STRATEGIC MANAGEMENT PLAN
(2017 – 2021)

University of Moratuwa

October 2017

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A Personal Statement from the Vice-Chancellor

The University of Moratuwa (UOM)is considered to beone of the best universities in Sri Lanka today. Throughout its history of 45 years of existence there were significant developments in all spheres of activities securing an excellent brand reputation as a premier seat of higher education in Sri Lanka.

Since 2002, the University's development path has been guided by Strategic Plans developed based on a series of workshops following a participatory approach. After a critical review and a more rigorous process of refinement, the new Strategic Management Plan 2017-2021 was developed and has now been approved by theUniversity Council. The Strategic Management Plan presented here provides a clear framework for development of the University and demonstrates the University's commitment to position itself among the best universities in the Asian region. It is the roadmap for achieving excellence in all its activities and should be used and followed by everybody at the University to achieve its mission through successful accomplishments of all the goals. It also provides useful insights for policy making in several aspects of university education and management.

There has been rapid progress in the recent past, particularly in broadening of the undergraduate and post-graduate programs, research and development activities, innovations and entrepreneurial culture, international collaborations, industry links, sports, physical infrastructure and quality assurance. This trend can be accelerated with the commitment and enthusiasm that prevails in the University.

It is my belief and hope that by the end of year 2021, the Mission as spelt out in our Strategic Management Plan would be achieved to a very large extent. Therefore, Strategic Management Plan 2017-2021 will be the key instrument to propel the University of Moratuwa towards realising its vision of becoming *the most globally recognised knowledge enterprise in South Asia.*

Professor Ananda Jayawardane
Vice-Chancellor
University of Moratuwa
October 2017

Corporate Structure

Chancellor: Vidya Jyothi (Professor) K K Y W Perera

The Council

Ex-officio Members:

Vice-Chancellor (Chairman)	Prof. A K W Jayawardane
Deputy Vice-Chancellor	Prof. R A Attalage
Dean, Faculty of Architecture	Prof. M L de Silva
Dean, Faculty of Business	Prof. N D Gunawardena
Dean, Faculty of Engineering	Prof. K K C KPerera
Dean, Faculty of Information Technology	Eng. P M Karunaratne
Dean, Faculty of Graduate Studies	Prof. (Mrs.) S A D Dias

Members elected by the Senate:	Prof. M S Manawadu
	Prof. P G R Dharmaratne

Members appointed by the UGC:	Archt. Ashley de Vos
	Mrs. Geethanjali Rupika Ranawaka
	Prof. Kemal Deen
	Mr. Manohara De Silva
	Eng. Sanjiva Senanayake
	Mr. Suresh Shah
	Mr. S. Swarnajothi
	Dr. Tilak Siyambalapitiya
	Eng. Vajira Kulathilake
	Dr. Vinya Ariyaratne

Registrar (Secretary):	Mr. A L Joufer Sadique
Bursar (On invitation):	Mr. K A D Pushpakeerthi

The Senate

Ex-officio Members:

Vice-Chancellor (Chairman)	Prof. A K W Jayawardane
Deputy Vice-Chancellor	Prof. R A Attalage
Director, Institute of Technology	Mrs. M M P D Samarasekara
Dean/Faculty of Architecture	Prof.M L de Silva
Dean/Faculty of Business	Prof. N D Gunawardena
Dean/Faculty of Engineering	Prof. K K C K Perera
Dean/Faculty of Information Technology	Eng. P M Karunaratne
Dean, Faculty of Graduate Studies	Prof. (Mrs.) S A D Dias
Librarian	Mrs. R C Kodikara
Head/Dept. of Architecture	Dr. R M K U Rajapaksha
Head/Dept. of Building Economics	Dr. (Mrs.) Y G Sandanayake
Head/Dept. of Chemical and Process Engineering	Dr. (Mrs.)S H PGunawardena
Head/Dept. of Civil Engineering	Prof. J M S JBandara
Head/Dept. of Computational Mathematics	Dr. (Mrs.) K S D Fernando
Head/Dept. of Computer Science & Engineering	Dr. A S Perera
Head/Dept. of Earth Resources Engineering	Dr. H M R Premasiri
Head/Dept. of Electrical Engineering	Prof. N K Wickramarachchi

Head/Dept. of Electronic & Telecommunication Engineering	Prof. S R Munasinghe
Head/Dept. of Information Technology	Dr. L Ranathunga
Head/Dept. of Integrated Design	Archt. R M B S C K Rathnamalala
Head/Dept. of Interdisciplinary Studies	Ms. W A S N Wijethunga
Head/Dept. of Languages	Mr. S J Gunawardena
Head/Dept. of Management of Technology	Dr. G D Samarasinghe
Head/Dept. of Materials Science & Engineering	Mr. VSCWeragoda
Head/Dept. of Mathematics	Prof. T S G Peiris
Head/Dept. of Mechanical Engineering	Dr. RARC Gopura
Head/Dept. of Textile & Clothing Technology	Dr. U S W Gunasekera
Head/Dept. of Town & Country Planning	Dr. G R Ratnayake
Head/Dept. of Transport & Logistics Management	Mr. S N Bentotage
Actg. Head/ Dept. of Decision Science	Mrs. DEWV Nanayakkara
Actg. Head/ Dept. of Industrial Management	Dr. I Mahakalanda

Other Members (Senior Professors and Professors):

Senior Professor in Architecture	Prof. M S Manawadu
Senior Professor in Civil Engineering	Prof. W P S Dias
Senior Professor in Civil Engineering	Prof. K A M K Ranasinghe
Senior Professor in Civil Engineering	Prof. (Mrs.) N Ratnayake
Senior Professor in Civil Engineering	Prof. N T S Wijesekera
Senior Professor in Civil Engineering	Prof. M T R Jayasinghe
Senior Professor in Computational Mathematics	Prof. A S Karunananda
Senior Professor in Earth Resources Engineering	Prof. P G R Dharmaratne
Senior Professor in Electrical Engineering	Prof. H Y R Perera
Senior Professor in Electronic & Telecommunication Engineering	Prof. J A K S Jayasinghe
Senior Professor in Transport & Logistics Management	Prof. K A S Kumarage
Professor in Chemical & Process Engineering	Prof. A A P De Alwis
Professor in Chemical & Process Engineering	Prof. (Mrs.) B M W P K Amarasinghe
Professor in Chemical & Process Engineering	Prof. B A J K Premachandra
Professor in Chemical & Process Engineering	Prof. S A SPerera
Professor in Civil Engineering	Prof. S A S Kulathilaka
Professor in Civil Engineering	Prof. S M A Nanayakkara
Professor in Civil Engineering	Prof. A A D A J Perera
Professor in Civil Engineering	Prof. I R A Weerasekera
Professor in Civil Engineering	Prof. S S L Hettiarachchi
Professor in Civil Engineering	Prof. W KMampearachchi
Professor in Civil Engineering	Prof. (Mrs.)C Jayasinghe
Professor in Computer Science & Engineering	Prof. P G V Dias
Professor in Building Economics	Prof. B A K S Perera
Professor in Earth Resources Engineering	Prof. N P Rathnayake
Professor in Electrical Engineering	Prof. S P Kumarawadu
Professor in Management of Technology	Prof. S W S B Dasanayaka
Professor in Management of Technology	Prof. (Mrs.)V M Wickramasinghe
Professor in Materials Science and Engineering	Prof. R G N de S Munasinghe
Professor in Textile & Clothing Technology	Prof. G L DWickramasinghe
Professor in Textile & Clothing Technology	Prof. E A S KFernando
Professor in Town & Country Planning	Prof. P K S Mahanama
Elected Member/Faculty of Engineering	Prof. V S D Jayasena
Elected Member/Faculty of Engineering	Mrs. N C K Seram
Elected Member/Faculty of Architecture	Ch.QS. HSJayasena
Elected Member/Faculty of Architecture	Archt. W P S Botejue
Elected Member/Faculty of Information Technology	Mr. B H Sudantha
Elected Member/Faculty of Information Technology	Mrs. G T I Karunaratne

