



# UNIVERSITY OF VAVUNIYA



## STRATEGIC MANAGEMENT PLAN

2022-2026

## EXECUTIVE SUMMARY

The Northern Province Affiliated University College (NPAUC) was established in 1991. The Vavuniya Campus of the University of Jaffna was established on 1st April 1997 with two faculties, namely the Faculty of Applied Science and the faculty of Business Studies. In 2020, the Faculty of Technological Studies was established. The Vavuniya Campus of the University of Jaffna has been elevated to a separate state University and established as the “University of Vavuniya, Sri Lanka” on 1<sup>st</sup> August 2021.

Under the goal of enhancing the quality and relevance of all academic programmes, most of the staff and students were made to access digital and e-resources in the year 2021.

The collection of library books and library usage increased considerably in 2021 by e-library books. As planned in the previous year, more than 60% of the students were able to access ICT facilities, and 100% of the students used LMS facilities. Further, the curriculum was revised so as to include soft skills and social harmony as Co-curriculum activities.

The University also submitted a proposal for establishing the Institute of Project Management. Internal student intake was increased as planned in order to achieve the goal of increasing members of globally employable graduates.

In the process of enhancing good governance through effective and efficient management of resources and systems, the postgraduate qualification of administrative staff is also enhanced considerably. And also improved the efficiency of administrative operations by providing adequate physical resources such as, space, computes and other equipment.

In order to ensure physical and human resources offer a conducive teaching and learning environment, obtained adequate academic, administrative and non-academic staff cadres and recruitments were made.

Construction of the Technology Stream Building was completed, and students were admitted.

In order to upgrade the laboratory facilities, a new advanced computer laboratory was set up and enhanced the existing facilities. University has partly improved transportation and maintenance facilities to create a learning environment.

Five new departments were established to expand the Business Studies Faculty activities and increase the student intake.

The University and Faculty of Business Studies and Faculty of Applied Science organized International Conferences to promote the research activities and enhance the networking with other Local and International Universities.

**Dr.T.Mangaleswaran**

**Vice - Chancellor**

**University of Vavuniya**

# Table of Contents

<b>1.PROFILE OF UNIVERSITY OF VAVUNIYA</b>	<b>4</b>
<b>1.1 OUR VISION AND MISSION</b>	<b>5</b>
<b>1.2 OUR VALUES</b>	<b>6</b>
<b>1.3 FACULTY OF APPLIED SCIENCE</b>	<b>6</b>
<b>1.4 FACULTY OF BUSINESS STUDIES</b>	<b>7</b>
<b>1.5 FACULTY OF TECHNOLOGICAL STUDIES</b>	<b>8</b>
<b>1.7 ROLE OF UNIVERSITY OF VAVUNIYA</b>	<b>9</b>
<b>1.8 HUMAN RESOURCES</b>	<b>10</b>
<b>2.SWOT ANALYSIS OF UNIVERSITY OF VAVUNIYA</b>	<b>11</b>
<b>3.OUR GOALS</b>	<b>13</b>
<b>4. ANNEXURES</b>	<b>26</b>
<b>4.1 ORGANOGRAM</b>	<b>26</b>
<b>4.2 HUMAN RESOURCES</b>	<b>27</b>
<b>4.3 STRATEGIES AND ACTIVITIES</b>	<b>32</b>
<b>4.4 KEY PERFORMANCE INDICATORS (KPI) FOR STRATEGIES AND ACTIVITIES</b>	<b>32</b>
<b>4.5. STUDENTS DETAILS</b>	<b>32</b>
<b>4.6. ACTION PLAN OF THE UNIVERSITY</b>	<b>32</b>

## **1.PROFILE OF UNIVERSITY OF VAVUNIYA**

Affiliated University Colleges (AUC) were established in all provinces in the 1990s to provide opportunities for local residents to fulfil the growing demand for higher education. The Northern Province Affiliated University College (NPAUC) was established in Vavuniya in 1991 in accordance with that policy.

The Northern Province Affiliated University College was upgraded as Vavuniya Campus of the University of Jaffna on 1<sup>st</sup> April 1997 by an order made under Section 22 of the Universities Act No. 16 of 1978 with two faculties, namely, the Faculty of Business Studies and the Faculty of Applied Science. Vavuniya Campus of the University of Jaffna has been upgraded to University of Vavuniya 1<sup>st</sup> of August 2021 onwards.

The permanent site of the University of Vavuniya is about ten (10) kilometres away from Vavuniya along the Vavuniya - Mannar Road at Sopalapuliyankulam, Pampaimadu. One hundred and sixty (160) acres of land was acquired and reserved to construct academic, administrative and residential buildings. The Faculty of Business Studies has been shifted there and is functioning with available facilities from 1<sup>st</sup> August 2011. Further, the new degree programme developed by the Faculty of Applied Science for Technological stream students has been functioning at the Pampaimadu premises since 2016.

At the movement, three faculties offer eight special degree programmes of four years duration with an optional exit point in the third year. The University of Vavuniya has successfully promoted social harmony and cultural diversity among its community by having students from all parts of the Island.



## 1.1 Our Vision and Mission

### **VISION**

*“To be a leading centre of excellence in knowledge advancement and dissemination for sustainable change.”*

### **MISSION**

*“To excel in the quality of education, innovative research and active collaboration for empowering the graduates and for the sustainable development of the region and nation.”*

## 1.2 Our Values

- **Excellence:** We aspire to reach the highest standards of our staff and students to exploit their full potential.
- **Integrity:** We maintain a set of professional and ethical standards in all we do.
- **Equity & Equality:** We ensure equity and equality in all aspects and promoting diversity.
- **Responsiveness:** We commit to be innovative and creative and contribute to the regional and national development.
- **Diffusion:** We disseminate knowledge through learning, teaching, and research.



## 1.3 Faculty of Applied Science



The Faculty of Applied Science was established in 1997. The faculty consists of two departments. The Department of Physical Science offers Bachelor of Science in Applied Mathematics and Computing, Bachelor of Science Honours in Computer Science, Bachelor of Science in Information Technology, and Bachelor of Science Honours in Information Technology. The Information and Communication Technology programme was revised as an Information Technology degree programme in 2018. The Department of Bio-science offers Bachelor of Science Honours in Environmental Science and Bachelor of Science in Environmental Science. Annual student intake to this faculty is about 380.

## 1.4 Faculty of Business Studies



The faculty of Business Studies consists of seven Departments, namely, the Department of Finance and Accountancy, the Department of Business Economics, the Department of Human Resource Management, the Department of Management and Entrepreneurship, the Department of Marketing Management, Department of Project Management, and the Department of English Language Teaching. Initially, a three-year Bachelor of Business Administration (BBA) degree was offered in the Faculty of Business Studies. Now, both three and four-year Bachelor of Business Management (BBM) degrees are offered for students.

The faculty offers a Bachelor of Business Management (BBM) honours degree programme, namely, Accounting and Finance, Marketing Management, Business Economics and Human Resource Management. Further, the faculty introduced a new three-year degree programme in BBM in Project Management (BBM in PM) which commenced from the academic year 2014/15. This degree programme was upgraded as an honours degree programme (BBM honours in PM) from the academic year 2017/18. The present student population of the faculty is about 800.

## 1.5 Faculty of Technological Studies



The Faculty of Technological Studies consists of one department named Department of Information and Communication Technology. The faculty offers a Bachelor of Information and Communication Technology. The four batches of students were admitted to the newly introduced degree program Information Communication Technology from the students who followed the A/L technology stream introduced recently in the G.C.E. (A/L) Curriculum. There are more than 500 undergraduates in four levels of study.



## 1.7 Role of University of Vavuniya

In this section, the ideal roles that need to be taken/played by the University of Vavuniya are in the higher-educational sector's capacity as a service provider.

<b>What do we want to do?</b>	<b>To whom should we service. Who are our customers?</b>	<b>How should we do cater?</b>
Teaching undergraduates	students who satisfy the UGC admission criteria	Academic courses (full-time, part-time, distance mode, and web based).
Teaching postgraduates	Professionals, individuals, entrepreneurs, employers, over-seas students	Academic courses (full-time, part-time, distance mode, web-based and split programs).
Character building	All students and staff	Counselling, career guidance, facilitating sports, encouraging clubs and societies, improving facilities, improving intellectual, physical and social environment.
Production of readily employable graduates	Undergraduates and postgraduates	Career guidance, continuous review and improvement of curriculum, improvements to teaching and learning methods (student cantered, Problem Based Learning), improving the intellectual, social and physical environment.
Carrying-out research and innovation	Industries in the country, institutions, Government of Sri Lanka, professionals, corporations	Provision of grants and scholarships, seeking donor funding/fund generation, improving research facilities, promoting research and innovation, and developing an R&D culture.

Provision of continuing education	Industry (private/public), individuals and public.	Tailor made courses, short-courses, organized seminars/workshops/conferences, and published.
Facilitate community outreach activities and Programmes.	School students, youth, affected people, job seekers and Community.	Staff support several projects as consultants, Review plans for rehabilitation, resettlement and livelihood projects, Youth Leadership Development Programmes, The University students and staff assist the G.C.E (A/L) school students in the Vanni region in improving their performance in their career, school learning and the final examination. Conduct community development-based workshops, ICT and environmental awareness programmes, flood relief activities and career fairs.

## 1.8 Human Resources

At present, the University of Vavuniya has 195 staff. 86 out of 195 are Academic and Academic Support staff 12. 84 out of 195 are non-academic staff.

Staff category	Approved Cadre	Actual Cadre
Academic Staff	129	86
Executive Staff	19	13
Academic Supportive Staff	18	12
Non-Academic Staff	175	84
<b>Total</b>	<b>341</b>	<b>195</b>

## 2.SWOT ANALYSIS OF UNIVERSITY OF VAVUNIYA

Strength	Weakness	Opportunity	Threats
The University is located relatively in the middle of the Island	There aren't enough senior staff members.	Staff and students are involved in community enrichment and outreach activities since the University is located in a developing region.	The gap in the selection process by UGC. Delay in filling students for the courses offered at the University of Vavuniya.
Multi-cultural, Multi-religious and Multi-ethnic Institution	Inadequate infrastructure facilities for the University.	The necessity of regional development	The University is located far away from Vavuniya Town.
Students and staff are actively involved in the cultural programme and sports activities	Lack of residential facilities/ quarters for the students and staff.	Natural Resources of the Vanni region to be explored and utilized sustainably with the support of the University	Growing competition from locally available public and private education institutions
The Department of English Language Teaching provides services to the entire University.	Because the university's resources are limited, it can only provide limited support for regional development.	Launching region-based academic as well as professional training programmes.	Foreign universities facilitate students to complete their named degrees locally and give them chances to continue postgraduate studies in their countries by giving scholarships.
The curriculum includes interdisciplinary courses.	Inadequate Wi-Fi facilities at the University.	External Community and University relationships in order to expand academic programs and cultural activities.	Societies and students' perception of education as solely a means to get a job.

<p>The availability of resources for performing effective teaching and learning (e.g., Self-access learning Centre, Computer Assisted Language Laboratory, IT Centre)</p>	<p>Fund from external sources and income generation is less.</p>	<p>Higher Demand for Postgraduate Degree/Diploma</p>	
<p>Presence of a fallback option.</p>		<p>Provide career-oriented seminars and programs for the students.</p>	
<p>Higher employability rate of our graduates.</p>		<p>Organize job fairs to encourage different organizations to recruit from the University.</p>	
<p>Revision of the curriculum on a regular basis.</p>		<p>Alumni of the university will support the development of students and the university.</p>	
<p>E-Library facilities are available.</p>		<p>Collaboration with the organizations on local and national levels.</p>	
<p>Dedicated and enthusiastic staff.</p>		<p>Facilitate students to follow professional courses while they are the undergraduates. eg- SLIM, CIMA, CA, CIPM,etc</p>	
<p>The university has such an excellent reputation in the Community.</p>			



## 3.OUR GOALS

**Goal - 01: Enhancing Quality and Relevance of All-Academic Programmes to Achieve International Recognition in Higher Education.**

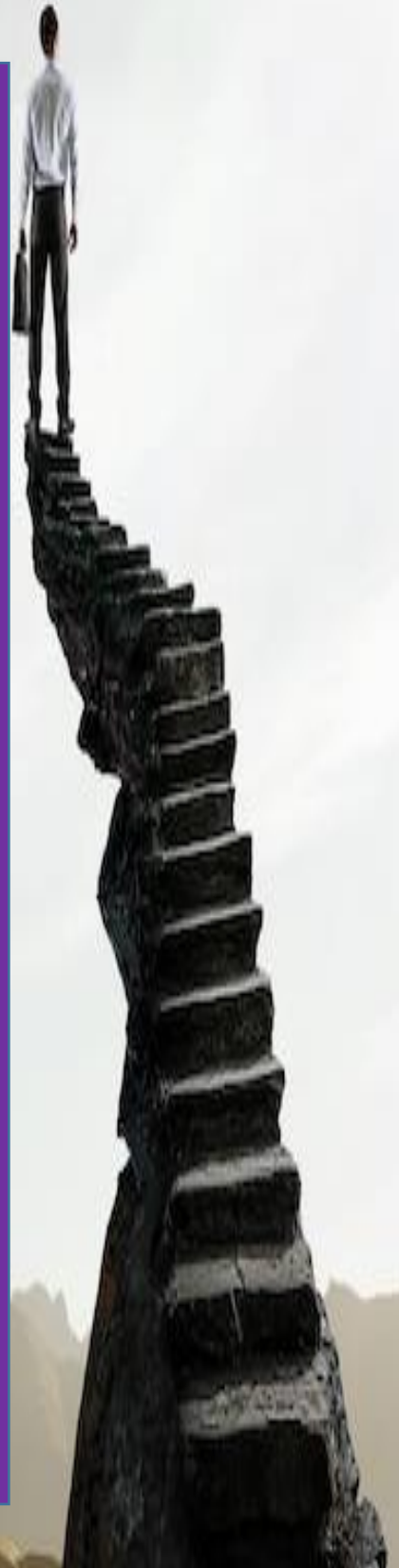
**Goal-02: Increasing number of Globally Employable Graduates**

**Goal-03: Enhancing good Governance through effective and efficient management of resources and systems**

**Goal-04: Ensuring the Physical & Human Resources to offer a Conducive teaching and Learning Environment.**

**Goal-05: Dissemination of Knowledge for Regional and National Development.**

**Goal-06: Ensuring Justice and Equity with respect to Gender, Ethnicity and Religion.**



## GOAL 1



Enhancing Quality and Relevance of All-Academic Programmes to Achieve International Recognition in Higher Education.

