	Annual series institutionalized
Goal 03: Human Capital Development					
Conduct annual leadership retreat	Held; ≥100 participants	≥100 participants	≥100 participants	≥100 participants	≥100; ≥90% satisfaction
Pair each new lecturer with a mentor	Scheme designed	≥10 pairs	≥10 pairs	≥20 pairs	Institutionalised
Hold quarterly wellbeing workshops	1 per quarter	≥80% satisfaction	≥85%	≥90%	≥95%
Launch ethics and inclusivity training	Launched; ≥20 participants	≥30	≥50	≥50	≥50; ≥90% satisfaction
Goal 4: Infrastructure & Digital Transformation					
Install smart boards and video conferencing tools at SDC	2 installed				
Expand Moodle and Zoom integration	Upgrade platforms	Integration tested	≥85% satisfaction	≥90% uptime	Maintenance ongoing
Revamp the SDC website	≥85% satisfaction	≥85% satisfaction	≥85% satisfaction	≥85% satisfaction	≥85% satisfaction
Subscribe to e-libraries/databases	2 subscriptions	3	4	5	Renewed & expanded
Implement paperless training initiatives	Pilot	≥50% adoption	≥75%	≥85%	100% paperless
Four story building	Planning Procurement & Construction	Construction & Commissioning			

Activity & KPI	2026	2027	2028	2029	2030
Goal 5: Finance Resilience					
Introduce executive training programmes	1 programme	1 programme	2 programmes	3 programmes	≥4; Rs.2m revenue
Develop proposals for donor-funded projects	2 proposals	2 approved	2 approved	3 approved	≥6 active grants
Publish annual audited reports	2025 report completed	2026 report published	2027 report	2028 report	All timely
Expand online training modules	3 modules	4	5	6	Full integration
Goal 6: Outstanding Student Experience					
Launch annual SDC Excellence Awards	Scheme designed	First awards	Annual awards; ≥10 nominees	≥15 nominees	Institutionalised
Develop alumni database and events	Database designed	≥100 alumni	≥200	≥200	≥300 alumni
Conduct post-training impact surveys	Survey tool developed	≥70% response	≥80%	≥85%	≥90% response
Awarding certificates	Number of awardees -5	10	15	20	25
Implement robust participant feedback loops	Standard forms introduced	Digital feedback operational	≥85% satisfaction	≥90%	≥95%
Goal 7: National Development, Global Presence and Sustainability					
Conduct national ToT workshops	1 workshop	2	2	2	Annual series sustained
Participate in regional/global SDC conferences	1 event	2	3	3	≥3; membership maintained
Provide policy briefs to government	2 briefs	2	2	3	≥4 briefs adopted
Offer lifelong learning seminars	2 seminars	3	3	4	Annual programme
Centre for Quality Assurance					
Goal 1: Academic Excellence					
Number of degree programmes reviewed by the CQA in propotinate to the submitted number.	100%	100%	100%	100%	100%

Activity & KPI	2026	2027	2028	2029	2030
Number of awareness programmes on compliance with reference points and standards	5	6	7	8	10
Proportion of linking all feedback mechanisms to MIS	10%	20%	30%	50%	100%
Progress of developing the Policy on peer evaluation	50%	100%	100%	100%	100%
Progress of developing a policy on work-based/industrial placement.	50%	80%	100%	100%	100%
Progress of developing a directory of resources for work-based/ industry placement	10%	20%	30%	50%	100%
Progress of developing a policy and guidelines on teaching-learning and assessment for students with special needs	80%	90%	100%	100%	100%
Progress of developing the Policy and Bylaws of postgraduate supervision	50%	70%	100%	100%	100%
Goal 2: Research, Innovation and Partnerships					
Number of QA-related publications	2	4	6	7	10
Progress of developing the Policy on Research Publication	50%	70%	100%	100%	100%
Goal 03: Human Capital Development					
Progress of developing and implementing a multi-dimensional performance appraisal and reward scheme	50%	70%	90%	100%	100%
Progress of developing the grievance handling policy for staff	50%	80%	100%	100%	100%
Progress of developing policies and guidelines on occupational health and safety at the workplace	50%	80%	100%	100%	100%
Goal 4: Infrastructure & Digital Transformation					
4.1. Progress of locating the CQA in the common premises	20%	30%	50%	70%	100%
Goal 5: Finance Resilience					
Allocation of proportions of income generated by the programmes/projects/activities reviewed/contributed by the CQA	50%	80%	100%	100%	100%
Goal 6: Outstanding Student Experience					
Updated Student Handbook	50%	80%	100%	100%	100%
Progress of developing the Policy on zero-tolerance to ragging and any form of intimidation or harassment	50%	90%	100%	100%	100%
Progress of developing the Policy on Distance Education	50%	80%	90%	100%	100%
Goal 7: National Development, Global Presence and Sustainability					
Progress of developing the Policy on income generation through outreach activities	50%	90%	100%	100%	100%
Centre for Sustainability					
Goal 1: Learning & Education					
Students in training programs					
- Industrial internship placements	25	30	35	40	45
- International students hosted	03	05	07	08	10
Participants in short courses	50	75	100	125	150

Activity & KPI	2026	2027	2028	2029	2030
Employability within six months (%)	75%	78%	82%	85%	88%
New training programs developed	01	02	02	02	02
Corporate partnerships (MoUs signed)	08	10	12	14	15
Goal 2: Research, Innovation and Partnerships					
Research publications					
- Indexed/peer-reviewed journals	3	5	6	7	8
- Local publications	2	3	3	4	5
- Conference papers	2	2	3	4	5
Research grants secured (No.)	2	3	4	5	6
Joint research projects (international/local HEIs)	2	3	4	4	5
New commercial services launched (Cumulative)	1	2	3	4	5
5. Consultancy projects completed	1	2	3	4	5
Goal 03: Human Capital Development					
Staff members					
- Full-time professional staff	2	3	4	5	6
- External consultants engaged	5	7	8	10	12
- Academic staff involved	12	15	15	18	20
Stakeholder networking events	4	4	5	5	6
National agency partnerships	3	4	5	6	7
Staff capacity building programs	2	3	3	4	4
Goal 4: Infrastructure & Digital Transformation					
Yagirala Forest Reserve upgrades					
- Indoor training facilities					
- Accommodation capacity (persons)	40	50	70	80	100
- Ecotourism visitors	50	60	70	70	100
Iththepana Mangrove Research Centre upgrades					
- Research equipment units	1	2	3	3	3
Dedicated vehicles available	1	1	2	2	3
Digital infrastructure systems operational	1	1	2	2	3
Goal 5: Finance Resilience					
Generated funds through fee-levying courses ***(Short course on integrated solid waste management and Ecotourism)*** (LKR Million)	1.0	1.25	1.50	1.75	2.0
Revenue from consultancy and training (LKR Million)	4	5.5	7	9	11
Goal 6: Outstanding student experience					