On Invitation as Observers

Director/Undergraduate Studies/Architecture	Dr. (Mrs.)A A Hettiarachchi
Director/Undergraduate Studies/Engineering	Mr. S N Niles
Director/Undergraduate Studies/Information Technology	Dr. (Ms.) G U Ganegoda
Director/PGS, Faculty of Architecture	Dr. (Ms.)TRamachandra
Director/PGS, Faculty of Business	Prof. S W S B Dasanayake
Director/PGS, Faculty of Engineering	Dr. W D A S Rodrigo
Director/PGS, Faculty of Information Technology	Mr. M F M Firdhous
Chairman/ CODL	Ms. D E W V Nanayakkara
Director/Quality Assurance Cell/Faculty of Architecture	Dr. (Mrs.) ENDDe Silva
Director/Quality Assurance Cell/Faculty of information Technology	Dr. C R J Amalraj
Director/Quality Assurance Cell/Faculty of Engineering	Mr.VSivahar
Deputy Registrar, Academic & Publications(Secretary)	Mr. DLD Jayantha

Administrative Staff

Registrar	Mr. A L Joufer Sadique
Bursar	Mr. K A D Pushpakeerthi
Deputy Registrar (General Administration)	Ms. V Kulasekara
Deputy Registrar (Academic & Publications)	Mr. DLD Jayantha
Director, Physical Education	Mr. KRDC Ratnamudali
Deputy Bursar	Mr. SK Rodrigo
Deputy Registrar (Faculty of Engineering)	Mrs. ST Hewawasam
Deputy Registrar (General Administration)	Mrs. KCS Perera
Senior Asst. Registrar (Capital Works & Services)	Mr. KHGU Kariyawasam
Senior Asst. Registrar (Establishments-Academic)	Mr. TLC Dilroshan
Senior Asst. Registrar (Examinations & Academic)	Mrs. YLD Nandasena
Senior Asst. Bursar (Faculties)	Ms. SVK Saranjala
Senior Asst. Bursar (Stores & Supply Services)	Mr. S P G Nihal
Senior Asst. Bursar (Finance)	Mrs. SAS De Silva
Senior Asst. Bursar (Finance)	Mrs. US Waduge
Senior Assistant Internal Auditor	Mrs. MSP Peiris
Senior Asst. Registrar (Welfare)	Mrs. C Y Munasinghe
Actg . Assistant Registrar (Establishments-Non Academic)	Mrs. ASPDA Perera
Assistant Registrar (External Affairs and Publicity)	Mrs. ASPDA Perera
Assistant Registrar (Library Services)	Mr. BH Perera
Assistant Registrar (Legal & Documentation)	Mrs. PMMS Harischandra
Assistant Bursar (Finance)	Mrs. APK Athukorala
Assistant Bursar (Finance)	Mrs. E I Pathmaratne
Assistant Registrar (FGS)	Mr. BMDT Bandara
Assistant Registrar (Architecture)	Ms. S Vinothaa
Assistant Registrar (Faculty of IT)	Ms. ARMIO Ranaweera
Actg.Works Engineer	Mr. WASMSS Seneviratna

Curator	Mr. EMMS Ekanayake
Actg.Chief Security Officer	Mr. MGS Maththaka
Medical Officer	Dr. (Mrs.) NH Salgado
Dental Surgeon	Dr. (Mrs.) TN Dissanayake
Project Manager	Mrs. TLP De Mel
Marshall	Mr. RR Abeywickrama
Statistical Officer	Ms. WADM Kanchana
Facilities Manager	Mr. Kanishka Arachchige

Library Staff

Librarian	Mrs. R C Kodikara
Senior Assistant Librarian (Outreach Services)	Mrs. T M Seneviratne
Senior Assistant Librarian (Reference, Periodicals & User Education)	Mr. C N D Punchihewa
Senior Assistant Librarian (Acquisition Division)	Mr. KGAP Kiriella
Senior Assistant Librarian (IT Division)	Mr. ADB Kumara
Assistant Librarian (Technical Services)	Mrs. AKUN Kodithuwakku
Assistant Librarian (Reader Services)	Mrs. DNT Gunawardana

University Profile

The University of Moratuwa (UOM), the successor to the Institute of Practical Technology, Katubedda set up in 1960 and the Ceylon College of Technology set up in 1966, commenced functioning as Katubedda Campus on 15th February 1972.

Under the provisions of Universities Act No 16 of 1978, the Katubedda Campus of University of Sri Lanka acquired the status of an independent University with its present corporate name "The University of Moratuwa, Sri Lanka". The University of Moratuwa is considered as one of the best universities in Sri Lanka today and has earned a brand reputation for excellence in its activities and performance (see Appendix 1 for some recent achievements).

Faculty Profile

The University has 5 Faculties at present, Faculty of Architecture, Faculty of Engineering, Faculty of Information Technology, Faculty of Business and Faculty of Graduate Studies each functioning under its Dean. This will soon expand to 6 Faculties with the addition of Faculty of Medicine. Currently Faculty of Engineering has 12 academic departments, Faculty of Architecture has 4 academic departments, Faculty of Information Technology has 3 academic departments and Faculty of Business has 3 academic departments (see organization structure in Appendix 2). Each department functions under a Head of Department and consists of Senior Professors, Professors, Associate Professors, Senior Lecturers, Probationary Lecturers, Teaching Assistants and several other categories of academic support and non academic staff. The UOM is one of the largest technical universities in South Asia having about 405 academic staff (see distribution of academic staff in Appendix 3).

Student Profile

The University at present has 6487 fulltime undergraduate students in the Engineering, Architecture and Information Technology Faculties following 20 undergraduate programs. This number will increase to approximately 10360 by the end of year 2021 of which around 1200 will be off campus students and around 180 will be in the Medical Faculty at new premises (see student intake to undergraduate courses and projections in Appendix 4). The number of post-graduate students will increase by about 1500 during the planning horizon from 2500 at present to 4000 in 2021.