The University establishes the Center for Quality Assurance (CQA) to ensure and enhance the quality of all academic programmes. The quality of academic staff ultimately determines the quality of academic programs; as a result, the University encourages staff to pursue PhDs at foreign universities and obtain international accreditation for their degree programs. Hence, the University has been signing memorandums of understanding (MOUs) with foreign universities to assist staff and students in obtaining high-quality study opportunities and enhancing international collaborations.

Technological advancements and the new normal situation pressure to move on a digital platform; as a result, the University also ensures the availability of digital and e-resources to all staff and students. Additionally, encouraging the library officials to purchase timely needed books and e-resources to induce students' engagement in knowledge enhancement and revising the curriculum in order to improve students' soft skills and social harmony.

The University places a strong emphasis on community enrichment and high-quality research activities among students and staff to improve the country's social and educational standards. The University holds collaborative research conferences with national and international professional organizations to achieve this goal. The staff and student research award scheme encourages the staff and students to publish in index journals.

### Objectives for Goal - 01

- To increase the academic Staff with a PhD or equivalent by 2026.
- To obtain National/ International accreditation for the degree programs
- To make Digital and e-resources accessible to all staff and students
- To increase the library collection and library usage.
- To provide access to ICT facilities for all students
- To enhance the usage of LMS and VLE among the staff and students
- To include the soft skills development and strengthening social harmony as co-curricular activities
- To enhance facilities for extra-curricular activities
- To promote the academic staff and students to undertake the researches to fulfil the regional and national needs and issues
- To introduce collaborative programs with national and foreign universities and institutes.
- To increase foreign undergraduate students
- To ensure Quality Assurance and Enhancement of programs

### **Strategies**

- Facilitate staff to obtain PhD from recognized universities.
- Maintaining the academic programmes and laboratories up-to-date
- Seeking permission and making library system online to be accessible.
- Assisting Library to purchase current and relevant books & e-resources and encourage students to use them.
- Improving the ICT facilities
- Facilitating staff and students to utilize VLE.
- Revising the curriculum and methodology to enhance soft skills and social harmony
- Enhancing the students' extra-curricular activities
- Developing the research facilities with national and international collaboration.
- Providing opportunities for the staff and students to disseminate their research findings
- Initiating collaborative programmes.
- Create awareness for prospective students  
Develop Attractive website  
strengthen International Division
- Ensure quality assurance through quality assurance unit and cells.

## GOAL 2



Increasing number of Globally  
Employable Graduates

The graduates' employability is used to gauge the University's success. Though the graduates have found jobs both nationally and internationally, the employability of those graduates is still a Challenging area. The University is introducing new degree programs to meet the current requirements of national and international job markets. They are stepping forward to sign MOUs with organizations in order to ensure the graduates' employability.

Existing curriculums are periodically reviewed and revised to improve overall employability. In addition, based on global job market demands, the University is developing proposals for new degree programmes, postgraduate and distance learning programs.

Rather than the educational background, most employers nowadays look for attitude, practical experience, and soft skills. As a result, we are taking steps to improve language, soft skills, and student-centred learning. Most of the study programmes include internships and industrial visits as part of their curriculum; we are currently working to incorporate them into all degree programs. Moreover, we are focusing on improving the quality and standard of the University through quality assurance, which will assist undergraduates in obtaining tremendous opportunities.



### Objectives for Goal - 02

- To create new faculties in the university to fulfil the emerging knowledge needs
- To introduce new degree programs in the faculties
- To establish new departments in the faculties.
- To revise the curriculum of all internal and external undergraduate degree programmes to meet the national and global requirements to increase the overall employability.
- To establish Postgraduate/ Professional centres
- To introduce Postgraduate degree programs
- To introduce distance and continuous learning programs
- To enhance students' competency in soft skills.
- To enhance students centred and blended learning (Outcome Based Education OBE) methods to all degree programmes
- To increase internship training of undergraduates in at least 85% of degree programs.
- To enhance the quality of education through the institution and programme review (Adopt recommendation given by IR and PR)
- To increase the intake of internal undergraduate students by 20% per year

### Strategies

- Create new faculties in the University
- Introduce new degree programs in the faculties
- Establishing new departments in the faculty
- Improving the curriculum with internship training
- Establish postgraduate/professional institutes
- Commence new postgraduate degree programs and Professional programs
- Commencing new distance learning programs
- Enhance Language and soft skills of students
- Provide training and facilities towards student-centred learning.
- Incorporate internship training into the curriculum
- Undertake institutional and programme reviews continuously to improve the quality of education
- Increase number of students intake.

## GOAL 3



Enhancing good Governance through effective and efficient management of resources and systems

Through good governance, the stakeholders expect transparency, adherence to laws, and participation and accountability. University proposes a Management Information System (MIS) to support this goal. The Management Information System (MIS) will be used in the University for decision-making, coordination and integration, evaluation and control, and information visualization to ensure good governance. Furthermore, administrative and non-academic staff play an important role in managing resources and systems; as a result, the University focuses on the educational and professional development of administrative and non-academic staff by encouraging them to participate in postgraduate and professional programs and providing appropriate training and workshops through the Staff Development Center (SDC) of the University. Moreover, the university focuses on improving the institution's resource capability in terms of enhancing good governance among staff and students.

### Objectives for Goal - 03

- To ensure implementation of management information system (MIS) in all faculties, Library and administration.
- To ensure 90% of the administrative staff to have postgraduate/professional qualifications
- To increase the % of administrative staff trained through SDC training/ workshops/ inter university exposure visits
- To increase the % of Non-academic Staff trained through SDC training/ workshops
- To improve the efficiency of administrative operations through providing adequate physical resources

### **Strategies**

- Develop Management Information systems
- Increase the qualifications of administrative Staff
- Enhance the skills and competencies of administrative staff
- Enhancing the competencies and soft skills of non-academic staff by means of continuous training and workshops.
- Improve the physical capacity of General Administration

## GOAL 4



**Ensuring the Physical & Human Resources to offer a Conducive teaching and Learning Environment.**

Adequate physical and human resources are required to conduct effective teaching and learning activities; to meet this goal, the University is taking steps to increase academic, administrative, and non-academic cadre positions in upcoming years. Due to the pandemic, students are having difficulties in staying outside the hostel. As a result, the University is taking necessary steps to expand the University's hostel and infrastructure facilities. Furthermore, students and staff find it difficult to take and attend online lectures; as a result, the University is setting up smart lecture halls with modern facilities in the faculties. The University plans to build lecture theatres an auditorium with modern facilities, equip all lecture halls with modern teaching tools, improve transportation and maintenance facilities and develop basic infrastructure facilities to accommodate differently-abled people. Moreover, the University will implement many initiatives through the Students Union and Students Clubs to promote a green environment in the university premises.

### **Objectives for Goal -04**

- To increase academic, administrative and non-academic cadre positions based on requirements by 2026.
- All the students will receive 'hostel facilities by 2026
- To establish the new lecture theatres with modern facilities for each faculty
- To equip all lecture halls with modern teaching facilities by the year 2026
- To construct an auditorium for the university.
- To set up new laboratories and upgrade the existing laboratories by 2026
- To construct Postgraduate Institutes and Research Centres with all facilities
- To provide additional buildings and other infrastructures each year.
- To equip adequate transport and other general machinery and equipment
- To promote a green environment in the university premises
- To ensure the provision of basic infrastructure facilities to cater to differently-abled persons in 80% of existing buildings by the year 2026

### Strategies

- Recruit adequate academic, administrative and non-academic staff members
- Increase the hostel facilities for students
- Construct new lecture theatres with modern equipment
- Enhance the available facilities
- Construct an auditorium building for the university.
- Upgrade the laboratory facilities
- Construct the postgraduate and research centres in the university.
- Improve the infrastructure and other facilities
- Improve transportation and maintenance facilities.
- Promote Greening environment in the university premises
- Improve the building infrastructure for easy access.

## GOAL 5



### Dissemination of Knowledge for Regional and National Development

The development of regions and nations is a tremendous responsibility of the University; it encourages students and staff to participate in community outreach projects, community development research and international conferences. In addition, university staff and students conduct workshops and seminars for school students to help them improve their career paths. Furthermore, the University intends to collaborate community outreach programmes and projects in future for the betterment of the community. Moreover, Student clubs and Student unions also propose different community outreach activities for regional and national development.

#### Objectives for Goal - 05

- To increase the indexed and peer reviewed publications to fulfil the regional and national needs
- To contribute to Industries/ national development programmes
- To enhance the employees' skills of private and public sector organizations through training programs.
- To increase the number of community-based activities through community interaction cells

### Strategies

- Increase the dissemination of findings through publications.
- Provide opportunities for the staff and students to publish their research findings
- Undertake consultancy services to support the community and organizations.
- Improve the interaction with the local organizations.

## GOAL 6



### Ensuring Justice and Equity with respect to Gender, Ethnicity and Religion

Staff and students from different ethnic, religious, and gender groups happily work together in our university because we emphasize equity and equality in all areas. To ensure justice and equity among students and staff, we established a gender cell and Harmony Centre at the University level. We celebrate all religious and ethnic events together with students and staff collaborate with the harmony Centre, which is the evidence for equity and equality among the students and staff. Furthermore, there are language barriers between Tamil, Sinhala and Muslim students, and it is identified as one of the significant obstacles for communication and collaboration. As a result, we are offering a language for integration course module, which will support Tamil speaking students to learn Sinhala and Sinhala students learn Tamil, thereby reducing the communication gap between the students.

#### Objectives for Goal - 06

- To provide financial/social support for the students who have economic/ social needs by the year 2026
- To ensure conducive environment for all ethno-religious communities to study and live in harmony.
- To ensure equal opportunities in all activities irrespective of
- gender, ethnicity and religion.
- To enhance students' harmony in the faculties
- To offer Sinhala Language to Tamil students and Tamil language to Sinhala students and offer Certificate Courses.
- To provide infrastructure facilities to have gender equity and equality