Activity & KPI	2026	2027	2028	2029	2030
Student satisfaction score (out of 5)	4.0	4.2	4.3	4.5	4.7
Students involved in research projects (%)	40%	45%	50%	55%	60%
International exchange students (outbound)	2	3	4	5	6
Team-based projects completed	05	10	12	15	20
Student employment in environmental sector (%)	40%	45%	50%	60%	75%
Goal 7: National Development, Global Presence and Sustainability					
CSR/SCR projects implemented	3	4	6	8	10
National level consultancy/advisory positions	3	4	5	5	6
Companies Awarded LEAP Certification (Cumulative)	2	4	6	7	8
Corporate Training Workshops/Programs Conducted (No. per year)	4	5	6	7	8
Community outreach events	5	6	7	8	10
Policy contributions/technical reports	2	3	4	5	6
Public awareness campaign reach (persons)	100	150	175	200	300
EIA/LCA assessments completed	5	10	15	20	20

SECTION VI:

FINANCIAL BUDGETS 2026-2030

University of Sri Jayewardenapura
Budget Estimate 2026 - 2030

Budget Estimates - 2026-2030
Head No: 214 - UNIVERSITY GRANTS COMMISSION
SUMMARY : INCOME & EXPENDITURE ESTIMATES
University of Sir Jayewardenepura

Rs. '000

Object Code	Category / Object Title	Format No	Actual 2024	Actual up to 30.06.2025	Estimate 2026	Projection			
						2027	2028	2029	2030
	1. INCOME								
	1.1 Internal Revenue	II	1,781,220	214,507	2,455,892	1,203,109	1,323,420	1,455,762	1,601,338
	1.2 Other Grants	II	2,777,943	775,810	7,200	-	-	-	-
	1.3 Government Grants								
	Recurrent Grants	II	6,659,500	3,471,000	9,139,105	9,412,523	10,353,776	10,948,083	11,579,767
	Capital Grants	II	1,250,000	469,000	4,024,396	5,034,810	4,725,210	1,323,231	1,362,354
	TOTAL INCOME		**12,468,663**	**4,930,317**	**15,626,594**	**15,650,443**	**16,402,406**	**13,727,076**	**14,543,459**
	2. EXPENDITURE								
1503	**RECURRENT EXPENDITURE**	III	**7,784,613**	**3,587,172**	**10,384,923**	**10,615,632**	**11,677,196**	**12,403,845**	**13,181,105**
	Personal Emoluments		5,784,082	3,100,431	8,024,774	8,019,468	8,821,415	9,262,486	9,725,610
	Travelling Expenses		21,428	8,367	102,737	113,011	124,312	136,743	150,417
	Supplies		146,639	48,189	188,141	206,955	227,651	250,416	275,458
	Maintenance Expenditure		58,157	19,649	75,697	83,266	91,593	100,752	110,828
	Contractual Services		855,400	349,592	1,112,020	1,223,222	1,345,544	1,480,099	1,628,108
	Other		918,907	60,944	881,554	969,710	1,066,681	1,173,349	1,290,684
	Financial Assistance to Students *(Not applicable for the Universities & HEIs)*								
2201	**CAPITAL EXPENDITURE**		**4,067,943**	**1,256,810**	**5,241,670**	**5,034,810**	**4,725,210**	**1,323,231**	**1,362,354**
	Rehabilitation and Improvement of Capital Assets	IV	145,000	38,000	515,465	206,000	224,000	248,700	278,370
	Acquisition of Fixed Assets	V	155,577	37,000	1,664,592	318,000	359,000	388,900	361,790
	Construction Projects - Continuation	VI	840,000	370,000	94,436	-	-	-	-
	Construction Projects - New	VII		-	2,485,577	4,127,810	3,783,000	300,000	300,000
	Human Capital Development Projects	VIII	8,000	4,000	98,400	33,000	34,210	35,631	37,194
	Research and Development	IX	101,423	-	376,000	350,000	325,000	350,000	385,000
	Continuation of Budget Proposals	X	40,000	32,000	-	-	-	-	-
	Projects Operated Utilizing Other Grants	XI	2,777,943	775,810	7,200	-	-	-	-
	TOTAL EXPENDITURE		**11,852,556**	**4,843,982**	**15,626,594**	**15,650,442**	**16,402,406**	**13,727,076**	**14,543,459**

Note: The Formats submitted without providing the required information will not be considered for the Estimates 2026.