University Centres

The University has 4 different types of centres: (a) centres providing specialized services to staff and students; (b) centres providing academic programs; (c) centres of excellence for research and consultancy services; and (d) Multi-disciplinary research centres. The existing and proposed centres under these four

types are shown in Appendix 5 considering their main functions. However, some of these centres cater for more than one type. The Service Centres and Centres for academic programs have their own staff cadre.

Institutes

The University at present has only one institute, namely the Institute of Technology, University of Moratuwa (ITUM) which was established to take over the University's long standing middle level technical course National Diploma in Technology. It functions under the Director of the Institute, governed by a separate Board of Management reporting to the University Senate for academic matters and to the Council for other specific matters. This institute will offer only middle level technical courses. At present it has approximately 1050 students and 40 academic and 50 non-academic cadre. The ITUM has recently been shifted from the main premises of the University to its new state-of-the-art modern complex in Diyagama built at a cost of Rs. 10.3Bn and is expected to increase the current student intake from 350 to 1000 during the next five years.

The University Library

At present there is one central library in the University and it is housed in a five storied building. The library is headed by the Librarian and has Senior Assistant Librarians, Assistant Librarians, Senior Assistant Registrar (Library Services) and other supporting staff.

The library has a collection of over 111,000 items and subscribes to 5 databases, 25 online journals and 21 print journals. During the planning period the library will undergo major improvements in the areas of enhancing collection, enhancing facilities and services to users, improvement of audio-visual section, automation, develop infrastructure, improved user assistance & education and resource sharing by networking with other libraries. It will also develop a fully-fledged Centre for Instructional Technologies to support staff of all faculties to develop and use e-resources. A Media Centre will also be establish to enhance university publicity in electronic and print media.

University Administration

The functions of the University are carried out by two main divisions namely, the academic division and the non academic division. The Vice-Chancellor is the overall head of both these divisions. These two divisions are further divided into several functional units for efficient execution of business in the

University. The ITUM which is headed by the Director has its own academic and non academic divisions.

The administration of academic activities at Departmental level is carried out by Heads of Departments who are responsible to Dean of the relevant faculty.

The administration of non academic activities is carried out by Registrar under the direction of the Vice-Chancellor and caters to functions in the areas of Finance, Academic and non academic establishment, Student registration & examinations, Supplies, Health, Student & staff welfare, Sports, Halls of Residence, Maintenance & Services, Facilities management, Garden Management and Security (see Organization Chart in Appendix 2).

It is expected that the University administration will have major changes in the way it carries out business during the planning horizon. These changes will take place with the introduction of MIS for efficient information handling, provision of specialized training for all staff and through university reforms.

Vision

To be the most globally recognised Knowledge Enterprise in South Asia.

Mission

To be the leading Knowledge Enterprise for technological and related disciplines in South Asia by:

- Providing transformative education in technological and related disciplines which nurtures the inquiring mind and develops knowledge andskills for facing global challenges;

- Carrying out nationally relevant and high-impact research to expand the boundaries of knowledge and to enhance the national technological capabilities;

- Providing expert services to the State, Industry and the Society as an Internationally positioned Sri Lankan University; and

- Contributing to sustainable, scientific, technological, social and economic development of Sri Lanka.

Attributes of a Moratuwa Graduate

Our Core Values

1. Quality: **Striving to achieve the highest quality in all its endevours**

2. Competence and Professionalism: **Committing to provide all the services competently and professionally to meet the highest standards of achievement**

3. Collaboration and Teamwork: **Fostering cooperation, collaboration and teamwork whilst respecting team dynamics in an environment conducive for stakeholder satisfaction and a rewarding experience**

4. Staff Empowerment: **Embracing new ideas and empowering staff and capacity building for best performance**

5. Responsiveness: **Understanding national and industry needs and promptly responding through expert advice and innovative initiatives to facilitate rapid development**

6. Honesty and Openness: **Building trust and respect with all stakeholders through effective communication and mutual understanding**

7. Ethical behaviour, Accountability and Integrity: **Performing all tasks maintaining the highest ethical standards, demonstrating high integrity and accountability**

8. Safety and Security: **Ensuring safe and secure environment for students and staff**

9. Sustainability: **Embracing sustainability principles and green concepts**

10. Good Governance: **Conducting all activities responsibly with due consideration for fairness and transparency whilst fulfilling statutory requirements**

Goals and Objectives

Goal 1: **Achieve international recognition as a centre of excellence in higher learning**

The University offers undergraduate and post-graduate courses in Architecture, Engineering, Information Technology, Quantity Surveying, Town & Country Planning, Design, Facilities Management, Transport & Logistics Management and Business Science. All professionally oriented undergraduate programs are accredited by the respective local professional institutions and almost all such courses are either accredited or recognized by international accreditation bodies or accords. However, only a few post-graduate courses are accredited by international professional bodies. This goal is to ensure that all professionally oriented undergraduate and post-graduate courses obtain international accreditation from relevant professional bodies, significantly enhance the international outlook of the University and to rise in world rankings to make the University of Moratuwa an internationally reputed centre of excellence in higher learning.

Objective 1.1 -	**Ensure the quality of all undergraduate, post-graduate and external degree programs satisfy national and international quality assurance benchmarks by 2017**
Objective 1.2 -	**Obtain national and international accreditation for all professionally oriented undergraduate, post-graduate and external degree programs by 2017 and retain accreditation already acquired**
Objective 1.3 -	**Enhance international outlook as a centre of higher learning through 5% foreign students, 5% foreign staff and international collaborative programs by 2018**
Objective 1.4 -	**Reach towards world class status through improved world rankings and international achievements – to be within top 500 by 2020**

Goal 2: Achieve excellence in research, innovation and enterprise with national & international relevance with global recognition

The need to establish a more conducive research, innovation and entrepreneurial culture at the University has been repeatedly identified and emphasized. Although the situation is improving with several innovative initiatives, the research, innovation and entrepreneurial output and culture need to be further enhanced. Furthermore, research should be better industry focused, promote invention and innovation and lead to problem solving, creation and transfer of new technology to the industry in addition to basic research contributing to new knowledge. This goal is therefore to excel in research, innovation and entrepreneurship by creating a conducive environment and a culture in the University and thereby significantly enhance the research, innovation and entrepreneurial output of the University which in turn contribute for national economic development.