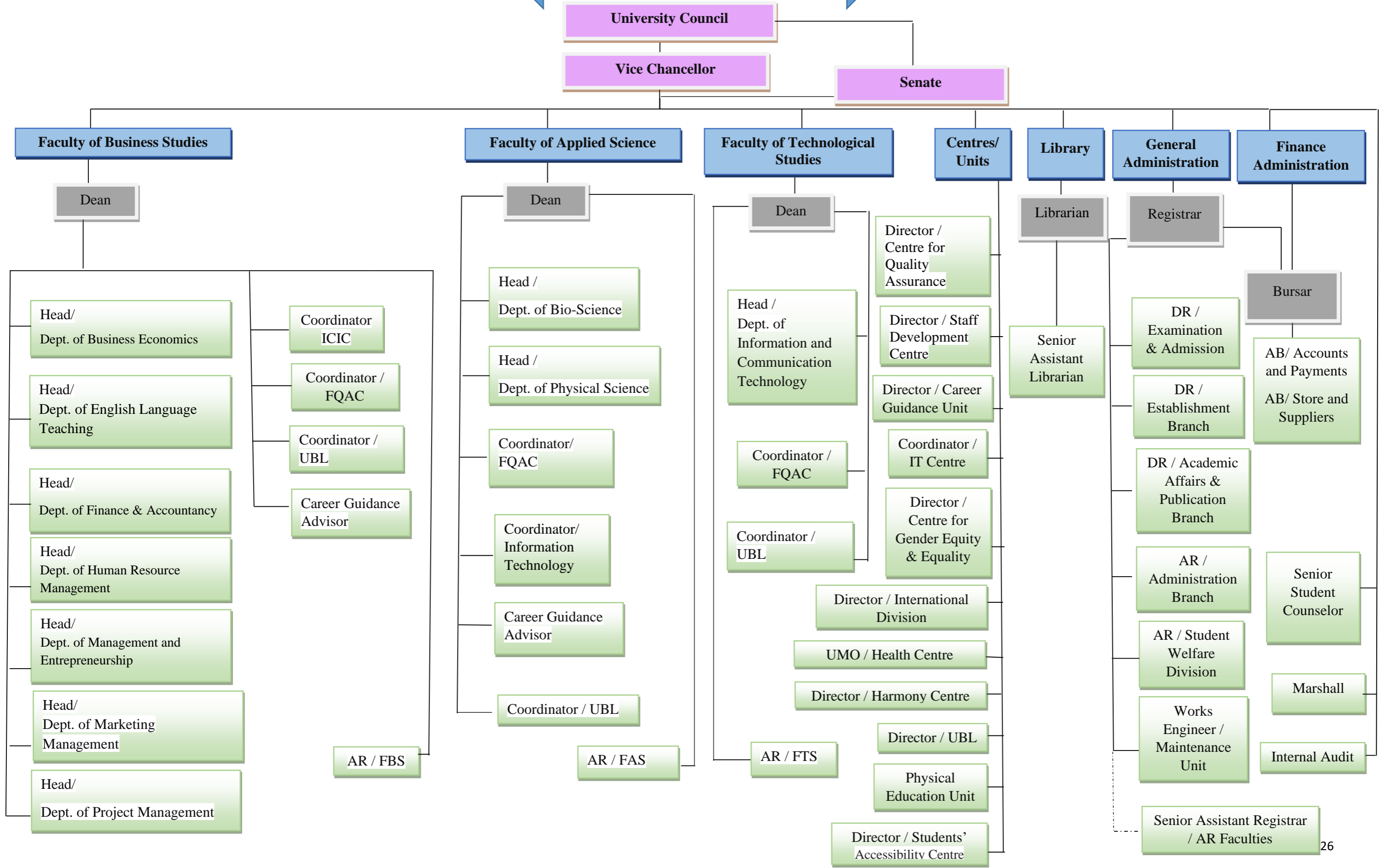


### Strategies

- Increase the financial support to the needy students
- Improve interactions among students from different ethnicity and gender
- Provide equal opportunities for all students
- Increase the activities in social harmony
- Improve local languages competencies of students.
- Provide infrastructure facilities to increase the work efficiency

# 4. ANNEXURES

## 4.1 Organogram



## 4.2 Human Resources

Department / Designation	Approved Cadre	Filled Cadre	Vacant Cadre
<b>Office of the Vice-Chancellor</b>			
Vice Chancellor	1	1	0
Assistant Registrar	1	0	1
Management Assistant Gr. III	2	2	0
Works Aide	1	1	0
Temporary Assistant Lecturer (Sinhala/Tamil Lang.)	2	0	2
<b>Registrar Office</b>			
Registrar	1	1	0
Management Assistant	1	1	0
<b>General Administration Branch</b>			
Senior Assistant Registrar/ Deputy Registrar	1	0	1
Assistant Registrar	1	1	0
Chief Security Officer	1	0	1
Management Assistant	3	3	0
Security Inspector	4	1	3
Caretaker cum cook lower grade	1	0	1
Security Guard	54	1	53
Works Aide	2	0	2
<b>Establishments Branch</b>			
Deputy Registrar/ Senior Assistant Registrar	1	1	0
Management Assistant	4	4	0
Works Aide	1	0	1
Office Machine Operator, grade II	1	1	0
<b>Internal Audit Unit</b>			
Assistant Internal Auditor	1	0	1
Audit Assistant	1	1	0
<b>Student &amp; Welfare Division</b>			
Assistant Registrar	1	1	0
Management Assistant	2	1	1
Marshall	2	1	1
Works Aide	1	1	0

Department / Designation	Approved Cadre	Filled Cadre	Vacant Cadre
<b>Hostel</b>			
Sub warden	3	3	0
Works Aide	1	0	1
<b>Career Guidance Unit</b>			
Director	1	1	0
Career Guidance Counsellor	1	1	0
<b>Staff Development Centre</b>			
Director	1	1	0
Management Assistant Gr. III	1	1	0
Works Aide	1	0	1
<b>Physical Education Unit</b>			
Instructor in Physical Education	2	2	0
Grounds man	1	1	0
Management Assistant	1	0	1
Works Aide	1	1	0
<b>Health Centre</b>			
Senior Medical Officer / Medical Officer	1	1	0
Nursing Officer.	1	1	0
<b>Maintenance of Lands, Buildings, and Facilities</b>			
Works Engineer	1	1	0
Curator	1	1	0
Work Superintendent (Civil)	1	1	0
Management Assistant	1	1	0
Supervisor (Maintenance)	1	1	0
Carpenter	1	1	0
Mason	1	1	0
Electrician	1	1	0
Plumber	1	1	0
Pump Operator, Grade II	2	2	0
Works Aide	4	2	2
<b>Transport Services</b>			
Driver	5	4	1
Vehicle Cleaner	1	0	1

Department / Designation	Approved Cadre	Filled Cadre	Vacant Cadre
<b>Examination Branch</b>			
Senior Assistant Registrar / Deputy Registrar	1	1	0
Management Assistant	4	4	0
Works Aide	1	0	1
<b>Financial Administration</b>			
Bursar	1	1	0
Senior Assistant Bursar/ Deputy Bursar	1	0	1
Assistant Bursar	1	1	0
Management Assistant	4	3	1
Management Assistant (Shroff)	1	1	0
Management Assistant (Book Keeping)	1	1	0
Works Aide	1	0	1
<b>Stores &amp; Supply Services</b>			
Assistant Bursar	1	1	0
Management Assistant	1	1	0
Management Assistant (Store Keeping)	2	2	0
Works Aide	1	1	0
<b>Library</b>			
Senior Assistant Librarian	1	1	0
Assistant Librarian	1	0	1
Library Information Assistant	4	4	0
Office Machine Operator Gr. II	1	1	0
Library Attendant Gr. II	3	2	1
<b>Information Technology Centre</b>			
Assistant Network Manager	1	1	0
Temporary Instructor	1	0	1
Technical Officer (ICT)	1	0	1
Laboratory Attendant	1	1	0
<b>Faculty of Applied Science</b>			
<b>Dean's Office</b>			
Dean	1	1	0
Assistant Registrar	1	1	0
Management Assistant	3	1	2
Management Assistant (Shroff)	1	1	0
Works Aide	2	0	2

Department / Designation	Approved Cadre	Filled Cadre	Vacant Cadre
<b>Department of Bio Science</b>			
Professor	1	0	1
Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer / Lecturer (Prob)	12	11	1
Temporary Demonstrator	6	5	1
Technical Officer Grade I & Grade II Seg. B	2	1	1
Technical Officer (ICT)	1	0	1
Management Assistant	1	1	0
Laboratory Attendant	3	1	2
Works Aide	1	0	1
<b>Department of Physical Science</b>			
Professor	1	0	1
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer / Lecturer (Prob)	11	8	3
Temporary Demonstrator	6	6	0
Instructor CT	3	2	1
Management Assistant	1	1	0
Technical Officer	1	1	0
Laboratory Attendant	2	2	0
Works Aide	1	0	1
<b>BSc. Degree Programme in Information &amp; Communication Technology</b>			
Professor	1	0	1
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer / Lecturer (Prob)	13	8	5
Temporary Demonstrator	6	6	0
Instructor in Computer Technology	1	1	0
Programmer Cum System Analyst	1	1	0
System Engineer	1	1	0
Technical Officer (ICT)	2	2	0
Management Assistant	1	0	1
Laboratory Attendant	1	1	0
Works Aide	1	0	1
<b>Faculty of Technological Studies</b>			
<b>Dean's Office</b>			
Dean	1	1	0
Assistant Registrar	1	0	1
Management Assistant	1	0	1
Works Aide	1	0	1

<b>Department/ Designation</b>	<b>Approved Cadre</b>	<b>Filled Cadre</b>	<b>Vacant Cadre</b>
<b>Department of ICT</b>			
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer (Unconfirmed) / Lecturer / Lecturer (Prob)	19	7	12
Temporary Demonstrator	6	6	0
Technical Officer	2	1	1
Lab Attendant	2	1	1
<b>Faculty of Business Studies</b>			
<b>Dean's Office</b>			
Dean	1	1	0
Assistant Registrar	1	1	0
Instructor Computer Technology	1	1	0
Technical Officer (ICT)	1	1	0
Management Assistant	2	1	1
Management Assistant (Shroff)	1	1	0
Laboratory Attendant	1	1	0
Works Aide	1	1	0
<b>Department of Finance &amp; Accountancy</b>			
Professor	1	0	1
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer / Lecturer (Prob)	7	7	0
Temporary Assistant Lecturer	2	0	2
Management Assistant	1	1	0
Works Aide	1	1	0
<b>Department of Business Economics</b>			
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer / Lecturer (Prob)	5	4	1
Temporary Assistant Lecturer	1	0	1
Management Assistant	1	1	0
Works Aide	1	0	1
<b>Department of Project Management</b>			
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer / Lecturer (Prob)	5	3	2
Temporary Assistant Lecturer	1	1	0

<b>Department/ Designation</b>	<b>Approved Cadre</b>	<b>Filled Cadre</b>	<b>Vacant Cadre</b>
<b>Department of Marketing Management</b>			
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer (Unconfirmed) / Lecturer / Lecturer (Prob)	4	4	0
Temporary Assistant Lecturer	1	1	0
<b>Department of Human Resource Management</b>			
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer / Lecturer (Prob)	4	4	0
Temporary Assistant Lecturer	1	1	1
<b>Department of Management &amp; Entrepreneurship</b>			
Professor	1	0	1
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer / Lecturer (Prob)	3	3	0
Lecturer in information technology	1	1	0
<b>Department of English Language Teaching</b>			
Professor /Associate Professor / Senior Lecturer Gr I / Senior Lecturer Gr II / Lecturer / Lecturer (Prob)	3	3	0
Instructor in English	6	2	4
Management Assistant	1	1	0
Works Aide	1	0	1



Annexure – 4.3

## STRATEGIES AND ACTIVITIES

<b>Goal - 01: Enhancing Quality and Relevance of All-Academic Programmes to Achieve International Recognition in Higher Education.</b>			
<b>Objective</b>		<b>Strategy</b>	<b>Activities</b>
1.1	To increase the academic Staff with a PhD or equivalent by 2026.	Facilitate staff to obtain PhD from recognized universities.	1. Create opportunities for following IELTS / TOEFL / GRE /GMAT
			2. Conduct workshops on academic research project proposals.
			3. Provide accessibility for funding sources
			4. Provide opportunities for the staff members for attending forums
			5. Invite foreign professors to inform the opportunities of PhDs in abroad
			6. Sign MOUs with foreign universities and commencing Split programs.
1.2	To obtain National/ International accreditation for the degree programs	Maintaining the academic programmes and laboratories up-to-date	1. Make awareness to the staff members on national/international accreditation
			2. Revise and benchmark the curriculum to meet the national and international accreditation framework
			3. Purchase equipment and necessary software for laboratories to meet the standards.
			5. Strengthening the laboratory facilities
			6. Promote the participation of professional bodies in curriculum development.

1.3	To make Digital and e-resources accessible to all staff and students	Seeking permission and making library system online to be accessible.	1. Make the catalogue and lending system online.
			2. Subscribe to the e-data bases and e-library resources
			3. Make accessible on the university as well as off university.
			4. Create an e-repository at the university level
			5. Encourage the students to access the Library through teaching and learning methodologies.
1.4	To increase the library collection and library usage.	Assisting Library to purchase current and relevant books & e-resources and encourage students to use them.	1. Compile a list of current books being used as reading material for course units.
			2. Purchase the latest editions of textbooks with the digital version and instructor manual
			3. Set at least one library-based assignment as an in-course assessment for each subject in each year
			4. Encourage the students to access the Library through teaching and learning methodologies.
1.5	To provide access to ICT facilities for all students	Improving the ICT facilities	1. Increase the number of self-access learning centres.
			2. Purchase computers to accommodate the all the students
			3. Extend the University wide computer network to new buildings
			4. Extend the warranty and maintenance of networking equipment
			5. Establish SMART lecture halls

			6.Establish dug path for fibre wiring between buildings
			7.Purchase core switches
			8.Establish Monitoring system, Authentication server, and backups servers
			9. Increase the Internet band width
			10.Establish and implement Wi-Fi spots
			11. Infrastructure and equipment for VLE
1.6	To enhance the usage of LMS and VLE among the staff and students	Facilitating staff and students to utilize VLE.	1. Upgrade staff skills on using VLE for blended mode of teaching
			2. Train students to use the VLE
			3.Upload teaching materials and conduct assignments through LMS.
			4. Purchase additional memory and hard disk for the LMS and VLE server
			5. Purchase a server to host VLE
1.7	To include the soft skills development and strengthening social harmony as co-curricular activities	Revising the curriculum and methodology to enhance soft skills and social harmony	1. Design the curriculum for new degree programmes
			2. Implement the curriculum
			3. Revise the course contents for more effective learning
1.8	To enhance facilities for extra-curricular activities	Enhancing the students' extra-curricular activities	1. Facilitate student union and Students clubs to conduct activities to make the students 'Good Citizens'
			2. Facilitate the students to participate in the inter-/intra-national levels competitions.