Format II

INCOME ESTIMATES

Rs. '000

	Category / Object Title	Forma	Actual 2024	Actual up to 30.06.2025	Estimate 2026	Projection			
						2027	2028	2029	2030
1.1	**INTERNAL REVENUE**		-	-	-	-	-		
	Transfer from Development Fund		-	-	-	-	-	-	-
	(Refer para 5.5.1 & 5.5.2 of Commission Circular N		132,635	15,669	1,310,074	-	-	-	-
			-	-	-	-	-	-	-
	Other Income		-	-	-	-	-	-	-
	Registration fees		113,916	14,733	85,000	89,250	98,175	107,993	118,791.75
	Tuition fees		13,643	5,310	12,000	12,600	13,860	15,246	16,770.60
	Examination Fees		5,717	3,356	5,774	6,063	6,669	7,336	8,069.69
	Income from Self Financing Activities *(Refer Commission Circular No. 04/2016)*		756,201	-	625,000	656,250	721,875	794,063	873,468.75
	Interest from Investments		528,455	123,270	250,000	262,500	288,750	317,625	349,387.50
	Interest from Loans & Advances		4,133	957	4,500	4,725	5,198	5,717	6,288.98
	Rent from properties		10,252	3,749	10,355	10,872	11,959	13,155	14,470.96
	Library subscriptions		2,195	666	2,217	2,328	2,561	2,817	3,098.30
	Sale of produce		-	-	-	-	-	-	-
	Sale of Publications		7	-	7	7	8	9	9.88
	Library Fines		936	-	945	993	1,092	1,201	1,321.19
	Services rendered to outsiders - Bond Violat		163,605	8,283	100,000	105,000	115,500	127,050	139,755.00
	Proceeds from Ancillary Activities		31,468	32,132	31,783	33,372	36,709	40,380	44,417.88
	Medical Fees		832	639	840	882	971	1,068	1,174.39
	Hostel Fees		6,668	3,093	6,735	7,071	7,779	8,556	9,412.05
	Other		10,557	2,650	10,663	11,196	12,315	13,547	14,901.47
	TOTAL INTERNAL REVENUE		1,781,220	214,507	2,455,892	1,203,109	1,323,420	1,455,762	1,601,338
1.2	**OTHER GRANTS**	X	**2,777,943**	**775,810**	**7,200**			-	-
	TOTAL OTHER GRANTS		**2,777,943**	**775,810**	**7,200**	**-**	**-**	**-**	**-**
1.3	**GOVERNMENT GRANTS**								
	Recurrent Grants								
	Personal Emoluments		5,909,500	3,100,000	8,024,774	8,019,468	8,821,415	9,262,486	9,725,610
	Other Recurrent		750,000	371,000	1,114,331	1,393,055	1,532,361	1,685,597	1,854,157
	Total Recurrent Grant		**6,659,500**	**3,471,000**	**9,139,105**	**9,412,523**	**10,353,776**	**10,948,083**	**11,579,767**
	Capital Grants								
	Rehabilitation and Improvement of Capital Assets	IV	145,000	38,000	493,731	206,000	224,000	248,700	278,370
	Acquisition of Fixed Assets	V	155,577	37,000	1,426,252	318,000	359,000	388,900	361,790
	Construction Projects - Continuation	VI	840,000	370,000	94,436	-	-		
	Construction Projects - New	VII	-	-	1,535,577	4,127,810	3,783,000	300,000	300,000
	Human Capital Development Projects	VII	8,000	4,000	98,400	33,000	34,210	35,631	37,194
	Research and Development	IX	101,423	20,000	376,000	350,000	325,000	350,000	385,000
	Continuation of Budget Proposals	X	-	N/A	N/A	N/A	N/A	N/A	N/A
	Total Capital Grant		**1,250,000**	**469,000**	**4,024,396**	**5,034,810**	**4,725,210**	**1,323,231**	**1,362,354**
	TOTAL INCOME		**12,468,663**	**4,930,317**	**15,626,594**	**15,650,443**	**16,402,406**	**13,727,076**	**14,543,459**

N/A - Not applicable

Note: The Formats submitted without providing the required information will not be considered for the Estimates 2026.

Format III

RECURRENT EXPENDITURE ESTIMATES

Rs. '000

Category / Object Title	Actual 2024	Actual up to 30.06.2025	Estimate 2026	Projection			
				2027	2028	2029	2030
Personal Emoluments - (Format XII , XIII , XVI & XVII)							
Salaries and Wages	1,775,753	1,173,413	2,721,684	2,993,852	3,293,238	3,457,900	3,630,794
UPF Contribution	387,828	218,067	352,956	388,252	427,077	448,431	470,852
Pension - 8%	216,444	118,592	403,380	443,718	488,090	512,494	538,119
ETF Contribution - 3%	119,603	67,283	151,272	166,399	183,039	192,191	201,801
Academic Allowance	1,664,898	891,776	1,860,180	2,046,198	2,250,818	2,363,359	2,481,527
Cost of Living Allowance	405,678	242,993	468,108	514,919	566,411	594,731	624,468
Research Allowance	293,630	180,584	338,952	372,847	410,132	430,639	452,170
20% Additional Monthly Allowance	268,379	69,022	NA	NA	NA	NA	NA
Monthly Compensatory Allowance	210,579	118,306	268,812	295,693	325,263	341,526	358,602
Monthly Allowance (Rs.5,000/-)	122,960	31,094	NA	NA	NA	NA	NA
Unpaid amount	-	(133,280)	(274,692)	-	-	-	-
Overtime	99,062	54,633	138,684	152,552	167,808	176,198	185,008
Holiday Payments	520	244	4,152	4,567	5,024	5,275	5,539
Communication Allowance	-	-	4,476	4,924	5,416	5,687	5,971
Transport Allowance	1,729	1,000	3,600	3,960	4,356	4,574	4,802
Fuel Allowance	6,350	2,895	13,068	14,375	15,812	16,603	17,433
Other Allowances - *Please specify*	-	-	-	-	-	-	-
Acting Pay	2,092	1,030	1,488	1,637	1,800	1,891	1,985
Entertainment Allowance	11,183	3,419	9,408	10,349	11,384	11,953	12,551
Dean Allowance	198	108	180	198	218	229	240
Head of the Department Allowance	960	480	936	1,030	1,133	1,189	1,249
Equalization Allowance	156	78	168	185	203	213	224
Other Allowances	15,233	6,621	2,556	2,812	3,093	3,247	3,410
Arrears if any	-	-	111,203	122,323	134,556	141,283	148,348
Visiting Lecture Fees	37,114	18,171	65,000	71,500	78,650	82,583	86,712
Gratuity Payments	143,733	33,902	233,799	257,179	282,897	297,042	311,894
Planned Recruitments - Academic	-	-	845,797	100,000	110,000	115,500	121,275
Planned Recruitments - Non Academic	-	-	299,607	50,000	55,000	57,750	60,638
Sub Total	**5,784,082**	**3,100,431**	**8,024,774**	**8,019,468**	**8,821,415**	**9,262,486**	**9,725,610**
Travelling Expenses							
Domestic	2,380	1,362	2,737	3,011	3,312	3,643	4,007
Foreign	19,048	7,005	100,000	110,000	121,000	133,100	146,410
Sub Total	**21,428**	**8,367**	**102,737**	**113,011**	**124,312**	**136,743**	**150,417**
Supplies							
Stationery and Office Requisites	59,284	20,535	74,105	81,516	89,667	98,634	108,497
Fuel & Lubricants	32,978	17,655	45,225	49,748	54,722	60,194	66,214
Uniforms	6,492	78	8,115	8,927	9,819	10,801	11,881
Mechanical & Electrical goods	2,355	770	2,944	3,238	3,562	3,918	4,310
Chemicals & Glassware	22,183	4,227	27,729	30,502	33,552	36,907	40,598
Medical Supplies	2,128	2,149	3,500	3,850	4,235	4,659	5,124
Other	21,219	2,775	26,524	29,176	32,094	35,303	38,833
Sub Total	**146,639**	**48,189**	**188,141**	**206,955**	**227,651**	**250,416**	**275,458**
Maintenance Expenditure							
Vehicles	14,166	5,591	20,708	22,779	25,057	27,562	30,319
Plant, Machinery and Equipment	42,890	13,336	53,613	58,974	64,871	71,358	78,494
Buildings and Structures	539	168	674	741	815	897	986
Furniture	220	224	275	303	333	366	403
Other	342	330	428	470	517	569	626
Sub Total	**58,157**	**19,649**	**75,697**	**83,266**	**91,593**	**100,752**	**110,828**