Objective 2.1 -	**Improve research culture in the University to delight research community**
Objective 2.2 -	**Achieve at least 25% increase of research publications annually out of which at least 50% in SCOPUS indexed journals and conferences**
Objective 2.3 -	**Triple the output of design, innovation, product/process development, entrepreneurship and transfer of new technology to the industry and society by 2018**

Goal 3: Be a premier university in providing education responsive to the national needs and expectations of the industry and society with global orientation

The degree programs offered by the university should meet the students' demands for various disciplines and satisfy the industry and the country needs ensuring full employment to passing out graduates. This needs increase of student intake to demanding disciplines and introduce new academic programs relevant to the evolving industry and national requirements. In addition, the University should continuously offer CPD programs to practicing professionals and alumni to keep them abreast with new knowledge. These CPD programs are currently organized with the initiative of the lecturers/departments, the industry organizations, University Business Linkage Cell (UBLC) or the Uni-Consultancy Services (UNIC), the latter two being the internal and external arms of the University. However, there seems to be still lack of systematic identification of industry needs and formulation of courses to meet such needs. This goal therefore is to ensure increased enrolment for demanding programs, introduce new undergraduate, post-graduate, external and CPD programs to meet the needs of the country, students and the professional community and thus become a premier university responsive to industry and national needs.

Objective 3.1 -	**Re-align academic programs to effectively respond to the national needs and expectations of the industry and society at all times**
Objective 3.2 -	**Establish five new UG degree programs and at least fifteen PG programs to meet the changing needs of the human capital by 2021**
Objective 3.3 -	**Ensure necessary skills and attitudes of the students to face the challenges and needs of the global society and the industry in all programs at all times**
Objective 3.4 -	**Be the leader in providing continuing professional development programs to meet the needs of the country and the professional community with at least 20% annual growth of number of students**

Goal 4: Enhance the intellectual and physical environment at the University to achieve excellence in all its activities

Moratuwa University needs a more conducive environment to achieve excellence in all its activities. Despite several new buildings constructed in the recent past there exists a severe restriction of building and land space to expand academic programs. Significant proportion of present equipment, tools, software and facilities available in the laboratories are relatively old and need to be replaced with modern ones to meet and maintain local and international accreditation. University utility services, student accommodation, living conditions, learner support services, health and hygiene and facilities for sports and recreation need further improvement. This goal is to address these issues and create an environment conducive to excel in all activities.

Objective 4.1 - Develop physical infrastructure facilities based on an up-to-date five year development plan securing funding and utilizing 100% allocation

Objective 4.2 - Ensure state-of-the-art teaching, learning, research and sports facilities based on up-to-date three year planning horizon

Objective 4.3 - Ensure learner/teacher support services to delight students/staff at all times

Goal 5: Create a community of well accomplished, skilled and contented staff and students to meet the conditions of a vibrant university

Presence of satisfied and motivated staff and student community is of prime importance in the university to maintain peace, enhance popularity, attract good students and staff, and to develop team spirit for synergetic development. This may be achieved by creating an environment to promote staff-student interaction, cordiality and ethnic cohesion among university community, maintaining a good relationship with the civic society, conducting staff development programs, and taking appropriate measures to attract and retain qualified staff in the University. Although the University has taken several measures to achieve the above, there is still a lot of room for improvement. This goal is intended to achieve the above.

Objective 5.1 - Nurture an environment which will promote staff-student interaction in social spheres

Objective 5.2 -	Make staff competent, skilled, accountable, empowered, motivated and satisfied through need based staff development at all times
Objective 5.3 -	Enhance social capital, achieve cordiality and promote ethnic cohesion among the university community through enhanced co-curricular and extra-curricular activities
Objective 5.4 -	Provide regular opportunities for the university community and the civic society to interact
Objective 5.5 -	Attract and retain qualified staff to occupy over 80% of staff positions at all times

Goal 6:   Become a leading expert service provider of advanced technology and consultancy services

The University of Moratuwa at present provides consultancy services to both public and private sector in all disciplines under the Faculties of Engineering, Architecture, Information Technology and Business. This is usually done through personal contacts, University Business Linkage Cell (UBLC), Uni-Consultancy Services (UNIC), Project Consultancy Unit (PCU) and Centres of Excellence. The industrialists are not fully aware of the consultancy capabilities of the university and sometimes the University is unable to provide a faster service to the industry due to several procedural constraints. Despite continuous improvement of the services provided to the industry and the government over the years there is still room for improvement. This goal is therefore to systematically enhance the consultancy capabilities, promote consultancy services and provide an efficient service so that the UOM becomes the leading advisor and provider of advanced technology and other consultancy services. This indirectly results in satisfied staff with higher remuneration and industry exposure while contributing for enhanced research skills and improved teaching materials.

Objective 6.1 -	Enhance the visibility of expertise of the University staff through awareness, publicity and recognition
Objective 6.2 -	Establish and strengthen mechanisms for the industry to obtain an efficient and a quality service from the University
Objective 6.3 -	Strengthen mechanisms for diffusion and transfer of technology generated to industry through research and development

Goal 7:   Be an advisor to the government in policy formulation and national development in all relevant disciplines and higher/professional education in Sri Lanka

The University of Moratuwa possesses a large number of well-qualified staff who can provide expert advice and significantly contribute to government policy formulation and national development in engineering, technology, architecture, town & country planning, information technology, design, transport and logistics management, facilities management, business science including higher/professional education in Sri Lanka. Although some staff members of the University are already involved in such activities to a certain extent, there is lot of room for growth and improvement. This goal is therefore to facilitate and encourage staff to provide expert advice and participate in government policy formulation and national planning and development programs thus to be a leader in this area.

Objective 7.1 -   Facilitate and encourage staff to be advisers to the government and participate in government policy formulation, national planning and development programs

Objective 7.2 -   Provide visibility to the government of the capabilities of the University in contributing for such policy formulation, national planning and development programs

Goal 8:   Quality assurance and efficient corporate governance to be in the culture of the University

Priority of the University of Moratuwa is to ensure quality in all its activities and services. To this end, the University has established several mechanisms such as University Quality Assurance Unit and Faculty Quality Assurance Cells and developed quality policies and procedures. However, considerable effort and commitment by all the stakeholders is further needed to achieve the required quality levels. A pre-requisite of this exercise is to introduce an efficient and effective management framework and procedures to all administrative activities. Another prime factor in this exercise is efficient implementation of the corporate objectives identified in the Strategic Management Plan. This goal is therefore to ensure institutionalization of more efficient and effective management framework, quality strategies and mechanisms and effective implementation of the Strategic Management Plan.