1.9	To promote the academic staff and students to undertake the researches to fulfil the regional and national needs and issues	Developing the research facilities with national and international collaboration.	1. Improve the university's research facilities by establishing a research institute.
			2. Establish the research centres for each faculty and link with other national and international research institutions to promote collaborative research activities.
			3. Promote the staff and students collaborative research activities
			4. Purchase necessary research software.
		Providing opportunities for the staff and students to disseminate their research findings	1. Conduct annual research conference
			2. Conduct monthly research seminars
			3. Conduct students research forum.
		Establishing printing and publication facility Improve the research facilities and skills Providing opportunities for the staff and students to disseminate their research findings promote the staff to engage in scientific research	1. Purchase printing equipment
			2. Obtain carder positions: CAA-1 Printing technician-1
			3. Encourage the staff to publish in the index journal through research award scheme
4. Conduct workshops or seminars on writing research proposals and research articles			
5. Enhance knowledge on scientific researches			
1.10	To introduce collaborative programs with national and foreign universities and institutes.	Initiating collaborative programmes.	1. Sign MOU with other national and foreign institutions
1.11	To increase foreign undergraduate students	Create awareness for prospective students Develop Attractive	1. Create awareness about the Faculties and degree programmes through the website.

		website strengthen International Division	2. Obtain grants to provide scholarships to students
1.12	To ensure Quality Assurance and Enhancement of programs	Ensure quality assurance through quality assurance unit and cells.	1. Establish an Internal Quality Assurance Unit in the University (CQA)
			2. Develop an Internal Quality Policy in the university.
			3. Enhance the FQACs activities in the faculties
			4. Continuous monitoring and reporting by FQAC
<b>Goal-02: Increasing number of Globally Employable Graduates</b>			
<b>Objective</b>		<b>Strategy</b>	<b>Activities</b>
2.1	To create new faculties in the university to fulfil the emerging knowledge needs	Create new faculties in the University	1. Develop the proposal for the new faculties.
			2. Obtain necessary approvals from the authorities such as senate, council, UGC and ministry.
			<ul style="list-style-type: none"> <li>• Faculty of Humanities and Social Sciences</li> </ul>
			<ul style="list-style-type: none"> <li>• Faculty of Environmental Science</li> </ul>
			<ul style="list-style-type: none"> <li>• Faculty of Health Care Sciences</li> </ul>
			<ul style="list-style-type: none"> <li>• Faculty Architecture and Fashion Design</li> </ul>
			<ul style="list-style-type: none"> <li>• Faculty of Graduate Studies</li> </ul>
			<ul style="list-style-type: none"> <li>• Faculty of Medicine</li> </ul>
			<ul style="list-style-type: none"> <li>• Faculty of Aquaculture</li> </ul>
			<ul style="list-style-type: none"> <li>• Faculty of Fisheries and Marine Studies</li> </ul>
<ul style="list-style-type: none"> <li>• Faculty of Livestock</li> </ul>			

2.2	To introduce new degree programs in the faculties	Introduce new degree programs in the faculties	1. Develop the curriculum for the new degree programs
			2. Obtaining necessary approvals from the senate, council, and UGC
			<ul style="list-style-type: none"> <li>• BBM Hons in Forensic Accounting (4 Years)</li> </ul>
			<ul style="list-style-type: none"> <li>• BBM Hons in Tourism &amp; hospitality Management (4 Years)</li> </ul>
			<ul style="list-style-type: none"> <li>• BBM Hons in Business Information Systems (4Years)</li> </ul>
			<ul style="list-style-type: none"> <li>• BA Hons in Development and Community Studies</li> </ul>
			<ul style="list-style-type: none"> <li>• BA Hons in Applied Anthropology</li> </ul>
			<ul style="list-style-type: none"> <li>• BA Hons in Translation Studies</li> </ul>
			<ul style="list-style-type: none"> <li>• BICT Hons in Networking and Security (4 Years)</li> </ul>
			<ul style="list-style-type: none"> <li>• BBST Hons in Energy and Environmental Technology</li> </ul>
			<ul style="list-style-type: none"> <li>• BICT Hons in Applications Development (4 years)</li> </ul>
			<ul style="list-style-type: none"> <li>• BSc Hons in Biology</li> </ul>
			<ul style="list-style-type: none"> <li>• BSc Hons in Computer Science ( Direct Intake)</li> </ul>
			<ul style="list-style-type: none"> <li>• BSc Hons Data Science</li> </ul>
<ul style="list-style-type: none"> <li>• BSc Hons in Information System</li> </ul>			
<ul style="list-style-type: none"> <li>• BET Hons in Construction Technology</li> </ul>			

			<ul style="list-style-type: none"> <li>• BET Hons in Mechanical and Manufacturing Technology</li> </ul>
			<ul style="list-style-type: none"> <li>• BICT Hons in Multimedia and Game Design</li> </ul>
			<ul style="list-style-type: none"> <li>• BICT Hons in Quality Assurance</li> </ul>
			<ul style="list-style-type: none"> <li>• BBM Hons in Business Information Systems (Special Intake)</li> </ul>
			<ul style="list-style-type: none"> <li>• BSc Hons in Applied Physics and Computing (4 Years)</li> </ul>
			<ul style="list-style-type: none"> <li>• BSc Hons in Physics(4 Years)</li> </ul>
			<ul style="list-style-type: none"> <li>• BSc Hons in Science Education</li> </ul>
2.3	To establish new departments in the faculties.	Establishing new departments in the faculty	<ol style="list-style-type: none"> <li>1. Develop the proposal for the new departments</li> <li>2. Obtaining necessary approvals from the authorities such senate, council, and UGC</li> </ol> <ul style="list-style-type: none"> <li>• Department of Anthropology and Archaeology</li> <li>• Department of Development and Community Studies</li> <li>• Department of Language and Translation Studies</li> <li>• Department of IT</li> <li>• Department of Mathematics &amp; Statistics / Computational Mathematics (Dept. of Physical Science will be abolished)</li> </ul>

			<ul style="list-style-type: none"> <li>• Department of Computer Science</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Aquatic Environment and Management</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Biodiversity, Forestry and Wildlife Conservation</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Environment and Food Production</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Resource and Environmental Economics</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Waste Management</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Biosystem Technology</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Engineering Technology</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Banking and Insurance</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Business Information System</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Biology (Dept. of Bio-Sciences will be abolished)</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Information Systems</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Physics</li> </ul>
			<ul style="list-style-type: none"> <li>• DELT will be transferred from the FBS</li> </ul>
			<ul style="list-style-type: none"> <li>• Department of Geographic Information Systems and Remote sensing</li> </ul>



			<ul style="list-style-type: none"> <li>Department of Digital Literacy and Information Management</li> </ul>
2.4	To revise the curriculum of all internal and external undergraduate degree programmes to meet the national and global requirements to increase the overall employability.	Improving the curriculum with internship training	1. Form the curriculum development committee (CDC) at the department level
			2. Organize stakeholders' workshops for improving the curriculum
			3. Continually revise the curriculum in all the departments
			4. Enhance the internship training in all the degree programs
			5. Reshuffle and Introduce new experiments for practical courses.
			6. Introduce the opportunities in National Research Centres and Industries.
2.5	To establish Postgraduate/ Professional centres	Establish postgraduate/professional institutes	1. Develop the proposal for establishing postgraduate institutes
			2. Obtain necessary approvals from the senate, council, and UGC.
			<ul style="list-style-type: none"> <li>Postgraduate Institute of Applied Sciences</li> </ul>
			<ul style="list-style-type: none"> <li>Postgraduate Institute of Business Management</li> </ul>
			<ul style="list-style-type: none"> <li>Institute of Project Management Studies</li> </ul>
2.6	To introduce Postgraduate degree programs	Commence new postgraduate degree programs and Professional programs	1. Develop the curriculum for the new postgraduate degree programs
			2. Obtain necessary approvals from the Senate, Council, and UGC.

			<ul style="list-style-type: none"> <li>• MBA / Master of Business Administration</li> </ul>
			<ul style="list-style-type: none"> <li>• Master of Project Management</li> </ul>
			<ul style="list-style-type: none"> <li>• MPhil / PhD in HRM</li> </ul>
			<ul style="list-style-type: none"> <li>• MPhil / PhD in Project Management</li> </ul>
			<ul style="list-style-type: none"> <li>• MPhil / PhD in Marketing Management</li> </ul>
			<ul style="list-style-type: none"> <li>• MPhil / PhD in Accounting and Finance</li> </ul>
			<ul style="list-style-type: none"> <li>• Commence Postgraduate Diploma/ MSc in IT</li> </ul>
			<ul style="list-style-type: none"> <li>• Postgraduate Diploma/ MSc in Sustainable Environmental Management</li> </ul>
			<ul style="list-style-type: none"> <li>• MPhil in Computer Science</li> </ul>
			<ul style="list-style-type: none"> <li>• Postgraduate Diploma/ MSc in Computer Science</li> </ul>
			<ul style="list-style-type: none"> <li>• Project Management accredited programmes</li> </ul>
			<ul style="list-style-type: none"> <li>• HRM accredited programmes</li> </ul>
			<ul style="list-style-type: none"> <li>• MPhil / PhD in Environmental Sciences</li> </ul>
2.7	To introduce distance and continuous learning programs	Commencing new distance learning programs	<ol style="list-style-type: none"> <li>1. Develop the curriculum for the new distance degree programs</li> <li>2. Obtain necessary approvals from the Senate, Council, and UGC.</li> <li>3. Commence distance general degree program in Entrepreneurship and Small</li> </ol>

			Business Management and Software engineering
			5. Introduce Higher Diploma/ Diploma in English
2.8	To enhance students' competency in soft skills.	Enhance Language and soft skills of students	1. Conduct more in course assignments which requires the usage of ICT tools
			2. Use ICT tools for communicating and interacting with students
			3. Conduct student poster presentations and seminars
			4. Conduct more workshops for improving communication and soft skills
			5. Conduct Language oriented programs and competitions
2.9	To enhance students centred and blended learning (Outcome Based Education OBE) methods to all degree programmes	Provide training and facilities towards student-centred learning.	1. Adopt innovative teaching methodologies
			2. Conduct workshops on creative thinking
			3. Facilitate students to take part in and/or organizing competitions & exhibitions
			4. Introduce group projects and report writings.
			5. Enhance and refurbish the rooms for student activities
			6. Provide facilities such as necessary equipment and space for independent research
			7. Establish SMART lecture theatre with all facilities.
			8. Conduct a career fair
2.10	To increase internship training of undergraduates	Incorporate internship training into the curriculum	1. Enhance internship training for Special and General Degree programs

	in at least 85% of degree programs.		2. Sign MOUs with reputed Organizations.
2.11	To enhance the quality of education through the institution and programme review (Adopt recommendation given by IR and PR)	Undertake institutional and programme reviews continuously to improve the quality of education	1. Document the all-relevant matters related to the quality assurance
			2. Undertake institutional and programme review
			3. Invite local and foreign experts to review and recommend the quality improvements
2.12	To increase the intake of internal undergraduate students by 20% per year	Increase number of students intake.	1. Increase the number of students for existing degree programs
			2. Introduce new degree programs
<b>Goal-03: Enhancing good Governance through effective and efficient management of resources and systems.</b>			
<b>Objective</b>		<b>Strategy</b>	<b>Activities</b>
3.1	To ensure implementation of management information system (MIS) in all faculties, Library and administration.	Develop Management Information systems	1. Develop an appropriate plan for creating MIS throughout the university.
			2. Purchase ICT equipment for MIS
			3. Provide training for all the staff members to apply MIS
			4. Develop the all communications through MIS (Paperless communication)
			5. Complete the development of MIS for Fixed assets and use it effectively
			6. Develop / Acquire MIS for student admission, welfare and examination
			7. Develop MIS for administration and academic activities