Format III

RECURRENT EXPENDITURE ESTIMATES

Rs. '000

Category / Object Title	Actual 2024	Actual up to 30.06.2025	Estimate 2026	Projection			
				2027	2028	2029	2030
Contractual Services							
Transport	896	1,051	1,165	1,281	1,409	1,550	1,705
Telecommunication	41,253	24,159	53,629	58,992	64,891	71,380	78,518
Postal Charges	15,394	3,054	20,012	22,013	24,215	26,636	29,300
Electricity	240,609	112,511	312,792	344,071	378,478	416,326	457,958
Water	73,242	50,436	95,215	104,736	115,210	126,731	139,404
Rates and Local Taxes	7,387	702	9,603	10,563	11,620	12,782	14,060
Rental & Hire Charges	125,716	57,286	163,431	179,774	197,751	217,526	239,279
Security Services	67,695	38,157	88,004	96,804	106,484	117,133	128,846
Cleaning Services	260,778	58,585	339,011	372,913	410,204	451,224	496,347
Printing, Advertising etc.,	7,992	2,082	10,390	11,429	12,571	13,829	15,211
Other	14,438	1,569	18,769	20,646	22,711	24,982	27,480
Sub Total	**855,400**	**349,592**	**1,112,020**	**1,223,222**	**1,345,544**	**1,480,099**	**1,628,108**
Other Recurrent Expenditure							
Travel grants to University Teachers	-	-	-	-	-	-	-
Special Services - Council & Committees	6,595	1,154	8,244	9,068	9,975	10,972	12,070
-Do- Professional & Other Fees	12,738	2,310	15,923	17,515	19,266	21,193	23,312
Workshops, Seminars	7,337	94	9,171	10,088	11,097	12,207	13,428
Academic Research & Publications	188	146	235	259	284	313	344
Staff Development (Training for Teachers, Administrators & Other Employees)	9,829	2,490	12,286	13,515	14,866	16,353	17,988
Postgraduate Research & Scholarships	50	-	63	69	76	83	92
Course Materials for Students & Learning Facility Improvement	598	285	748	822	904	995	1,094
Industry Internships, Practical & Career Guidance	6,507	2,678	8,134	8,947	9,842	10,826	11,909
Student Development Initiatives & Community Relations	12,857	2,961	16,071	17,678	19,446	21,391	23,530
University Sports Activities	17,204	765	21,505	23,656	26,021	28,623	31,485
Student Welfare, Student Councils & Social Harmony	479	90	10,000	11,000	12,100	13,310	14,641
Employee Welfare & Medical Assistance	-	-	30,000	33,000	36,300	39,930	43,923
Corporate Planning, Governance & Outreach	-	-	-	-	-	-	-
Grants to other Organizations	-	-	-	-	-	-	-
Interest subsidy on property loan	4,774	1,964	5,968	6,564	7,221	7,943	8,737
Holiday Warrants Season Tickets	6,345	1,603	7,931	8,724	9,597	10,556	11,612
Convocation Expenses	18,446	-	23,058	25,363	27,900	30,690	33,758
Entertainment Expenses	11,925	2,867	14,906	16,397	18,037	19,840	21,824
Bank Charges	51	42	64	70	77	85	93
Awards & Indemnities	59	-	74	81	89	98	108
Contributions & Membership Fees	3,010	475	3,763	4,139	4,553	5,008	5,509
Examination Expenses	47,240	2,542	59,050	64,955	71,451	78,596	86,455
Direct Expenses - Self Financing Activities *(5.5.1 of Commission Circular No. 04/2016)*	679,613	17,436	543,036	597,339	657,073	722,780	795,058
Indirect Expenses - Self Financing Activities *(5.5.1 of Commission Circular No. 04/2016)*	68,304	20,237	85,380	93,918	103,310	113,641	125,005
Other	4,758	805	5,948	6,542	7,196	7,916	8,708
Sub Total	**918,907**	**60,944**	**881,554**	**969,710**	**1,066,681**	**1,173,349**	**1,290,684**
Financial Assistance to Students							
Bursary Payments *(Not applicable for the Universities & HEIs)*							
Mahapola Payments *(Not applicable for the Universities & HEIs)*							
Sub Total							
TOTAL RECURRENT EXPENDITURE							

Note: The Formats submitted without providing the required information will not be considered for the Estimates 2026.