Objective 8.1 -   Ensure and sustain an efficient and effective management team and framework throughout

Objective 8.2 -	Enhance and sustain quality assurance mechanisms at all levels of management
Objective 8.3 -	Institutionalize formulation, implementation and monitoring mechanisms of the University Strategic Management Plan and Annual Implementation Plan
Objective 8.4 -	Good governance to be the default culture of the University at all times

Strategies and Programs

<table>
<tr><td colspan="2">Goal 1:   Achieve international recognition as a centre of excellence in higher learning</td></tr>
<tr><td colspan="2">Objective 1.1 -   Ensure the quality of all undergraduate, postgraduate and external degree programs satisfy national and international quality assurance benchmarks by 2017</td></tr>
</table>

Strategy	Activities
1.1.1 Transform course delivery to Outcome Based Education (OBE) mode	1.1.1.1 Re-emphasize agreement and commitment of academic leadership
	1.1.1.2 Continue to provide staff training on OBE mode course design and delivery
	1.1.1.3 Fully implement the OBE mode course delivery in all the courses
	1.1.1.4 Acquire necessary additional resources needed to transform to OBE mode (human and capital)
	1.1.1.5 Improve the provision of feedback to students on all continuous assessment activities

1.1.2	Benchmark courses with selected national and international benchmarks	1.1.2.1	Benchmark relevant UG, PG and external degree programs with those of selected reputed universities
		1.1.2.2	Benchmark remaining UG programs with subject benchmarks developed by the UGC QAAC appropriately
		1.1.2.3	Benchmark all UG and PG courses to align with Sri Lanka Qualification Framework
		1.1.2.4	Benchmark all relevant UG degrees with graduate attributes and specified credit compositions of accreditation bodies
		1.1.2.5	Implement benchmark recommendations after reviews/approvals
1.1.3	More effective moderation of examination papers and answer scripts	1.1.3.1	Improve and effectively implement the internal examination moderation process
1.1.4	More effective review of academic programs by international examiners/reviewers/panels	1.1.4.1	Obtain services of internationally reputed academics as external reviewers for each UG, PG and external degree program
		1.1.4.2	Engage/continue foreign examiners/moderators for CDP examinations
		1.1.4.3	IQAC to facilitate, coordinate and monitor the above activities (1.1.3 and 1.1.4)

1.1.5	Ensure quality assurance in conducting academic programs	1.1.5.1	Develop/improve quality manuals/procedures for conduct of academic programs
		1.1.5.2	Strengthen FQACs to ensure its proper implementation
			Ensure proper implementation of student feedback as per guidelines of QAAC
		1.1.5.3	Ensure proper implementation of peer observation as per guidelines of QAAC
		1.1.5.4	Establish subject bench-mark statements/documents for those not yet available
		1.1.5.5	Strengthen departmental mechanisms for effective implementation of quality assurance initiatives
		1.1.5.6	Implement and monitor Semester Balance by all departments
			Preparation of portfolio for each module
		1.1.5.7	Strengthen the documentation framework for systematic implementation of QA procedures and proof of evidence
		1.1.5.8	
		1.1.5.9	
1.1.6	Undergo UGC QAAC Program Reviews for all UG, PG and external degree programs and disciplines on regular basis	1.1.6.1	Undergo program reviews according to a pre-prepared schedule approved by respective Faculties
		1.1.6.2	Conduct internal annual reviews to monitor implementation of quality review recommendations
1.1.7	Enroll only the students with proper aptitude	1.1.7.1	Retain testing of aptitude when enrolling students to BArch, BLArch, BDes and BDes (FD&PD) courses ensuring its professional conduct
		1.1.7.2	Re-introduce the aptitude test for IT&M degree program
1.1.8	Implement academic policies	1.1.8.1	Improve and implement academic program By-laws for every degree program
		1.1.8.2	Improve and implement Performance Criteria for every degree program

1.1.9	Benchmark laboratories and learning facilities (see also 4.2.1)	1.1.9.1	Benchmark key laboratories and equipment with selected state-of-the-art laboratories
		1.1.9.2	Benchmark key learning facilities with selected modern learning facilities
		1.1.9.3	Upgrade laboratories and learning facilities to meet the benchmark requirements with secured funding
1.1.10	Guide educational activities through an educational research unit	1.1.10.1	Establish an educational research unit in each faculty
		1.1.10.2	Incorporate education reforms based on research findings and world trends

Objective 1.2 - Obtain national and international accreditation for all professionally oriented undergraduate, post-graduate and external degrees by 2017 and retain accreditation already acquired

Strategy		Activities	
1.2.1	Pursue in obtaining national/international accreditation for professional degree programs	1.2.1.1	Obtain accreditation by relevant local accreditation bodies for professional degree programs
		1.2.1.2	Obtain accreditation by selected international accreditation bodies for relevant UG programs
		1.2.1.3	Obtain accreditation by selected international accreditation bodies for relevant PG programs
		1.2.1.4	Obtain accreditation by selected international accreditation bodies for relevant external degree programs
		1.2.1.5	Seek necessary funding for obtaining local/international accreditation

1.2.2	Renew existing accreditations for all professional programs	1.2.2.1	Renew IESL accreditation for all disciplines of Engineering aiming at WA recognition
		1.2.2.2	Renew TLM Chartered Institute of Logistics and Transport accreditation when due
		1.2.2.3	Renew RIBA, SLIA and CAA accreditation for courses conducted by the Department of Architecture when due
		1.2.2.4	Renew RICS, AIQS and IQSSL accreditation for courses conducted by the Department of Building Economics when due
		1.2.2.5	Renew ITPSL accreditation for courses conducted by the Department of Town & Country Planning when due
1.2.3	Maintain accreditations already obtained	1.2.3.1	Maintain accreditations already obtained (both local and international) through provisions of resources and funds
		1.2.3.2	Departments to necessarily attend to the improvements suggested by the accreditation bodies

Objective 1.3 - **Enhance international outlook as a centre of higher learning through 5% foreign students, 5% foreign staff and international collaborative programs by 2018**

	Strategy		Activities
1.3.1	Establish/strengthen institutional mechanisms for international relations	1.3.1.1	Establish a fully-fledged International Division under Director/International Relations with increased cadre
		1.3.1.2	Maintain International Students Office at EA&P Division until fully fledged office is set up
		1.3.1.3	Update and leverage international alumni database
		1.3.1.4	Establish links with international promotion arms of UGC, Ministries and other networking bodies, Embassies

1.3.2	Market Moratuwa internationally (see also 1.4.2 & 3.3.10)	1.3.2.1	Establish a publicity arm at External Affairs and Publicity and International Student Promotion Division
		1.3.2.2	Further develop all publicity materials – print, videos, online and exhibition materials for international audience
		1.3.2.3	Obtain necessary approval for competitive course fees for international students
		1.3.2.4	Actively market to attract international students both at undergraduate and post-graduate levels
		1.3.2.5	Dir/International Relations to play an active role in proactively marketing UOM internationally
1.3.3	Provide a rewarding experience for international students and international staff	1.3.3.1	Provide efficient Registry support - visa, regulations, culture, security - single point of contact – International student office
		1.3.3.2	Provide better accommodation to international students and international staff
			Provide short-term scholarship for foreign interns
		1.3.3.3	Introduce meet international students program
		1.3.3.4	Facilitate home stay
		1.3.3.5	
1.3.4	Change perception of having international students	1.3.4.1	Address the concerns of having international students and build on advantages
		1.3.4.2	Organize programs to harmonize with local students
1.3.5	Establish satellite campuses in strategic locations to facilitate foreign students (see also 4.1.26)	1.3.5.1	Establish Dubai Campus
1.3.6	Attract international academics to UOM	1.3.6.1	Obtain services of reputed international professors
		1.3.6.2	Facilitate sabbatical positions to international academics
		1.3.6.3	Attract Sri Lankan expatriate and Alumni academics to UOM on sabbatical and short term assignments
		1.3.6.4	Exploit other mechanisms such as Fulbright, NSF, DAAD, Volunteer programs and exchange offers to obtain services from international experts
1.3.7	Obtain services of international faculty through modern ICT facilities	1.3.7.1	Facilitate international faculty to teach through modern e-learning, video conferencing facilities from international leading universities