3.2	To ensure 90% of the administrative staff to have postgraduate/professional qualifications	Increase the qualifications of administrative Staff	1. Persuade the staff members to follow the appropriate postgraduate/professional programs
3.3	To increase the % of administrative staff trained through SDC training/ workshops/ inter university exposure visits	Enhance the skills and competencies of administrative staff	1. Identify the training needs of administrative staff
			2. Provide training programs through SDC
			3. Provide inter university exposure visits
3.4	To increase the % of Non-academic Staff trained through SDC training/ workshops	Enhancing the competencies and soft skills of non-academic staff by means of continuous training and workshops.	1. Engaging technical Staff in national and international workshops to improve their knowledge.
			2. Introducing laboratory safety courses and training.
			3. Provide other relevant training programs
			4. Provide soft skills development programs
3.5	To improve the efficiency of administrative operations through providing adequate physical resources	Improve the physical capacity of General Administration	1. Establish a new building
			2. Provide adequate space for each office
			3. Provide adequate office aid equipment to all the staff members
<b>Goal-04: Ensuring the Physical &amp; Human Resources offers a Conducive teaching and Learning Environment.</b>			
<b>Objective</b>		<b>Strategy</b>	<b>Activities</b>
4.1	To increase academic, administrative and non-academic cadre positions based on requirements by 2026.	Recruit adequate academic, administrative and non-academic staff members	1. Identify the staff needs
			2. Get approvals
			3. Filling the vacancies
4.2		Increase the hostel facilities for students	1. Expanding existing hostels with all the facilities

	All the students will receive 'hostel facilities by 2026		2. Constructing two more hostels, one for male and one for female
4.3	To establish the new lecture theatres with modern facilities for each faculty	Construct new lecture theatres with modern equipment	1. Designing and Budgeting for constructing of lecture theatres
			2. Getting necessary approvals e.g., Cabinet approval
			3. Constructing lecture theatres
			4. Purchasing and fixing new equipment
4.4	To equip all lecture halls with modern teaching facilities by the year 2026	Enhance the available facilities	1. Purchasing multimedia projector, screen & public addressing system and installing them.
			2. Purchasing laptops/Desktops for lecture halls.
4.5	To construct an auditorium for the university.	Construct an auditorium building for the university.	1. Procurement process and construction of an auditorium
			2. Purchasing and fixing new equipment
4.6	To set up new laboratories and upgrade the existing laboratories by 2026	Upgrade the laboratory facilities	1. Enhance the laboratory facilities
			2. Purchase equipment for the laboratories of all the disciplines
			3. Establish Research Labs
4.7	To construct Postgraduate Institutes and Research Centres with all facilities	Construct the postgraduate and research centres in the university.	1. Design and Budgeting for constructions
			2. Construct postgraduate and research centres
			3. Purchase and fix new equipment
4.8	To provide additional buildings and other infrastructures each year.	Improve the infrastructure and other facilities	1. Building for <ul style="list-style-type: none"> <li>• Faculty of Business Studies</li> <li>• New faculties</li> <li>• Department of IT</li> <li>• Students' Complex</li> <li>• Administration</li> </ul>

			<ul style="list-style-type: none"> <li>• Examination Hall</li> <li>• Maintenance and stores</li> <li>• Canteen</li> <li>• Academic, administrative and non-academic family and bachelors' quarters</li> <li>• Guest House</li> <li>• SDC</li> <li>• Health Centre</li> <li>• Hostel</li> <li>• Research Labs</li> <li>• Recreation Building</li> </ul>
			2. Lecture halls for the Faculty of Applied Sciences
			3. Constructing the Sewerage Treatment Plant
			4. Expanding existing sports complex
			5. University Vehicle Park
			6. Establishing Township
			7. Water Tank
			8. Parapet Wall
			9. Internal and Connecting Roads
			10. Swimming Pool
			11. Recreation Building
4.9	To equip adequate transport and other general machinery and equipment	Improve transportation and maintenance facilities.	1. Bus for students (54 seats- 03, 25 Seats - 01).
			2. Van (16 seats) - 04
			3. Pickup - 02
			4. Tractor - 01
			5. Four wheels Grass Cutter - 01
			6. Car- 02

4.10	To promote a green environment in the university premises	Promote Greening environment in the university premises	1. Designing the master plan adopting a greening environment
			2. Practice greening environmental policy in all development activities
			3. Train all Staff and students about the greening environment
			4. Landscaping
4.11	To ensure the provision of basic infrastructure facilities to cater to differently-abled persons in 80% of existing buildings by the year 2026	Improve the building infrastructure for easy access.	1. Constricting overhead bridges between buildings to provide access from one building to other
			2. Constructing a lift at a central location (and utilizing the overhead brides to access all buildings)
<b>Goal-05: Dissemination of Knowledge for Regional and National Development</b>			
<b>Objective</b>		<b>Strategy</b>	<b>Activities</b>
5.1	To increase the indexed and peer reviewed publications to fulfil the regional and national needs	Increase the dissemination of findings through publications.	1. Awareness programs about types of journals
			2. Conduct workshops on Research methods and Academic writing
			3. Provide financial and other supports to staff to publish books and monographs
			4. Encourage the staff and students to write articles in national and international journals
			5. Organize national and international conferences
5.2	To contribute to Industries/ national development programmes.	Provide opportunities for the staff and students to publish their research findings	1. Publish a Journal/magazine/newsletter/ e-newsletter
			2. Publish findings in local news papers



			3. Establish a mechanism to support publication and attending conferences.
			4. Provide training to disseminate knowledge through the University website
			5. Provide training assistance to staff members for developing e-learning resources
		Undertake consultancy services to support the community and organizations.	1. Encourage staff and students to become members of professional bodies.
			2. Promote the staff members to undertake the consultancy services through the university.
			3. Provide services through UBL
		Improve the interaction with the local organizations.	1. Conduct community-based activities
			2. Provide assistance to local organizations to find better / alternative solutions for their problems
			3. Conduct research on problems related to local industries
			4. Organize career fair
5.3	To enhance the employees' skills of private and public sector organizations through training programs.	Improve the employees' skills of private and public sector organizations	1. Identify the training needs
			2. Plan the training materials
			3. Conduct the training programs
			4. Conduct certificate courses
			5. Conduct short courses
			6. Evaluate the outcomes
5.4	To increase the number of community-based activities through	Improve the interaction with the community	1. Enhance the existing cell and establishing cell for each faculty
			2. Conduct community-based activities

	community interaction cells		<p>3. Provide assistance to community &amp; local industries to find better / alternative solutions for their problems</p> <p>4. Conduct research on problems faced by communities</p> <p>5. Undertake projects to empower local communities</p> <p>6. Promote staff and students to work with communities for rural development</p> <p>7. Link with government and non-governmental organizations and undertake community development activities</p> <p>8. Produce short films and video documentaries for community awareness</p>
<b>Goal-06: Ensuring Justice and Equity with respect to Gender, Ethnicity and Religion</b>			
<b>Objective</b>		<b>Strategy</b>	<b>Activities</b>
6.1	To provide financial/social support for the students who have economic/ social needs by the year 2026	Increase the financial support to the needy students	<p>1. Identify the financial needs of the students</p> <p>2. Find the appropriate sources to support to them</p>
6.2	To ensure conducive environment for all ethno-religious communities to study and live in harmony.	Improve interactions among students from different ethnicity and gender	<p>1. Organise multicultural events / festivals</p> <p>2. Conduct curricula and extra-curricular group activities</p> <p>3. Arrange educational tours for inter university</p> <p>4. Encourage to form religious societies within the University.</p>
6.3	To ensure equal opportunities in all activities irrespective of gender, ethnicity and religion.	Provide equal opportunities for all students	<p>1. Encourage to form all unions to ensure all ethnic, religious and gender proportion</p> <p>2. Ensure that all the staff members from ethnic and religious groups are represented</p>

			on the boards. for example, the inquiry board
			3. Ensure an equal proportion of students in the all-university events
6.4	To enhance students' harmony in the faculties	Increase the activities in social harmony	<ol style="list-style-type: none"> <li>1. Revise the curriculum</li> <li>2. Established Harmony centre</li> </ol>
6.5	To offer Sinhala Language to Tamil students and Tamil language to Sinhala students and offer Certificate Courses.	Improve local languages competencies of students.	1. Teaching the Sinhala language to Tamil speaking students
			2. Teaching the Tamil language to Sinhala speaking students
6.6	To provide infrastructure facilities to have gender equity and equality	Provide infrastructure facilities to increase the work efficiency	1. Street lights covering student access roads.
			2. Feeding centre
			3. Childcare centre

Annexure – 4.4

**KEY PERFORMANCE INDICATORS OF THE STRATEGIES AND ACTIVITIES**

**Goal-01: Enhancing Quality and Relevance of All-Academic Programmes to Achieve International Recognition in Higher Education.**

Objectives		Key Performance Indicators	Present Level	Desired Performance targets				
				2022	2023	2024	2025	2026
1.1	To increase the academic staff with Ph.D. or equivalent by year 2026	% Of Academic staff with PhD or equivalent qualification	University (30% staff with PhD)	32%	35%	40%	45%	50%
1.2	To obtain National/ International accreditation for the degree programs	No of degree programme meeting the national benchmarks.	11	13	14	15	16	18
		No of the degree programmes meet the international benchmarks.	06	08	10	12	13	15
1.3	To make Digital and e-resources accessible to all staff and students	% of staff and students access to the digital e-resources; e-journals and e-books	80%	82%	85%	92%	97%	100%
1.4	To increase the library collection and library usage.	No of books in the Library	16000	17000	18000	19000	20000	21000
		No of library users per day	250	325	350	400	450	500
1.5	To provide access to ICT facilities for all students	% Of students have availability to use the computers on university and students have university e-mail, Students access the on-campus ICT facilities 24x7 hours	60%	65%	70%	75%	80%	85%

1.6	To enhance the usage of LMS and VLE to 100% among the staff and students	% Of students accessing the LMS and VLE	90% of students use LMS and VLE	90%	92%	95%	98%	100%
		% of staff uploading the study materials	90% of staff upload the study materials	90%	92%	95%	98%	100%
1.7	To include the soft skills development and strengthening social harmony as co-curricular activities	% of adopting the soft skills and social harmony activities in the degree curriculum.	75%	80%	82%	88%	90%	95%
1.8	To enhance facilities for extracurricular activities	% of students involved in extracurricular activities	60%	65%	70%	80%	90%	95%
1.9	To promote the academic staff and students to undertake 50% of the research to fulfil the regional and national needs and issues	% of academic researches addressed national/ regional issues and needs	40%	45%	50%	55%	60%	65%
		No of research publications in indexed journals per year	7	8	10	12	14	16
		No of research publications in non-indexed journals per year	20	25	30	35	40	45
		No of the journals published by the University	1	2	4	4	6	6
		No of books published per year	1	2	3	3	4	4
		No of papers presented in symposium per year	65	65	70	70	75	80
		No of research grants per year	3	3	3	4	5	5

1.10	To introduce collaborative programs with national and foreign universities and institutes.	Number of collaborative programs	2	3	4	4	5	5
1.11	To increase foreign undergraduate students	No of foreign undergraduates	1	3	5	8	10	15
1.12	To ensure Quality Assurance and Enhancement of programs	% of quality enhancement and assurance plans implemented and reported.	50%	65%	75%	85%	95%	95%

### Goal - 02: Increasing number of Globally Employable Graduates

Objectives		Key Performance Indicators	Present Level	Desired Performance targets				
				2022	2023	2024	2025	2026
2.1	To create new faculties in the university to fulfil the emerging knowledge needs	Number of faculties	03 faculties	4	4	5	5	5
2.2	To introduce new degree programs in the faculties	Number of degree programs and specializations	12 Degree programs	16	20	24	26	28
2.3	To establish new departments in the faculties.	Number of departments	10 Departments	11	12	13	15	20
2.4	To revise the curriculum of all internal and external undergraduate degree programmes to meet the national and global requirements to increase the overall employability to 95%	% Employability of ICT, science and Business studies graduates	82%	84%	88%	90%	95%	100%

2.5	To establish Postgraduate/ Professional centres	Number of Postgraduate institutes	0	1	1	2	3	3
2.6	To introduce Postgraduate degree programs	Number of Postgraduate degree programs	0	1	2	4	12	13
2.7	To introduce distance and continuous learning programs	Number of distance degree programs	0	1	1	2	2	3
		Number of Higher Diploma/ Diploma	0	2	2	2	2	3
2.8	To enhance students competency in soft skills to 80%	% of adaptation of soft skills in degree programs	55%	60%	70%	75%	80%	85%
		% of increasing soft skills competency among the students	50%	55%	65%	70%	75%	80%
2.9	To enhance students centred learning methods to all degree programmes	% of courses adopted student centered learning	65%	70%	75%	80%	85%	90%
2.10	To increase Internship of undergraduate in at least 85% of degree programs	No of degree programmes with industry internship training	9	10	11	12	20	24
2.11	To enhance the quality of education through the institution and programme review (Adopt recommendation given by IR and PR)	Institutional reviews conducted once in five years	1	1	1	1	1	1
		Programme reviews conducted once in five years	1	2	3	3	4	5
2.12	To increase the intake of internal undergraduate students by 20% per year	Number of student intake	575	700	800	850	1000	1200