Format IV

Budget Estimates - 2026

HEAD NO: 214 - UNIVERSITY GRANTS COMMISSION

REHABILITATION & IMPROVEMENT OF CAPITAL ASSETS

University of Sri Jayewardenepura

Rs. '000

	Project Name	Faculty .. / General	Actual Expenditure 2024 (Format I)	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I)	Estimated Expenditure 2026		Projection			
					GOSL (Format II - 1.3)	Internal Revenue	2027	2028	2029	2030
Building & Structure										
1	Building & Structure - Common				1,000	-	150,000	175,000	192,500	211,750
2	Blinds	Faculty of Applied Sciences			521	-	-	-	-	-
3	7th (final) floor of the New Faculty Complex and its sewerage disposal system, fire alarms, gutters, elevators, and color wash for the entire building.	Faculty of Applied Sciences			20,000.00	-	-	-	-	-
4	Roof repair: Two blocks of the Zoology Department, the old block of the Botany Department, the Sports Science Department, and the Physics Department	Faculty of Applied Sciences			15,500.00	-	-	-	-	-
5	Extensions for space increase: The Mathematics Department, Genetics and Molecular Biology Unit	Faculty of Applied Sciences			13,000.00	-	-	-	-	-
6	Interior partition for lecturers/office: The Polymer Science Department, the Mathematics Department, the Food Science and Technology Department	Faculty of Applied Sciences			1,200.00	-	-	-	-	-
7	Washrooms: All the washrooms of the New Faculty Complex	Faculty of Applied Sciences			5,000.00	-	-	-	-	-
8	Laboratory construction: The Polymer Science Department and Computer Science Department	Faculty of Applied Sciences			5,000.00	-	-	-	-	-
9	Roof for the staircase of the Instrument Centre	Faculty of Applied Sciences			5,000.00	-	-	-	-	-
#	Partitioning of the office areas	Faculty of Dental Sciences			750	-	-	-	-	-
#	New fittings and renovation of 2 washrooms	Faculty of Dental Sciences			750	-	-	-	-	-

Budget Estimates - 2026

HEAD NO: 214 - UNIVERSITY GRANTS COMMISSION

REHABILITATION & IMPROVEMENT OF CAPITAL ASSETS

University of Sri Jayewardenepura

Rs. '000

	Project Name	Faculty .. / General	Actual Expenditure 2024 (Format I)	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I)	Estimated Expenditure 2026		Projection			
					GOSL (Format II - 1.3)	Internal Revenue	2027	2028	2029	2030
#	Waste water drainage system	Faculty of Dental Sciences			750	-	-	-	-	-
#	Air Conditioners for clinical setting and faculty premises	Faculty of Dental Sciences			1,000	-	-	-	-	-
#	Necessary minor Construction Works ad Rehabilitation Works	Faculty of Dental Sciences			5,000	-	-	-	-	-
#	Renovation of Entrance of Sumangala Building	Faculty of Huminities &			18,000	-	-	-	-	-
#	Renovation External Painting of Sumangala Building	Faculty of Huminities &			9,000	-	-	-	-	-
#	Expansion of the Sumangala Board Room and Lobby area	Faculty of Huminities &			14,000	-	-	-	-	-
#	Renovation of Department of Sinhala	Faculty of Huminities &			25,000	-	-	-	-	-
#	Partitioning of Department of History & Archeology	Faculty of Huminities &			20,000	-	-	-	-	-
#	Renovation of Department of English Computer Lab	Faculty of Huminities &			30,000	-	-	-	-	-
#	Renovation of Wimarshana Lecturer Hall	Faculty of Huminities &			23,000	-	-	-	-	-
#	Renovation of Computer lab & server room in ground floor of Sumangala Building	Faculty of Huminities & Social Sciences			32,000	-	-	-	-	-
#	Renovation of a toilet in Department of Geography	Faculty of Huminities &			3,000	-	-	-	-	-
#	Renovation of Department of ICT	Faculty of Huminities &	122,341	23,000	7,000	-	-	-	-	-
#	Partitioning of two rooms in Department of Pali	Faculty of Huminities &			5,000	-	-	-	-	-
#	Painting of corridor & computer lab in Department of Social Statistics	Faculty of Huminities &			3,000	-	-	-	-	-
#	Contruction Fire Exit for the Pathology Extension Building	Faculty of Medical Sciences			4,000	-	-	-	-	-

Budget Estimates - 2026

HEAD NO: 214 - UNIVERSITY GRANTS COMMISSION

REHABILITATION & IMPROVEMENT OF CAPITAL ASSETS

University of Sri Jayewardenepura

Rs. '000

	Project Name	Faculty .. / General	Actual Expenditure 2024 (Format I)	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I)	Estimated Expenditure 2026		Projection			
					GOSL (Format II - 1.3)	Internal Revenue	2027	2028	2029	2030
#	Repaire and development of the 3rd (top) floor anatomy roof	Faculty of Medical Sciences			3,500	-	-	-	-	-
#	Anatomy Building Colour Wash	Faculty of Medical Sciences			8,000	-	-	-	-	-
#	Phase IV Building Colour Wash	Faculty of Medical Sciences			15,000	-	-	-	-	-
#	Departmentof Pathology renovation	Faculty of Medical Sciences			2,000	-	-	-	-	-
#	Ground floor rennovation at Taxila Building, Kohuwala	Faculty of Urban & Aquatic			22,000	-	-	-	-	-
#	Workshop and a make-a-space laboratory	Faculty of Urban & Aquatic			1,000	-	3,000	-	-	-
#	Graden landscaping with urban farming concepts	Faculty of Urban & Aquatic			1,500	-	1,000	-	-	-
#	Vertical structures for vertical farming at the Taxila site itself	Faculty of Urban & Aquatic			1,000	-	2,000	-	-	-
#	Extension of first floor renovation	Faculty of Urban & Aquatic			3,000	-	-	-	-	-
#	Sewerage Treatment Plant Staff Quarters, Abeyrathne Mawatha	General			20,000	-	-	-	-	-
#	Boundary Wall with Gate (Front side) at Abeyrathne Mawatha Staff Quarters	General			3,500	-	-	-	-	-
#	BaanceConstruction work of the LBIDD Building	General			10,000	-	-	-	-	-
#	Renovation of Thakshila Building at Kohuwala Junction ,Stage I, University of Sri Jayewardenepura	General			-	21,734	-	-	-	-
#	Proposed ELV System for the multipurpose building for Faculty of Humanities & Social Sciences	General			1,960	-	-	-	-	-
#	Completion of the Ground Floor New Anatomy Building , Faculty of Medical Sciences	General			466	-	-	-	-	-