1.3.8	Facilitate students to access open source course materials from reputed universities/other universities	1.3.8.1	Facilitate students to access open course materials from universities such as MIT
1.3.9	Flexible delivery of courses	1.3.9.1	Facilitate credit transfer both ways
		1.3.9.2	Facilitate joint degree programs
		1.3.9.3	Facilitate dual degree programs
		1.3.9.4	Facilitate split-site UG and PG programs
		1.3.9.5	Facilitate international interns
		1.3.9.6	Facilitate lateral entry to selected programs
1.3.10	Promote/facilitate international collaborations	1.3.10.1	Facilitate participation at international networking forums
		1.3.10.2	Enter into strategic MOUs for possible collaborations /effective use (facilitated by all Faculties)
		1.3.10.3	Establish close collaborations with foreign service
		1.3.10.4	UOM Engineering Faculty to become a member of Asia-Oceania Top University League on Engineering
1.3.11	Align/introduce programs to international framework and standards	1.3.11.1	Align programs to international calendar
		1.3.11.2	Align programs to international Qualification Framework
		1.3.11.3	Provide UOM graduates pathways to PG studies at world renowned universities
		1.3.11.4	Prepare students for appropriate international qualifications
1.3.12	Flexible enrolment	1.3.12.1	Facilitate international student enrolment direct to specific engineering disciplines
		1.3.12.2	Introduce alternative mechanisms for aptitude tests for international students

Objective 1.4 - Reach towards world class status through improved world rankings and international achievements – to be within top 500 by 2020

Strategy	Activities

1.4.1	Leverage the international rankings committee	1.4.1.1	Leverage the dedicated international ranking committee to provide strategies and continuous monitoring of progress
		1.4.1.2	Continue to engage a working committee
1.4.2	Take actions to enhance the university publicity and awareness (see also 1.3.2)	1.4.2.1	Maintain professional and up-to-date university website for enhanced global visibility and awareness
		1.4.2.2	Develop the culture of publishing University Handbooks, Prospectus, research directories
		1.4.2.3	Facilitate further improvement of Faculty/Dept. videos and publicity materials
		1.4.2.4	Produce a directory of research, inventions, innovations, start-ups
		1.4.2.5	Improve the web presence through social media involvement
		1.4.2.6	Publish University statistics handbook
1.4.3	Enhance global visibility of staff research	1.4.3.1	Facilitate staff participation at international conferences
		1.4.3.2	Organise international conferences in Sri Lanka by the University
		1.4.3.3	Promote every staff member to have personal web-page with publications and links
		1.4.3.4	Launch research news magazine
1.4.4	Enhance local and global brand reputation	1.4.4.1	Enhance visibility for outstanding achievements by the University/Staff/Students in local and global media
1.4.5	Enhance citation visibility	1.4.5.1	Publish an alternative version of publication on university/department web site without copyright violation
		1.4.5.2	Support for open access publications
		1.4.5.3	Every staff member to have a Google scholar/ Research Gate accounts
		1.4.5.4	Encourage and facilitate publishing in indexed journals
1.4.6	Support academic staff/students to obtain national and international awards	1.4.6.1	Facilitate staff and students to obtain national and international awards
		1.4.6.2	Provide possible financial assistance for participation in global competitions
		1.4.6.3	Provide necessary coaching/training for students/staff participating global competitions

1.4.7	Support University graduates to obtain placements for PG studies in best universities	1.4.7.1	Establish partnerships with reputed international universities
		1.4.7.2	Leverage Alumni networks and expatriate academics to support graduate placements
1.4.8	Facilitate enhancing international outlook	1.4.8.1	Facilitate enhancing international research collaborations
		1.4.8.2	Become partners for international consultancy collaborations
		1.4.8.3	Establish a mechanism to obtain services of expatriates/alumni through alumni association
		1.4.8.4	Leverage the international relations center established at the UGC
1.4.9	Promote international sabbatical placements	1.4.9.1	Promote and facilitate UOM staff to spend sabbatical at reputed international universities and industry
1.4.10	Work towards a multi-cultural environment of the faculty and promote collaborative work on global issues	1.4.10.1	Use an effective network through alumni and foreign service
		1.4.10.2	Use international link programs such as Full-Bright, USAID, Asia Link, EU etc
1.4.11	Look for opportunities to expand academic activities with world leading institutes	1.4.11.1	Identify strategic partners using international link programs
		1.4.11.2	Establish joint research collaborations using UOM/Alumni students pursuing PG degrees abroad
		1.4.11.3	Participate at popular/strategic education exhibitions both local and overseas.
1.4.12	Facilitate holding honorary staff positions in reputed international universities and vice versa	1.4.12.1	Effectively use the scheme to appoint international academics in honorary capacity at UOM
		1.4.12.2	Encourage UOM staff to secure honorary academic positions in reputed international universities

Goal 2:	Achieve excellence in research, innovation and enterprise with national & international relevance with global recognition

Objective 2.1 -	Improve research culture in the University to delight research community

Strategy		Activities	
2.1.1	Enhance funding for research	2.1.1.1	Progressively enhance allocation of capital grant for staff research
		2.1.1.2	Obtain private sector funding for research leveraging 300% tax concession
		2.1.1.3	Facilitate external local funding through NSF, NRC liaison
		2.1.1.4	Facilitate international funding through link programs
		2.1.1.5	Provide a scheme to provide substantial research grant for returning academics after PG studies abroad
		2.1.1.6	Proactively seek grant opportunities from International funding agencies
		2.1.1.7	Set up Research Endowment Fund
		2.1.1.8	Provide seed funding for at least 5 strategic research centers – Rs. 5Mn over 2 years each
		2.1.1.9	Refine research funding formula to leverage short/medium/long term capital intensive and to attract clever graduating students
2.1.2	Establish/Strengthen Research promotion mechanisms at University and Faculty levels and transform them as facilitation bodies	2.1.2.1	Strengthen the Faculty of Graduate Studies
		2.1.2.2	Strengthen Senate Research Committee (SRC) as research facilitating mechanism
		2.1.2.3	Strengthen Research Advisory Board
		2.1.2.4	Strengthen Director/Research position
		2.1.2.5	Strengthen Faculty Research Units (ERU, FARU, ITRU and BRU)
		2.1.2.6	Promote establishing at least 5 strategic and focused research centers