**Goal - 03: Enhancing good Governance through effective and efficient management of resources and systems**

Objectives		Key Performance Indicators	Present Level	Desired Performance targets				
				2022	2023	2024	2025	2026
3.1	To ensure implementation of management information system (MIS) in all faculties, library and administration units.	% of implementing MIS in the faculties.	35%	45%	50%	60%	70%	80%
		% of implementing MIS in administration	35%	45%	55%	65%	75%	80%
3.2	To ensure 90% of the administrative staff have postgraduate/professional qualifications.	No of administrative Staff with postgraduate/ professional qualification.	5	6	7	8	8	8
3.3	To increase the % of administrative staff trained through SDC training/ workshops/ inter-university exposure visits	% of staff trained.	80%	90%	100%	100%	100%	100%
3.4	To increase the % of Non-academic staff trained through SDC training/ workshops	% of staff trained.	60%	70%	80%	90%	100%	100%
3.5	To improve the efficiency of administrative operations through providing adequate physical resources	% of adequate resources provided to the administration.	50%	60%	70%	80%	90%	95%



**Goal - 04: Ensuring the Physical & Human Resources to offer a Conducive teaching and Learning Environment.**

Objectives		Key Performance Indicators	Present Level	Desired Performance targets				
				2022	2023	2024	2025	2026
4.1	To increase academic, administrative and non-academic cadre positions based on requirements by 2026.	No of academic positions	Faculty of Business Studies 29	32	34	36	39	40
			Faculty of Applied Science 27	30	35	37	39	42
			Faculty of Technological Studies 8	15	16	17	18	20
			New faculties	15	20	25	30	40
			Senior Assistant Librarian 01	1	2	2	2	3

		Number of academic supportive staff	12	14	14	16	18	20
		Number of administrative positions.	University 13	18	18	19	20	22
			FBS 01	2	2	2	2	3
			FAS 01	2	2	2	2	3
			FTS 01	2	2	2	2	3
			New faculties	1	2	2	3	4
		Number of non-academic positions.	84	100	120	130	135	140
4.2	All the students will receive 'hostel facilities by 2026	% of students receiving hostel facilities.	60%	70%	80%	90%	100%	100%
4.3	To establish the new lecture theatres with modern facilities for each faculty	Number of new lecture theatres established	0	2	3	4	5	6
4.4	To equip all lecture halls with modern teaching facilities by the year 2026	% of lecture halls with modern facilities.	55%	60%	65%	70%	75%	80%
4.5	To construct auditorium for the Campus	Number of auditorium buildings constructed	0	1	1	1	1	1

4.6	To set up new laboratories and upgrade the existing laboratories by 2026	Number of Laboratories	10	11	11	12	13	15
		% of state of modern equipment in Existing Labs.	50%	60%	70%	80%	90%	95%
4.7	To construct Postgraduate Institutes and Research Centres with all facilities	Number of buildings constructed	0	1	1	2	2	3
4.8	To provide additional buildings and other infrastructures each year	% of new building and other infrastructure.	35%	40%	50%	60%	70%	80%
4.9	To equip adequate transport and other general machineries and equipment	% of adequacy in transport and general equipment	15%	40%	50%	60%	70%	80%
4.10	To promote a green environment in the university premises	% of university premises adopted the greening environment	50%	60%	65%	70%	75%	80%
4.11	To ensure the provision of basic infrastructure facilities to cater to differently-abled persons in 80% of existing buildings by year 2026	% of building accessibility to disable students.	40%	50%	60%	70%	80%	80%

## Goal - 05: Dissemination of Knowledge for Regional and National Development

Objectives		Key Performance Indicators	Present Level	Desired Performance targets				
				2022	2023	2024	2025	2026
5.1	To increase the indexed and peer-reviewed publications to fulfil the regional and national needs	No of publications per year (Indexed, refereed journals and conference proceedings)	50	60	70	75	80	85
5.2	To contribute to Industries/ national development programmes.	No of innovations/ Inventions	1	2	3	3	5	6
		No of consultancy services/year	6	8	10	10	12	12
		No of Industries/ National/ Regional Development Programmes per year	30	30	35	38	38	40
5.3	To enhance the employees' skills of private and public sector organizations through training programs	Number of training programs conducted per year	25	26	26	30	35	37
5.4	To increase the number of community-based activities through community interaction cells	No of community-based activities per year.	20	24	24	25	25	28

## Goal - 06: Ensuring Justice and Equity with respect to Gender, Ethnicity and Religion

Objectives		Key Performance Indicators	Present Level	Desired Performance targets				
				2022	2023	2024	2025	2026
6.1	To provide financial/social support for 90% of students with economic/ social needs by 2026.	% of needy students receiving financial support.	Bursary / Mahapola/ Other support- 80%	80%	85%	85%	90%	95%
6.2	To ensure a conducive environment for all ethnoreligious communities to study and live in harmony by the year 2026	% of students participated in multi-cultural events per year.	65%	75%	80%	80%	85%	90%
6.3	To ensure equal opportunities in all activities irrespective of gender, ethnicity and religion by the year 2026	No of complaints were received on ethnic/ gender/ religious discrimination per year.	3	3	2	2	1	0
		Number of policies and procedures adopted	2	3	3	4	6	7
6.4	To enhance students' harmony in the faculties	No of degree programmes with updated course module in social harmony.	8	9	10	12	15	18
6.5	To offer the Sinhala Language to Tamil students and Tamil language to Sinhala students and offer Certificate Courses.	% of Tamil students followed the Sinhala language.	45%	50%	55%	65%	75%	85%
		% of Sinhala students followed the Tamil language.	25%	30%	35%	45%	55%	65%
6.6	To provide infrastructure facilities to have gender equity and equality	% of students & staff getting facilities	60%	65%	70%	70%	75%	80%

## Annexure - 4.5

**STUDENT POPULATION****Faculty of Applied Science**

	Academic year	Sinhalese		Tamil		Muslim		Foreign Student	Total
		M	F	M	F	M	F		
<b>Department of Physical Science</b>	<b>2019/2020</b>	25	28	14	25	6	1	-	<b>99</b>
	<b>2018/2019</b>	17	9	7	16	2	1	-	<b>52</b>
	<b>2017/2018</b>	16	13	1	12	4	-	-	<b>46</b>
	<b>2016/2017</b>	4	4	2	2	-	-	-	<b>12</b>
	<b>Total</b>	<b>62</b>	<b>54</b>	<b>24</b>	<b>55</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>209</b>
<b>Department of Bioscience</b>	<b>2019/2020</b>	11	42	5	15	5	9	-	<b>87</b>
	<b>2018/2019</b>	9	19	5	7	-	10	-	<b>50</b>
	<b>2017/2018</b>	6	9	6	2	-	7	-	<b>30</b>
	<b>2016/2017</b>	5	-	-	2	-	4	-	<b>11</b>
	<b>Total</b>	<b>31</b>	<b>70</b>	<b>16</b>	<b>26</b>	<b>5</b>	<b>30</b>	<b>0</b>	<b>178</b>
<b>Information Technology</b>	<b>2019/2020</b>	21	23	13	36	12	18	-	<b>123</b>
	<b>2018/2019</b>	28	33	5	15	5	4	-	<b>90</b>
	<b>2017/2018</b>	4	23	7	19	2	6	-	<b>61</b>
	<b>2016/2017</b>	1	1	3	6	1	4	-	<b>16</b>
	<b>Total</b>	<b>54</b>	<b>80</b>	<b>28</b>	<b>85</b>	<b>20</b>	<b>32</b>	<b>0</b>	<b>290</b>
<b>Total of the Faculty of Applied Science</b>									<b>677</b>

## Faculty of Business Studies

	Academic year	Sinhalese		Tamil		Muslim		Total
		M	F	M	F	M	F	
<b>Management Studies</b>	<b>2019/2020</b>	40	119	8	34	6	6	<b>213</b>
	<b>2018/2019</b>	36	55	15	20	4	4	<b>134</b>
	<b>2017/2018</b>	27	27	11	18	2	2	<b>122</b>
	<b>2016/2017</b>	13	29	3	13	5	4	<b>67</b>
	<b>Total</b>	<b>116</b>	<b>230</b>	<b>37</b>	<b>85</b>	<b>17</b>	<b>16</b>	<b>536</b>
	<hr/>							
	Academic year	Sinhalese		Tamil		Muslim		Total
		M	F	M	F	M	F	
<b>Project Management</b>	<b>2019/2020</b>	14	44	3	27	3	5	<b>96</b>
	<b>2018/2019</b>	9	27	4	19	3	9	<b>71</b>
	<b>2017/2018</b>	26	11	12	5	-	6	<b>60</b>
		<b>49</b>	<b>82</b>	<b>19</b>	<b>51</b>	<b>6</b>	<b>20</b>	<b>227</b>
<hr/>								
<b>Total of the Faculty of Business Studies</b>								<b>763</b>

## Faculty of Technological Studies

Information Communicati on Technology	Academic year	Sinhalese		Tamil		Muslim		Total
		M	F	M	F	M	F	
	<b>2019/2020</b>	94	42	20	10	11	7	<b>184</b>
	<b>2018/2019</b>	46	19	13	8	4	2	<b>92</b>
	<b>2017/2018</b>	41	23	17	3	3	4	<b>91</b>
	<b>2016/2017</b>	34	12	8	6	8	3	<b>71</b>
		<b>215</b>	<b>96</b>	<b>58</b>	<b>27</b>	<b>26</b>	<b>16</b>	<b>438</b>
<b>Total of the Faculty of Technological Studies</b>								<b>438</b>
<b>Total of the University of Vavuniya</b>								<b>1878</b>



**UNIVERSITY OF VAVUNIYA**  
**STRATEGIC PLAN FOR 2022-2026**

**Goal - 01: Enhancing Quality and Relevance of All Academic Programmes to Achieve International Recognition in Higher Education.**

Objectives		Key Performance Indicators	Present Level of Performance	Desired Performance targets					Strategy	Action Plan	Time line	Co-coordinating responsibility	Estimated inputs and Cost (RS in Million)
				2022	2023	2024	2025	2026					
1.1	To increase the academic Staff with a PhD or equivalent by 2026.	% Of Academic staff with PhD or equivalent qualification	University (30% staff with PhD)	32%	35%	40%	45%	50%	Facilitate staff to obtain PhD from recognized universities	1. Create opportunities for following IELTS / TOEFL / GRE /GMAT 2. Conduct workshops on IELTS/academic research project proposals . 3. Provide accessibility for funding sources 4. Provide opportunities for the staff members for attending forums 5. Invite foreign professors to inform the opportunities of PhDs in abroad 6. Sign MOUs with foreign universities and commencing Split programs.	2022-2026	Deans, Heads and coordinator Director/SDC	8
1.2	To obtain National/ International accreditation for the degree programs	No of degree programme meeting the national benchmarks. No of degree programme meeting the international benchmarks.	11 06	13 08	14 10	15 12	16 13	18 15	Maintaining the academic programmes and laboratories up-to-date	1. Make awreness to the staff members on national / international accreditation 2. Revise the curriculum to meet the national and internations accreditation framework 3. Purchase equipment and necessary software for laboratories to meet the standards. 5.Strengthening the laboratory facilities6.Promote the participation of professional bodies in curriculum development.	2022-2026	Dean, Head and Coordinators/FQAU	25
1.3	To make Digital and e-resources accessible to all staff and students	% of Staff and students accessibility to the digital e-resources; e-journals and e-books	80%	82%	85%	92%	97%	100%	Seeking permission and making library system on-line to be accessible.	1. Make the cateloque and lending system on-line 2. Subscribe the e-data bases and e-library resources 3. Make accessible on campus as well as off university 4. Create e-repositotroy in the campus level 5. Encourage the students to access the library through teaching and learning methodologies	2022-2026	Vice Chancellor and SAL	14
1.4	To increase the library collection and library usage.	No of books in the library No of library users per day	16000 250	17000 325	18000 350	19000 400	20000 450	21000 500	Assisting Library to purchase current and relevant books & e-resources and encourage students to use them	1. Compile a list of current books being used as reading material for course units. 2. Set at least one library based assignment as in course assessment for each subject in each year. 03 Purchase the latest editions of textbooks with the digital version and instructor manual 3. Encourage the students to access the Library through teaching and learning methodologies.	2022-2026	Heads and SAL	12
1.5	To provide access to ICT facilities for all students	% of students have availability to use the computers on university and students have university e-mail Students access the on-university ICT facilities.	60%	65%	70%	75%	80%	85%	Improving the ICT facilities	1. Increase the number of self access learning centers 2.Purchase computers to accommodate the all the students 3. Extend the University wide computer network to new buildings 4. Extend the warranty and maintenance of networking equipment 5. Create SMART lecture halls 6.Establish dug path for fibre wiring between buildings 7.Purchase core switches 8.Establish Mointoring system, Authentication server, and backups servers 9. Increase the Internet band width 10.Estabilish / implement Wi-fi spots Infstruture and equipments for VLE	2022-2026	Dean, Head and Coordinator IT Centre	34
1.6	To enhance usage of LMS and VLE to among the staff and students	% of students accessing the LMS and VLE % of staff uploading the study materials	90% of students use LMS and VLE 90% of staff upload the study materials	90%	92%	95%	98%	100%	Facilitating staff and students to utilize VLE	1. Upgrade staff skills on using VLE for blended mode of teaching 2. Train students to use the VLE 3 Upload teaching materials and conduct assignments through LMS. 2. Purchase additional memory and hard disk for the LMS and VLE server 3. Purchase a server to host VLE	2022-2026	Dean & Head / Computer Centre	15
1.7	To include the soft skills development and strengthening social harmony as co-curricular activities	% of adopting the soft skills and social harmony activities in the degree curriculum.	75%	80%	82%	88%	90%	95%	Revising the curriculum and methodology to enhance soft skills and social harmony	1. Design the curriculum for new degree programmes 2. Implement the curriculum 3. Revise the course contents for more effective learning	2022-2026	Dean, Head and Chairperson/Curriculum Development	4