Budget Estimates - 2026

HEAD NO: 214 - UNIVERSITY GRANTS COMMISSION

REHABILITATION & IMPROVEMENT OF CAPITAL ASSETS

University of Sri Jayewardenepura

Rs. '000

	Project Name	Faculty .. / General	Actual Expenditure 2024 (Format I)	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I)	Estimated Expenditure 2026		Projection			
					GOSL (Format II - 1.3)	Internal Revenue	2027	2028	2029	2030
#	Completion of the Roof Work of the New Anatomy Building , Faculty of Medical Sciences	General			589	-	-	-	-	-
#	Supply, Installation and Commissioning of 250Kva Generator for the National Institute of Allergy and Immunology (NIAI)	General			547	-	-	-	-	-
#	Supply & Fixing Coolapsible Partition Space Divide for Prof. Wimal Balagalle Hall, FHSS	General			75	-	-	-	-	-
#	Design & Build of Construction of Sewerage Treatment Plant for the National Institute of Allergy and Immunology (NIAI)	General			1,333	-	-	-	-	-
#	Construction of Temporaray Study Area for Professorial Medcial Unit at Teaching Hospital, Kalubowila , FMS	General			647	-	-	-	-	-
#	Renovation of University Hostel Complex	General			40,000	-	-	-	-	-
#	Renovation of Sirigalmawatha Hostel	General			18,000	-	-	-	-	-
#	Rehabilitation of University Main Play Ground	General			20,000	-	-	-	-	-
#	Rehabilitation of University Faculty of Technology Play Ground				10,000	-	-	-	-	-
Sub Total			**122,341**	**23,000**	**451,588**	**21,734**	**156,000**	**175,000**	**192,500**	**211,750**
Plant & Machinery										
1	Hydrophonics system	Faculty of Urban & Aquatic				-	2,000		-	-
2	Mini Green house	"			2,500	-			-	-
3	Aquarium	"				-	1,000		-	-

Budget Estimates - 2026

HEAD NO: 214 - UNIVERSITY GRANTS COMMISSION

REHABILITATION & IMPROVEMENT OF CAPITAL ASSETS

University of Sri Jayewardenepura

Rs. '000

	Project Name	Faculty .. / General	Actual Expenditure 2024 (Format I)	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I)	Estimated Expenditure 2026		Projection			
					GOSL (Format II - 1.3)	Internal Revenue	2027	2028	2029	2030
4	Natural light simulators (with filter types)	"	5,000	7,000	1,000	-			-	-
5	Plant & Machinery	Faculty of Allied Health Sciences			1,000	-	1,000	1,000	1,100	1,210
6	Plant & Machinery Repaires	Faculty of Applied Sciences			5,500	-			-	-
7	Plant & Machinery repairing & servicing	Faculty of Humanities &			3,500		4,000	4,500	4,950	5,445
8	Plant & Machinery Repaires	Faculty of Medical Sciences			1,783	-			-	-
9	Plant & Machinery Repaires - Common						10,000	15,000	17,000	20,000
Sub Total			**5,000**	**7,000**	**15,283**	**-**	**18,000**	**20,500**	**23,050**	**26,655**
Vehicles										
1	Repair of Vehical		7,659	5,000	7,000		8,000	10,000	11,000	12,100
Sub Total			**7,659**	**5,000**	**7,000**	**-**	**8,000**	**10,000**	**11,000**	**12,100**
Furniture, Lab & Office Equipment										
1	Laboratory Benches	Faculty of Urban & Aquatic	10,000	3,000	5,000	-			-	-
2	Fire resistant cup-boards	Faculty of Urban & Aquatic			4,500	-			-	-
3	Chemical/acid resistant cup-boards	Faculty of Urban & Aquatic				-	4,500		-	-
4	Respiratory masks, boots, safety overalls etc	Faculty of Urban & Aquatic			2,500	-			-	-
5	Fire extinguishers	Faculty of Urban & Aquatic			1,000	-	1,000		-	-
6	Student study area in research labs- Furniture	Faculty of Urban & Aquatic			-	-	3,000		-	-

Budget Estimates - 2026

HEAD NO: 214 - UNIVERSITY GRANTS COMMISSION

REHABILITATION & IMPROVEMENT OF CAPITAL ASSETS

University of Sri Jayewardenepura

Rs. '000

	Project Name	Faculty .. / General	Actual Expenditure 2024 (Format I)	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I)	Estimated Expenditure 2026		Projection			
					GOSL (Format II - 1.3)	Internal Revenue	2027	2028	2029	2030
7	Furniture, Lab & Office Equipment	Faculty of Allied Health Sciences			1,000	-	1,000	1,000	1,100	1,210
8	Furniture repairing	Faculty of Humanities &			1,500		2,000	2,500	2,750	3,025
9	Office equipment repairing	Faculty of Humanities &			2,200		2,500	3,000	3,300	3,630
#	Furniture, Lab & Office Equipment	Faculty of Medical Sciences			2,160				-	-
#	Furniture, Lab & Office Equipment - Cmman						10,000	12,000	15,000	20,000
Sub Total			**10,000**	**3,000**	**19,860**	**-**	**24,000**	**18,500**	**22,150**	**27,865**
Total			**145,000**	**38,000**	**493,731**	**21,734**	**206,000**	**224,000**	**248,700**	**278,370**