2.1.3	Remove bottlenecks for efficient research performance	2.1.3.1	Further improve SRC research grant application/evaluation procedure
		2.1.3.2	Obtain approval for new procurement guidelines for research (see also 2.3.15)
		2.1.3.3	Enhance stipend to suit Industry Salaries or with top up allowance
		2.1.3.4	Make available information through web sites and handbooks
		2.1.3.5	Streamline research student registration, performance monitoring and examination procedures
2.1.4	Facilitate international research collaborations (see also 1.4.8)	2.1.4.1	Establish perpetual/endowed Research Chairs for strategic research and research promotion
		2.1.4.2	Leverage positions of expatriate academics for strategic research collaborations
		2.1.4.3	Provide facilities for returning staff to continue to work with supervisors
		2.1.4.4	Enhance awareness and promote application for international research calls
		2.1.4.5	Introduce an assistance scheme for international proposal writing
		2.1.4.6	Promote research collaborations with reputed international universities and organizations
2.1.5	Introduce incentives for researchers (see also 2.2.1)	2.1.5.1	Introduce a formula to account staff research for work load
		2.1.5.2	Introduce a reward for 'most impacted international collaboration for research promotion'
		2.1.5.3	Introduce a reward for 'most impacted local collaboration for research, development and innovation'
		2.1.5.4	Introduce a tenure track scheme for high performers with higher remuneration with necessary approvals

2.1.6	Empower researchers	2.1.6.1	Provide training to staff to become competent researchers
		2.1.6.2	Provide training for writing research proposals
		2.1.6.3	Mentoring and training on publication delivery
		2.1.6.4	Introduce a program to meet Dean/VC on research once a year
		2.1.6.5	Convert some Instructor Posts to RAs
		2.1.6.6	Provide training for literature search, international sources, plagiarism, referencing for UG and PG students
		2.1.6.7	Provide regular training for staff to become effective supervisors
2.1.7	Provide more benefit to collaborators	2.1.7.1	Facilitate local collaborators to receive substantial benefits in commercialization
		2.1.7.2	Facilitate staff to receive substantial benefits in accessing data, continuing research and making research publications
2.1.8	Incentives for research students	2.1.8.1	Enhanced facilities for research students
		2.1.8.2	Students to benefit from product developments
		2.1.8.3	Seek and provide more scholarships & enhance allowances
		2.1.8.4	Arrange for short term overseas placements for full time research students and short term visits to Sri Lanka for the overseas supervisors
		2.1.8.5	Provide funding for students to attend conferences local and abroad
		2.1.8.6	Take actions to enhance the status of research students
2.1.9	Set up/strengthen research promoting bodies at departmental level	2.1.9.1	Establish/strengthen research committee/unit/Coordinator in each department
		2.1.9.2	Facilitate formation of research groups in the departments
		2.1.9.3	Facilitate formation of core research groups of multi-disciplinary nature
		2.1.9.4	Work towards establishing a Research lab facility affiliated/within each Teaching lab

2.1.10	Set up specialized R&D centers/units with external (local/foreign) resources	2.1.10.1	Set up research groups & R&D centres with external funding
		2.1.10.2	Set up specialized R&D laboratories with foreign collaboration
		2.1.10.3	Set up specialized R&D laboratories in partnership with private/public institutions/organizations
2.1.11	Introduce research policies	2.1.11.1	Develop and adopt University research policies
		2.1.11.2	Introduce University Ethics Review Committee and Ethics policy in research
2.1.12	Enhance literature resources for research (see also 2.2.3)	2.1.12.1	Substantially improve journal collection of the library
		2.1.12.2	Substantially enhance access to reputed e-journals
		2.1.12.3	Library to be equipped as a research intensive library
		2.1.12.4	Promote and obtain services from the central e-library to be established by the UGC
2.1.13	Provide open access instrumentation	2.1.13.1	Introduce a scheme for researchers to use equipment and instruments for research from anywhere free of charge
2.1.14	Provide central research facilities at the University	2.1.14.1	Universities to share expensive research equipment among departments and faculties
2.1.15	Pursue department level research plans based on thematic/focused areas	2.1.15.1	Pursue department level research plans based on thematic/focused areas
2.1.1.6	Facilitate Multi-disciplinary research with shared expertise	2.1.16.1	Promote inter-departmental and inter-faculty research
		2.1.16.2	Promote inter-university research
		2.1.16.3	Promote university-industry research
		2.1.16.4	Establish strategic multi-disciplinary research centres of excellence across entities

Objective 2.2 - Achieve at least 25% increase of research publications annually out of which at least 50% in SOPUS indexed journals and conferences

	Strategy		Activities
2.2.1	Provide incentives for researchers for research dissemination and publications – multiple awards and levels (see also 2.1.5)	2.2.1.1	Strengthen the reward scheme for outstanding researchers
		2.2.1.2	Introduce a reward for international peer reviewed publications
		2.2.1.3	Introduce a reward for publications with international authors
		2.2.1.4	Introduce a reward scheme for citation impact
		2.2.1.5	Facilitate conference registration and travel grants for publications/presentations through generated funds
		2.2.1.6	Initiate action to enhance funding from Bond Violation to present research papers internationally
2.2.2	Empower researchers to publish and present at conferences	2.2.2.1	Reduce administrative duties on academic staff with research flair
		2.2.2.2	Mentoring by well reputed widely published researchers (local/international)
		2.2.2.3	Establish a writing centre
		2.2.2.4	Provide editing support
		2.2.2.5	Encourage staff to publish during vacation leave
2.2.3	Provide access to all key journals with publishing potential (see also 2.1.12)	2.2.3.1	Influence to link up library systems in Sri Lanka as e-consortium
		2.2.3.2	Joint with other state and non-state HEIs to access e-journals as a consortia membership
		2.2.3.3	Subscribe to all important journals and facilitate easy access to staff
2.2.4	Attract overseas research students	2.2.4.1	Promote enrolment of overseas research students
		2.2.4.2	SRC grant quota for foreign students (with suitable stipend).
		2.2.4.3	Develop a credit transfer policy and associated procedures for flexible delivery of research degrees
		2.2.4.4	Promote/market research opportunities through professional print materials and web.

2.2.5	Promote industry sponsored research chairs	2.2.5.1	Establish at least one industry sponsored/endowed research chair for every department
		2.2.5.2	Establish alumni funded perpetual endowed chair in research
2.2.6	University to be a publisher of research findings	2.2.6.1	Each Faculty to conduct an annual research symposium
		2.2.6.2	Each Department to conduct a specialized research symposium (joint/sole, local/international)
		2.2.6.3	Introduce quality research journals by the University/Faculty/Departments
		2.2.6.4	Provide incentives for Indexed/Scopus conferences
2.2.7	Include popular journals in citation indexes	2.2.7.1	University SRC to influence publishers to obtain status of cited journals for all popular journals
		2.2.7.2	Influence/support IESL to make the "Engineer" journal an international indexed journal and obtain Scopus membership