1.8	To enhance facilities for extracurricular activities	% of students involved in extracurricular activities	60%	65%	70%	80%	90%	95%	Enhancing the students extra curricular activities	1. Facilitate student union and societies to conduct activities 2. Promote activities to make the students 'Good Citizens'. 3. Facilitate the students to participate in the inter-/intra- national levels	2022-2026	Dean, Heads of Departments, Student counselors and AR/ SSS	9
1.9	To promote the academic staff and students to undertake 50% of the researches to fulfill the regional and national needs and issues	% of academic researches addressed national/ regional issues and needs	40%	45%	50%	55%	60%	65%	Developing the research facilities with national and international collaboration.	1. Improve the research facilities of the department 2. Establish the research centers for each faculty 3. Link the reseach centers with other national and international research institutions 4. Promote the staff and students collaborative research activities 5. Purchase necessary software 6. University Research Institute	2022-2026	Dean and Heads	40
		No of research publications in indexed journal per year	7	8	10	12	14	16	Providing opportunities for the staff and students to disseminate their research findings	1. Conduct annual research conference 2. Conduct monthly research seminars 3. Conduct students research forum	2022-2026	Dean & Heads	9
		No of research publications in non indexed journal per year	20	25	30	35	40	45	Establishing printing and publication facility Improve the research facilities and skills Providing opportunities for the staff and students to disseminate their research findings promote the staff to engage in scientific research	1. Purchase printing equipment 2. Obtain carder positions: 1 - CAA, 1-Printing technician, 3. Encourage the staff to publish in the index journal through research award scheme 4. Conduct workshops or seminars on writing research proposals and research articles 5. Enhance knowledge on scientific researches	2022-2026	Vice Chancellor and D.Registrar	16
		No of journals published by the University	1	2	4	4	6	6					
		No of books published per year	1	2	3	3	4	4					
		No of papers presented in symposium per year	65	65	70	70	75	80					
No of research grants per year	3	3	3	4	5	5							
1.10	To introduce collaborative programs with national and foreign universities and institutes.	Number of colaborative programs	2	3	4	4	5	5	Initiating collaborative programmes.	1. Sign MOU with other national and foreign institutions	2022-2026	Dean & Heads	3
1.11	To increase foreign undergraduate students	No of foreign undergraduates	1	3	5	8	10	15	Create awareness for prospective students Develop Attractive website Establish International division	1. Inform international students about the Faculty, Facilities and available degree programs through the website. 2. Obtain grants to provide scholarship to students	2022-2026	Dean & Heads	3
1.12	To ensure Quality Assurance and Enhancement of programs	% of quality enhancement and assurance plans implemented and reported.	50%	65%	75%	85%	95%	95%	Ensure quality assurance through quality assurance unit and cells.	1. Establish Centre for Quality Assurance Unit in the University (CQA) 2. Develop Internal Quality Policy in the University 3. Enhance the FQACs activities in the faculties 4. Continious monitoring and reporting by FQAC	2022-2026	Vice Chancellor, Deans, FQAC & CQA coordinators	4

**Goal-02: Increasing number of Globally Employable Graduates**

Objectives		Key Performance Indicators	Present Level of Performance						Strategy	Action Plan	Time line	Co-coordinating responsibility	Estimated inputs and Cost (Rs. In Million)
				2022	2023	2024	2025	2026					
2.1	To create new faculties in the university to fulfil the emerging knowledge needs	Number of faculties	03 faculties	4	4	5	5	5	Create new faculties in the University	1. Develop the proposal for the new faculties. 2. Obtain necessary approvals from the authorities such as senate, council, UGC and ministry. • Faculty of Humanities and Social Sciences • Faculty of Environmental Science • Faculty of Health Care Sciences • Faculty Architecture and Fashion Design • Faculty of Graduate Studies • Faculty of Medicine • Faculty of Aquaculture • Faculty of Fisheries and Marine Studies • Faculty of Livestock	2022-2026	Vice Chancellor, Dean and Heads	4
2.2	To introduce new degree programs in the faculties	Number of Degree programs and specialisations	12 Degree programs	16	20	24	26	28	Introduce new degree programs in the faculties	1. Develop the curriculum for the new degree programs 2. Obtaining necessary approvals from the senate, council, and UGC • BBM Hons in Forensic Accounting (4 Years) • BBM Hons in Tourism & Hospitality Management (4 Years) • BBM Hons in Business Information Systems (4Years) • BA Hons in Development and Community Studies • BA Hons in Applied Anthropology • BA Hons in Translation Studies • BICT Hons in Networking and Security (4 Years) • BBST Hons in Energy and Environmental Technology • BICT Hons in Applications Development (4 years) • BSc Hons in Biology • BSc Hons in Computer Science ( Direct Intake) • BSc Hons Data Science • BSc Hons in Information System • BET Hons in Construction Technology • BET Hons in Mechanical and Manufacturing Technology • BICT Hons in Multimedia and Game Design • BICT Hons in Quality Assurance • BBM Hons in Business Information Systems (Special Intake) • BSc Hons in Applied Physics and Computing (4 Years) • BSc Hons in Physics(4 Years) • BSc Hons in Science Education	2022-2026	Vice Chancellor, Dean and Heads	8

2.3	To establish new departments in the faculties.	Number of departments	10 Departments	11	12	13	15	20	Establishing new departments in the faculty	<ul style="list-style-type: none"> <li>1. Develop the proposal for the new departments</li> <li>2. Obtaining necessary approvals from the authorities such senate, council, and UGC</li> <li>• Department of Anthropology and Archaeology</li> <li>• Department of Development and Community Studies</li> <li>• Department of Language and Translation Studies</li> <li>• Department of IT</li> <li>• Department of Mathematics &amp; Statistics / Computational Mathematics (Dept. of Physical Science will be abolished)</li> <li>• Department of Computer Science</li> <li>• Department of Aquatic Environment and Management</li> <li>• Department of Biodiversity, Forestry and Wildlife Conservation</li> <li>• Department of Environment and Food Production</li> <li>• Department of Resource and Environmental Economics</li> <li>• Department of Waste Management</li> <li>• Department of Biosystem Technology</li> <li>• Department of Engineering Technology</li> <li>• Department of Banking and Insurance</li> <li>• Department of Business Information System</li> <li>• Department of Biology (Dept. of Bio-Sciences will be abolished)</li> <li>• Department of Information Systems</li> <li>• Department of Physics</li> <li>• DELT will be transferred from the FBS</li> <li>• Department of Geographic Information Systems and Remote sensing</li> </ul>	2022-2026	Dean and Heads	5
2.4	To revise curriculum of all internal and external undergraduate degree programmes to meet the national and global requirements to increase the overall employability	% employability of ICT, science and business graduates	82%	84%	88%	90%	95%	100%	Improve the curriculum with industrial training	<ul style="list-style-type: none"> <li>1. Form the curriculum development committee (CDC) at the department level</li> <li>2. Organise stakeholders workshops for improving the curriculum</li> <li>3. Continually revise the curriculum in the all the departments</li> <li>4. Enhance the industrial training in all the degree programs</li> <li>5. Reshuffle and Introduce new experiments for practical courses.</li> <li>6. Introduce the opportunities in National Research Centres and Industries.</li> </ul>	2022-2026	Dean, Head & Coordinators/ FQAC & CQA	5
2.5	To establish Postgraduate/ Professional centres	Number of Postgraduate institutes	0	1	1	2	3	3	Establish postgraduate/professional institutes	<ul style="list-style-type: none"> <li>1. Develop the proposal for establishing postgraduate institutes</li> <li>2. Obtain necessary approvals from the senate, council, and UGC.</li> <li>• Postgraduate Institute of Applied Sciences</li> <li>• Postgraduate Institute of Business Management</li> <li>• The Centre for Project Management</li> </ul>	2022-2026	Vice Chancellor, Dean and Heads	5
2.6	To introduce Postgraduate degree programs	Number of Postgraduate degree programs	0	1	2	4	12	13	Commence new postgraduate degree programs and Professional programs	<ul style="list-style-type: none"> <li>1. Develop the curriculum for the new postgraduate degree programs</li> <li>2. Obtain necessary approvals from the Senate, Council, and UGC.</li> <li>• MBA / Master of Business Administration</li> <li>• Master of Project Management</li> <li>• MPhil / PhD in HRM</li> <li>• MPhil / PhD in Project Management</li> <li>• MPhil / PhD in Marketing Management</li> <li>• MPhil / PhD in Accounting and Finance</li> <li>• Commence Postgraduate Diploma/ MSc in IT</li> <li>• Postgraduate Diploma/ MSc in Sustainable Environmental Management</li> <li>• MPhil in Computer Science</li> <li>• Postgraduate Diploma/ MSc in Computer Science</li> <li>• Project Management accredited programmes</li> <li>• HRM accredited programmes</li> <li>• MPhil / PhD in Environmental Sciences</li> </ul>	2022-2026	Dean and Heads	5
2.7	To introduce distance and continuous learning programs	Number of distance degree programs Number of Higher Diploma/ Diploma	0 0	1 2	1 2	2 2	2 2	3 3	Commence new distance learning programs	<ul style="list-style-type: none"> <li>1. Develop the curriculum for the new distance degree programs</li> <li>2. Obtain necessary approvals from the Senate, Council, and UGC.</li> <li>3. Commence distance general degree program in Entrepreneurship and Small Business Management and Software engineering</li> <li>5. Introduce Higher Diploma/ Diploma in English</li> </ul>	2022-2026	Dean and Heads	5

2.8	To enhance students competency in soft skills	% of adaptation of soft skills in degree programs % of increasing soft skills competency among the students	55% 50%	60% 55%	70% 65%	75% 70%	80% 75%	85% 80%	Enhance English and soft skills of students	1. Conduct more in course assignments which requires the usage of ICT tools 2. Use ICT tools for communicating and interacting with students 3. Conduct student poster presentations and seminars 4. Conduct more workshops for improving communication and leadership skills 5. Conduct Language oriented programs and competitions	2022-2026	Dean, Head and Coordinators/ IQAU	15
2.9	To enhance students centred and blended learning ( OBE-LCT ) methods to all degree programmes	% of courses adopted OBE-LCT	65%	70%	75%	80%	85%	90%	Provide training and facilities towards student centred learning	1. Adopt innovative teaching methodologies 2. Conduct workshops on creative thinking 3. Facilitate students to take part in and/or organizing competitions & exhibitions 4. Introduce group projects and report writings. 5. Enhance and refurbish the rooms for student activities 6. Provide facilities such as necessary equipment and space for independent research 7. Establish SMART lecture theatre with all facilities. 8. Conduct a career fair	2022-2026	Vice Chancellor , Dean & Head	50
2.10	To increase internship training of undergraduates in at least 85% of degree programs.	No of degree programmes with industry training / in plant training	9	10	11	12	20	24	Incorporate internship training into the curriculum	1. Enhance internship training for Special and General Degree programs 2. Sign MOUs with reputed Organizations.	2022-2026	Dean & Head	30
2.11	To enhance the quality of education through institution and programme review (Adopt recomondation given by IR and PR)	Institutional reviews conducted once in five years Programme reviews conducted once in five years	1 1	1 2	1 3	1 3	1 4	1 5	Undertake institutional and programme reviews continuously to improve the quality of education	1. Document the all relevant matters related to the quality assurance 2. Undertake institutional and programme review 3. Invite local and foreign experts to review and recommend for the quality improvements	2022-2026	Vice Chancellor, Dean and Coordinators/IQAC	5
2.12	To increase the intake of internal undergraduate students by 20% per year	No of student intake	575	700	800	850	1000	1200	Increase number of intake	1. Increase number of students for existng degree programs 2. Introduce new degree programs	2022-2026	Dean & Head	4