Budget Estimates - 2026

HEAD NO: 214 - UNIVERSITY GRANTS COMMISSION

ACQUISITION OF FIXED ASSETS

University of Sri Jayewardenepura

Rs. '000

	Project Name	Faculty .. / General	Actual Expenditure 2024 (Format I)	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I)	Estimated Expenditure 2026		Projection			
					GOSL (Format II - 1.3)	Internal Revenue	2027	2028	2029	2030
Land, Building & Structure										
1	Acquisition of Egodawatta 4th Lane Land					80,000	-	-	-	-
2	Hemawimana Land					100,000	-	-	-	-
Sub Total			**-**	**-**	**-**	**180,000**	**-**	**-**	**-**	**-**
Plant & Machinery										
1	Plant & Machinery Equipment's	Faculty of Allied			15,065	-	10,000	15,000	16,500	18,150
2	Plant & Machinery Equipment's	Faculty of Applied			3,415	-				
3	Plant & Machinery Equipment's	Faculty of Humanities			53,640	-				
Sub Total			**-**	**-**	**72,120**	**-**	**10,000**	**15,000**	**16,500**	**18,150**
Furniture, Lab & Office Equipment										
1	Furniture, Lab & Office Equipment	Faculty of Allied	90,577	26,000	201,545		150,000	175,000	192,500	211,750
2	Furniture, Lab & Office Equipment	Faculty of Applied			43,060	-				
3	Furniture, Lab & Office Equipment	Faculty of Computing			310,140	-				
4	Furniture, Lab & Office Equipment	Faculty of Humanities			9,073	-				
5	Furniture, Lab & Office Equipment	Faculty of Management			103,100	-				
6	Furniture, Lab & Office Equipment	Faculty of Medical			134,840	-				
7	Furniture, Lab & Office Equipment	Faculty of Dental			3,440	-				
8	Furniture, Lab & Office Equipment	Faculty of Urban &			51,230	-				
9	Furniture, Lab & Office Equipment	General			401,180	-				
#	Furniture, Lab & Office Equipment	Faculty of Graduate			-	23,190				
#	Furniture, Lab & Office Equipment	External Degrees &			-	35,150				
Sub Total			**90,577**	**26,000**	**1,257,608**	**58,340**	**150,000**	**175,000**	**192,500**	**211,750**
Vehicles										
1	Van	Faculty of Allied			20,000	-	-	-	-	-
Sub Total			**-**	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**
Books & Periodicals										
1	**Books & Periodicals**	Faculty of Allied	25,000	5,000	1,000	-	1,000	1,000	1,100	1,210
2	books & Periodicals	Library			55,000	-	60,000	65,000	71,500	78,650
Sub Total			**25,000**	**5,000**	**56,000**	**-**	**61,000**	**66,000**	**72,600**	**79,860**
Sports Goods										
1	**Sports Goods**	Faculty of Applied	10,000	5,000	4,024	-	7,000	8,000	8,800	9,680
2	**Sports Goods**	Physical Education		-	15,000	-	30,000	35,000	38,500	42,350
Sub Total			**10,000**	**5,000**	**19,024**	**-**	**37,000**	**43,000**	**47,300**	**52,030**
IT - (System / Software)										
1	Computer laboratory (38 nos. of new desktop computers)	Faculty of Urban &	30,000	1,000	-	-	60,000	60,000	60,000	-
2	Software for Aquatic/ Urban architecture	Faculty of Urban &			500	-				
3	Electronic items for ICT in Smart Farming courses	Faculty of Urban &			1,000	-				
Sub Total			**30,000**	**1,000**	**1,500**	**-**	**60,000**	**60,000**	**60,000**	**-**
Total			**155,577**	**37,000**	**1,426,252**	**238,340**	**318,000**	**359,000**	**388,900**	**361,790**

Note : The Formats submitted without providing the required information will not be considered for the Estimates 2026.

Budget Estimates - 2026

Head No: 214 - UNIVERSITY GRANTS COMMISSION

CONSTRUCTION PROJECTS - CONTINUATION

University of Sri Jayewardenepura

Name of the Construction Project	Original / Amended TCE Rs.'000	Awarded Value (With Tax) Rs.'000	Implementation Period		Cumulative Expenditure up to 31.12.2024 Rs. '000	Actual Expenditure 2024 (Format I) Rs. '000	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I) Rs. '000	Status of the Building *(refer note)*	Estimated Expenditure 2026		Projection			
			Date of Start	Expected date of Completion					GOSL (Format II - 1.3)	Internal Revenue	2027 Rs.'000	2028 Rs.'000	2029 Rs.'000	2030 Rs.'000
Construction of Multipurpose Building - Faculty of Humanities & Social Sciences	1,902,433	1,278,600	15.05.2020	31.01.2024	1,809,810	270,000	65,000		34,924	-	-	-	-	-
Construction of Multipurpose Building - Faculty of Management Studies & Commerce	2,403,019	1,598,400	15.07.2020	11.07.2024	2,066,310	530,000	285,000		43,659	-	-	-	-	-
Extension of Faculty of Applied Sciences Building 7 & 8 Floor	200,000	171,013	01.10.2023	31.12.2025	44,870	40,000	20,000		15,853	-	-	-	-	-
Construction of Golden Jubile Auditorium - Stage 1, Extenstion to the Existing Gymnasium	1,407,000	118,995			5,795	-	-		-	-	-	-	-	-
Total	**5,912,452**	**3,167,008**	**-**	**-**	**3,926,785**	**840,000**	**370,000**	**-**	**94,436**	**-**	**-**	**-**	**-**	**-**

Note:-

A. - Ongoing

B. - Physically completed - Bills to be paid

C. - Physically Completed - Retention to be paid

The Formats submitted without providing the required information will not be considered for the Estimates 2026.