**Goal-03: Enhancing good Governance through effective and efficient management of resources and systems**

Objectives	Key Performance Indicators	Present Level of Performance						Strategy	Action Plan	Time line	Co-coordinating responsibility	Estimated inputs and Cost (Rs. In Million)
			2022	2023	2024	2025	2026					
3.1 To ensure implementation of management information system (MIS) in all faculties, library and administration units.	% of implementing MIS in the faculties.	35%	50%	60%	70%	80%	85%	Develop Management Information systems	1.Develop appropriate plan for creating MIS throughout the campus 2. Purchase ICT equipment for MIS 3.Provide training for all the staff members to apply MIS 4.Develop the all communications through MIS (Paperless communication) 5.Complete the development of MIS for Fixed assets and use it effectively 6.Develop / Acquire MIS for student admission, welfare and examination 7. Develop MIS for administration and academic activities	2022-2026	Vice Chancellor , Dean, Head / Computer centre	90
	% of implementing MIS in administration	30%	45%	55%	65%	75%	80%					
3.2 To ensure 90% of the administrative staff to have postgraduate / professional qualifications	No of administrative staff with postgraduate/ professional qualification.	5	6	7	8	8	8	Increase the qualifications of administrative staff	1. Persuade the staff members to follow the appropriate postgraduate/professional programs	2022-2026	Vice Chancellor and DR	3
3.3 To increase the % of administrative staff trained through SDC training/ workshops/ inter university exposure visits	% of staff trained.	80%	90%	100%	100%	100%	100%	Enhance the skills and competencies of administrative staff	1. Identify the training needs of administrative staff 2. Provide training programs through SDC 3. Provide inter university exposure visits	2022-2026	Vice Chancellor, Director/SDC, DR	10
3.4 To increase the % of Non academic staff trained through SDC training/ workshops	% of staff trained.	60%	70%	80%	90%	100%	100%	Enhancing the competencies and soft skills of non-academic staff by means of continuous training and workshops.	1. Engaging technical staff in national and international workshops to improve their knowledge. 2. Introducing laboratory safety courses and trainings. 3. Provide other relevant training programs 4. Provide soft skills development programs	2022-2026	Vice Chancellor , Director/SDC, DR	10
3.5 To improve the efficiency of administrative operations through providing adequate physical resources	% of adequate resources provided to the administration	50%	60%	70%	80%	90%	95%	Improve the physical capacity of General Administration	1. Establish new building 2. Provide adequate space for each office 3. Provide adequate office aid equipments to all the staff members	2022-2026	Vice Chancellor and DR	584
										2022-2026		

**Goal-04: Ensuring the Physical & Human Resources to offer a Conducive teaching and Learning Environment.**

Objectives	Key Performance Indicators	Present Level of Performance						Strategy	Action Plan	Time line	Co-ordinating responsibility	Estimated inputs and Cost
			2022	2023	2024	2025	2026					
4.1 To increase academic, administrative and non-academic cadre positions based on requirements by 2026.	No of academic positions	Faculty of Business Studies 29	32	34	36	39	40	Recruit adequate academic, administrative and non academic staff members	1. Identify the staff needs 2. Get approvals 3. Filling the vacancies	2022-2026	Vice Chancellor , Dean and Head	5
		Faculty of Applied Science 27	30	35	37	39	42					
		Faculty of Technological Studies 8	15	16	17	19	20					
		New faculties	15	20	25	30	40					
		Senior Assistant Librarian 01	1	2	2	2	3					
	Number of academic supportive staff	12	14	16	18	20	30					
	No of administrative positions.	University 05	08	08	09	09	12					
FBS 01		2	2	2	2	3						
FAS 01		2	2	2	2	3						
FTS 01		2	2	2	2	3						
New faculties		1	2	2	3	4						
No of non- academic positions.	84	100	120	130	135	140						
4.2 All the students receive hostel facilities by 2026	% of students receiving hostel facilities.	60%	70%	80%	90%	100%	100%	Increase the hostel facilities for students	1. Expanding existing hostels will all the facilities 2. Constructing two more hostels, one for male and one for female	2022-2026	Vice Chancellor and DR	300
4.3 To establish the new lecture theatres with modern facilities for each faculty	Number of new lecture theatres established	0	2	3	4	5	6	Construct new lecture theatres with modern equipment	1.Designing and Budgeting for constructing of lecture theatres 2.Getting necessary approvals e.g.. Cabinet approval 3.Constructing lecture theatres 4. Purchasing and fixing new equipment	2022-2026	Vice Chancellor and DR	800
4.4 To equip all lecture halls with modern teaching facilities by year 2026	% of lecture halls with modern facilities.	55%	60%	65%	70%	75%	80%	Enhance the available facilities	1. Purchase multimedia projector, screen & public addressing system and installing them. 2. Purchasing laptops/Desktops for lecture halls.	2022-2026	Dean and AR	50
4.5 To construct auditorium for the University	Number of auditorium buildings constructed	0	1	1	1	1	1	Construct auditorium building	1. Procurement process and construction of an auditorium 2. Purchasing and fixing new equipment	2022-2026	Vice Chancellor and DR	500
4.6 To set up new laboratories and upgrade the existing laboratories by 2026	No of labs.	10	11	11	12	13	15	Upgrade the laboratory facilities	1. Enhance the laboratory facilities 2. Purchase equipment for the laboratories of all the disciplines 3. Establish Research Labs	2022-2026	Vice Chancellor , Dean and DR	50
	% of state of modern equipment in Existing Labs.	50%	60%	70%	80%	90%	95%			2022-2026		
4.7 To construct Postgraduate Institutes and Research Centres with all facilities	Number of buildings constructed	0	0	1	2	2	3	Construct the postgraduate and research centres in the campus	1. Design and Budgeting for constructions 2. Construct postgraduate and research centres 3. Purchase and fix new equipment	2022-2026	Vice Chancellor and DR	400

4.8	To provide additional buildings and other infrastructures each year.	% of new building and other infrastructure.	35%	40%	50%	60%	70%	80%	Improve the infrastructure and facilities	<ul style="list-style-type: none"> <li>1. Building for <ul style="list-style-type: none"> <li>• Faculty of Business Studies</li> <li>• New faculties</li> <li>• Department of IT</li> <li>• Students' Complex</li> <li>• Administration</li> <li>• Examination Hall</li> <li>• Maintenance and stores</li> <li>• Canteen</li> <li>• Academic, administrative and non-academic family and bachelors' quarters</li> <li>• Guest House</li> <li>• SDC</li> <li>• Health Centre</li> <li>• Hostel</li> <li>• Research Labs</li> <li>• Recreation Building</li> </ul> </li> <li>2. Lecture halls for the Faculty of Applied Sciences</li> <li>3. Constructing the Sewerage Treatment Plant</li> <li>4. Expanding existing sports complex</li> <li>5. University Vehicle Park</li> </ul>	2022-2026	Vice Chancellor, Dean and DR	1400
4.9	To equip adequate transport and other general machineries and equipment	% of adequacy in transport and general equipment	15%	40%	50%	60%	70%	80%	Improve transportation and maintenance facilities	<ol style="list-style-type: none"> <li>1. Bus for students (54 seats- 03 , 25 Seats - 01) .</li> <li>2. Van (16 seats) - 04</li> <li>3. Pickup - 02</li> <li>4. Tractor - 01</li> <li>5. Four wheels Grass Cutter - 01</li> <li>6. Car - 02</li> </ol>	2022-2026		120
4.10	To promote a green environment in the university premises	% of university premises adopted the greening environment	50%	60%	65%	70%	75%	80%	Promote Greening environment in the university premises	<ol style="list-style-type: none"> <li>1. Designing the master plan adopting greening environment</li> <li>2. Practice greening environmental policy in all development activities</li> <li>3. Training the all staff about the greening environment</li> <li>4. Landscaping</li> </ol>	2022-2026	Vice Chancellor, Dean and DR	6
4.11	To ensure the provision of basic infrastructure facilities to cater to differently-abled persons in 80% of existing buildings by year 2026	% of building accessibility to disable students.	40%	50%	60%	70%	80%	80%	Improve the building infrastructure for easy access	<ol style="list-style-type: none"> <li>1. Constricting overhead bridges between buildings to provide access from one building to other</li> <li>2. Constructing a lift at a central location (and utilize the overhead brides to access all buildings)</li> </ol>	2022-2026	Dean & DR Capital Works	15



Goal-05: Dissemination of Knowledge for Regional and National Development

Objectives	Key Performance Indicators	Present Level of Performance						Strategy	Action Plan	Time line	Co-coordinating responsibility	Estimated inputs and Cost (Rs in Million)	
			2022	2023	2024	2025	2026						
5.1	To increase the indexed and peer reviewed publications to fulfill the regional and national needs	No of publications per year (Indexed, refereed journals and conference proceedings)	50	60	70	75	80	85	Increase the dissemination of findings through publications	1. Awareness programs about types of journals 2. Conduct workshops on Research methods and Academic writing 3. Provide financial and other supports to staff to publish books and monographs 4. Encourage the staff and students to write articles in national and international journals 5. Organize national and international conferences	2022-2026	Dean, Head & staff	30
5.2	To contribute to Industries/ national development programmes.	No of innovations/ Inventions	1	2	3	4	5	6	Provide opportunities for the staff and students to publish their research findings	1. Publish a Journal/magazine/newsletter/ e-newsletter 2. Publish findings in local news papers 3. Establish a mechanism to support publication and attending conferences. 4. Provide training to disseminate knowledge through the University website 5. Provide training assistance to staff members for developing e-learning resources	2022-2026	Dean, Head & society	15
		No of consultancy services/year	6	8	10	10	12	12	Undertake consultancy services to support the community and industries	1. Encourage staff and students to become members of professional bodies 2. Promote the staff members to undertake the consultancy services through university 3. Provide services through UBL	2022-2026	Dean and Heads	5
		No of Industries/ National/ Regional Development Programmes per year	30	30	35	38	38	40	Improve the interaction with the local industry	1. Conduct community based activities 2. Provide assistance to local industries to find better / alternative solutions for their problems 3. Conduct research on problems related to local industries 4.	2022-2026	Heads and staff	5
5.3	To enhance the employees' skills of private and public sector organizations through training programs	Number of training programs conducted per year	25	26	26	30	35	37	Improve the employees skills of private and public sector organizations	1. Identify the training needs 2. Plan the training materials 3. Conduct the training programs 4. Conduct certificate courses 5. Conduct short courses 6. Evaluate the outcomes	2022-2026	Heads and staff	15
5.4	To increase the number of community based activities through community interaction cells	No of community based activities per year.	20	24	24	25	25	28	Improve the interaction with the community	1. Enhance the existing cell and establishing cell for each faculty 2. Conduct community based activities 3. Provide assistance to community & local industries to find better / alternative solutions for their problems 4. Conduct research on problems faced by communities 5. Undertake projects to empower local communities 6. Promote staff and students to work with communities for rural development 7. Link with government and nongovernmental organizations and undertake community development activities 8. Produce short films and video documentaries for community awareness	2022-2026	Dean, Coordinator/industrial cell	20

Goal-06: Ensuring Justice and Equity with respect to Gender, Ethnicity and Religion

Objectives	Key Performance Indicators	Present Level of Performance	2022-2026					Strategy	Action Plan	Time line	Co-coordinating responsibility	Estimated inputs and Cost (Rs in Million)	
			2022	2023	2024	2025	2026						
6.1	To provide financial / social support for the students who have economic/ social needs by year 2026	% of needy students receiving financial support.	Bursary / Mahapola/ Other support- 80%	80%	85%	85%	90%	95%	Increase the financial support to the needy students	1. Identify the financial needs of the students 2. Find the appropriate sources to support to them	2022-2026	Dean / AR SSS/ Senior Students Counsellor	10
6.2	To ensure conducive environment for all ethno-religious communities to study and live in harmony by year 2026	% of students participated in multi-cultural events per year.	65%	75%	80%	80%	85%	90%	Improve interactions among students from different ethnicity and gender	1. Organise multicultural events / festivals 2. Conduct curricula and extra curricular group activities 3. Arrange educational tours for inter university 4. Encourage to form religious societies within the University	2022-2026	Deans, Heads and Religious committee, AR/Students and Welfare	7
6.3	To ensure equal opportunities in all activities irrespective of gender, ethnicity and religion.	No of complaints received on ethnic/ gender/ religious discrimination per year.	3	3	2	2	1	0	Provide equal opportunities for all students	1. Encourage to form all unions to ensure all ethnic, religious and gender proportion 2. Ensure the all the staff members from all the ethnic and religious groups represent in the boards for example inquiry board 3. Ensure the equal proportion of students in the all University events	2022-2026	Dean, Student Counsellors, Coordinator and director / WEBE	8
		Number of policies and procedures adopted	2	3	3	4	6	7					
6.4	To enhance students harmony in the faculties	No of degree programmes with updated course module in social harmony.	8	9	10	12	15	18	Increase the activates in social harmony	1. Revise the curriculum 2. Established Harmony centre	2022-2026	Dean, Head and Curriculum committee	4
6.5	To offer Sinhala Language to Tamil students and Tamil language to Sinhala students and offer Certificate Courses.	% of Tamil students followed Sinhala language.	45%	50%	55%	65%	75%	80%	Improve local languages competencies of students	1. Teaching Sinhala language to Tamil speaking students 2. Teaching Tamil language to Sinhala speaking students	2022-2026	Dean and Heads	4
		% of Sinhala students followed Tamil language.	25%	30%	35%	45%	55%	65%					
6.6	To provide infrastructure facilities to have gender equity and equality	% of students & staff getting facilities	60%	65%	70%	70%	75%	80%	Provide infrastructure facilities to increase the work efficiency	1. Street lights covering student access roads. 2. Feeding centre 3. Childcare centre	2022-2026	Vice Chancellor, Director WeBe, Director GEEC	60