Budget Estimates - 2026

Head No: 214 - UNIVERSITY GRANTS COMMISSION

CONSTRUCTION PROJECTS - NEW

University of Sri Jayewardenepura

Name of the Construction Project	Original / Amended TCE Rs. '000	Cabinet Approved Date	Stage of Procurement Process	Implementation Period		Preliminary Expenditure up to 30.06.2025 Rs. '000	Estimated Expenditure 2026		Projection			
				Expected Date of Award	Expected date of Completion		GOSL (Format II - 1.3)	Internal Revenue	2027 Rs.'000	2028 Rs.'000	2029 Rs.'000	2030 Rs.'000
Construction of Student Activity Center (Re-scope), University of Sri Jayewardenepura (Original project: Construction of a State of the Art Golden Jubilee Commemoration Auditorium with 2000 seating capacity)	950,000	03.01.2014 (under Township Project)	Revised Project Proposal sent to the National Planning on 11.06.2025.	-	-	-	-	150,000	300,000	500,000	-	-
Construction of a Multifunctional 7 storied building for the common use of Internal and External Students	1,794,000	Cabinet Approval on 07.05.2019	Revied proposal sent MoHE on 15.03.2024	-	-	-	-	400,000	644,500	794,000	-	-
Completion of New building (G+7) of the New Building, Faculty of Applied Sciences	1,281,489	06.07.2007 (Cabinet memo)	Draft Cabinet Memo submitted to MoHE 24.06.2025.	-	-	-	577	-			-	-
Proposed Multipurpose building for the Faculty of Allied Health Sciences, University of Sri Jayewardenepura	4,289,078		Revised Project Proposal sent to National Planning on 09.05.2025.	-	-	-	1,200,000	-	1,500,000	1,589,000	-	-
Improvement of Storm Water Dranage and Development University of Sri Jatewardenepura	135,000	03.01.2014 (under Township Project)	Procurement process to be commenced.	-	-	-	135,000	-	-	-	-	-
Construction of Hostel Facilities for International Students and Visiting Professors' Accommodation	573,310		Project Proposal sent to National Planning on 30.09.2024	-	-	-	200,000	-	373,310	-	-	-
Construction of Extenson of Faculty Building - Faculty of Graduate Studies (4 storied building)	610,000		Revised Project Proposal to be submitted.	-	-	-	-	200,000	410,000	-	-	-
Construction of Hostel Complex				-	-	-	-		300,000	300,000	300,000	300,000
Constriction of Common Learning Center - Hemawiman				-	-	-	-	200,000	300,000	600,000		
Construction of Hostel Complex for Foreign Students & Deligate				-	-	-	-		300,000			
Total	**9,632,877**	**-**	**-**	**-**	**-**	**-**	**1,535,577**	**950,000**	**4,127,810**	**3,783,000**	**300,000**	**300,000**

Note: 1. Approved projects by the Cabinet of Ministers for 2026 will be considered for Estimates 2026

2. Total value of this format should be agreed with the Format II - 1.3 (Capital Grant)

Budget Estimates - 2026

HEAD NO: 214 - UNIVERSITY GRANTS COMMISSION
HUMAN CAPITAL DEVELOPMENT PROJECTS

University of Sri Jayewardenepura

Rs. '000

	Project Name	Actual Expenditure 2024 (Format I)	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I)	Estimated Expenditure 2026		Projection				Justification
				GOSL (Format II - 1.3)	Internal Revenue	2027	2028	2029	2030	
1	Postgraduate trainingof teachers (Phd, MD.Mphil & Other Master)			35,000	-	20,000	20,000	20,000	20,000	Number of Phd / Mphil /MD / Master Holders for the year
2	BSc, Optometry approved UGC requirement of new Academic / Non academic staff			50,000	-	-	-	-	-	For permanent staff and visiting staff of newly commenced Optometry programme
3	Quality Assurance & Accreditation of Laboratories			1,000	-	-	-	-	-	National level lab accreditation from Sri Lanka Accreditation Board
4	Workshop & Seminar			4,000	-	4,400	4,840	5,324	5,856	
5	Staff development course fee	8,000	4,000	3,000	-	3,300	3,630	3,993	4,392	
6	Student Development Activities			4,000	-	4,400	4,840	5,324	5,856	
7	Workshops for academics to improve teaching and research skills -Dept. of CET			500	-	500	500	550	605	New academic staff
8	Workshops for non-academic staff - CET			300	-	300	300	330	363	New Non academic staff
9	Estabilishment of Diploma and Master cources - CET			100	-	100	100	110	121	For cource development, revision
10	Staff development workshops			500	-			-	-	
	Total	**8,000**	**4,000**	**98,400**	**-**	**33,000**	**34,210**	**35,631**	**37,194**	**-**

Note: The Formats submitted without providing the required information will not be considered for the Estimates 2026.

Format IX

Budget Estimates - 2026

HEAD NO: 214 - UNIVERSITY GRANTS COMMISSION

RESEARCH AND DEVELOPMENT

University of Sri Jayewardenepura

Rs. '000

	Name of the Research Project	Status of Project Ongoing /New	Total Budget of the Research Project	Cumulative Expenditure up to 31.12.2024	Actual Expenditure 2024 (Format I)	Actual Expenditure 01.01.2025 - 30.06.2025 (Format I)	Estimated Expenditure 2026		Projection				Research out put
							GOSL (Format II - 1.3)	Internal Revenue	2027	2028	2029	2030	
124	Gants	In Progress	-	-			176,000		-	-	-	-	
125	Instrument Centre	In Progress	-	-			-		-	-	-	-	
126	New Research Grant						200,000		**350,000**	325,000	350,000	385,000	
Total			**-**	**-**	**-**	**-**	**376,000**	**-**	**350,000**	**325,000**	**350,000**	**385,000**	

Format X

Budget Estimates - 2026
Head No: 214 - UNIVERSITY GRANTS COMMISSION
PROJECTS IMPLEMENTED UNDER THE BUDGET PROPOSALS
University **of Sri Jayewardenepura**

Rs. '000

	Project Name	TCE	Cumulative Expenditure up to 31.12.2024	Actual Expenditure 01.01.2025 - 30.06.2025	Estimated Expenditure 2026		Projection				Project out put
					GOSL	Internal Revenue	2027	2028	2029	2030	
1.	**Establishment of Technology Faculties of the Universities**										
	Construction Projects		40,000	32,000	15,000	-	-	-	-	-	
	Rehabilitation & Improvoment Capital Assets				-	-	-	-	-	-	
	'Laboratory Equipment - CET				88,700		1,000	1,000	1,100	1,210	
	Acquisition of Fixed Assets				-	-	-	-	-	-	
	Equipment	BEC			133,000	-	50,000	15,000	16,500	18,150	Improve leaning facilities
	Furniture	BEC			33,000	-	20,000	10,000	11,000	12,100	Improve leaning facilities
	IT Equipment	BEC			50,000	-	30,000	15,000	16,500	18,150	Improve leaning facilities
	Books & periodicals				7,000	-	2,000	2,000	2,200	2,420	Improve leaning facilities
	Total		**40,000**	**32,000**	**326,700**	**-**	**103,000**	**43,000**	**47,300**	**52,030**	

The **GOSL** funds required to finance the projects implemented under Budget Proposals should be estimated by the university and should not be included in Format II.