Objective 2.3 –	**Triple the output of design, innovation, product/process development, entrepreneurship and transfer of new technology to the industry and society by 2018**		
Strategy		**Activities**	
2.3.1	Establish facilitation mechanisms for inventions, innovations and entrepreneurship	2.3.1.1	Establish TTO under UBLC for Technology transfer
		2.3.1.2	Strengthen "The Enterprise"
2.3.2	Establish innovation centres such as incubators	2.3.2.1	Develop proposal and seek funding for Pitipana R&I Zone (industry park)
		2.3.2.2	Promote establishment of innovation centres/product incubation zones/R&D labs in the Departments
		2.3.2.3	Seek external funding for setting up innovation centres

2.3.3	Strengthen the existing innovation centres in the University	2.3.3.1	Strengthen the Dialog-UOM Mobile communication Research Laboratory in the Dept. of Electronic & Telecom. Eng
		2.3.3.2	Strengthen Zone 24x7-UOM Research Laboratory in the Dept. of Electronic & Telecom. Eng
		2.3.3.3	Strengthen Business Platform Laboratory in the Dept. of Computer Science & Eng
		2.3.3.4	Strengthen Premium International – UOM Bio-medical technologies Laboratory in the Dept. of Electronic & Telecom. Eng
		2.3.3.5	Strengthen the Atlus-UOM product development laboratory in the Dept. of Mechanical Engineering
		2.3.3.6	Strengthen Insee-UOM collaboration to establish advanced construction materials laboratory
		2.3.3.7	Strengthen Accelerated Pavement Testing (APT) and Advanced Bitumen Testing Laboratory
		2.3.3.8	Strengthen CPC incubation unit
		2.3.3.9	Strengthen the SIL laboratory at D-C&PE
		2.3.3.10	Strengthen IFS laboratory in the IT Faculty
		2.3.3.11	Upgrade existing Lighting laboratory
2.3.4	Ensure enhanced human resources capability in obtaining patents	2.3.4.1	Further develop patent advising capabilities of IPAC/IPaC/staff through international/local training
		2.3.4.2	Further develop patent drafting capabilities of academic staff through WIPO (World Intellectual Property Organization)/NIPO training
		2.3.4.3	Train library staff on patent search
		2.3.4.4	Enhance general awareness on patenting and innovations
		2.3.4.5	Strategically outsource expertise from patent lawyers
2.3.5	Strengthen mechanisms for facilitation of patenting	2.3.5.1	Strengthen University IPR/Commercialization policy and refine procedures
		2.3.5.2	Strengthen Intellectual Policy Advisory Committee
		2.3.5.3	Provide patent service to outsiders as a consultancy service
		2.3.5.4	Facilitate international patenting

2.3.6	Recognise and reward inventors, innovators and entrepreneurs	2.3.6.1	Introduce a reward scheme to staff inventors and innovators
		2.3.6.2	Introduce a reward scheme for technology commercialization/transfer/commercialized products
			Introduce a reward scheme for staff innovation driven entrepreneurs
		2.3.6.3	Introduce a reward scheme for successful alumni innovators
		2.3.6.4	Promote Moratuwa inventors, innovators and entrepreneurs for other competitions
		2.3.6.5	
2.3.7	Attract industry to establish research labs in the university	2.3.7.1	Enter into joint ventures with key industry/manufacturing/service organizations
		2.3.7.2	Each specialized department to identify and pursue establishment of at least one industry supported R&D laboratory
2.3.8	Introduce mechanisms to identify industry R&D needs	2.3.8.1	Strengthen links with Ministry of S, T&R and other relevant ministries, relevant chambers, industry clusters and R&D institutions
		2.3.8.2	Develop and maintain a database for research needs
		2.3.8.3	Carry out need identification using UBLC and other mechanisms

2.3.9	Promote culture of innovation	2.3.9.1	Incorporate IPR into undergraduate and post-graduate curricula
		2.3.9.2	Promote innovation through extra-curricular activities
		2.3.9.3	Strengthen Inventors' and Innovators' Society and regularly promote its activities
		2.3.9.4	Introduce Newsletter/publicity brochures on R&D and innovation
		2.3.9.5	Promote culture of innovation through engineering design education
		2.3.9.6	Talk about the need and promote innovation regularly by the Deans and the Heads
		2.3.9.7	Continue endowed chair on Innovation & Entrepreneurship
		2.3.9.8	Introduce a scheme for mentoring for innovators
		2.3.9.9	Introduce a dedicated MIT Global start-ups innovation and entrepreneurship program
		2.3.9.10	Establish collaborations with invention and innovation support bodies
		2.3.9.11	Introduce innovation driven future during pre-academic period
		2.3.9.12	Build interest based on innovation and entrepreneurship success stories
2.3.10	Promote Design and Product Development Research and projects	2.3.10.1	Promote design and product development research for undergraduate/postgraduate projects
		2.3.10.2	Introduce a program to effectively address industry problems through design and product development research
		2.3.10.2	Facilitate student/staff participation for innovative projects including for humanity
2.3.11	Promote culture of entrepreneurship	2.3.11.1	Continue endowed chair on Innovation and entrepreneurship for enhancing entrepreneurial culture in the university
		2.3.11.2	Introduce entrepreneurship education into undergraduate and post-graduate curricula
		2.3.11.3	Develop entrepreneurship awareness through innovative initiatives
		2.3.11.4	Promote the Innovation and Entrepreneurship Incubator (IEI) at the University
		2.3.11.5	Carry out entrepreneurship and innovation research with local /international collaboration

2.3.12	Provide funding support for innovators and entrepreneurs	2.3.12.1	Facilitating Seed funding for student start-ups and spinoffs for a period of 6-12 Months
		2.3.12.2	Provide university support to obtain angel funding from other sources
2.3.13	Implement effective mechanisms to readily identify and respond to industry design and technology development needs (See also 2.3.10.2)	2.3.13.1	Introduce a new mechanism for Seed-Need matching to cover wider industry scope
		2.3.13.2	Maintain Seed-Need database
		2.3.13.3	Introduce mechanisms to form effective R&D teams for Seed-Need Projects
		2.3.13.4	Facilitate industry partners to carry out joint R&D at the University an Pitipana R&I Zone
		2.3.13.5	Seek local and foreign funding for related projects
2.3.14	Promote design education and research	2.3.14.1	Provide multi-disciplinary design education in all relevant Faculties
		2.3.14.2	Establish a suitable administrative mechanism to better deliver the BDes (FD&PD) offered by the Dept. of Textile & Clothing Technology
2.3.15	Speedy procurement of materials and services related to R&D work (see also 2.1.3)	2.3.15.1	Obtain approvals for a special procurement route for R&D work
		2.3.15.2	Influence government through Ministry of S,T&R and Ministry of HE&H for an efficient procurement route for R&D work
2.3.16	Facilitate effective technology transfer and diffusion	2.3.16.1	Strengthen technology transfer office (TTO) dedicated for technology transfer to industry/licensing
		2.3.16.2	Establish partnership with strategic industry where technology/design support is required
		2.3.16.3	Develop procedures for marketing innovation and revenue management
		2.3.16.4	Establish industry partnerships to extend innovations to commercialization
2.3.17	Establish strategic partnerships with institutes with similar objects	2.3.17.1	Establish partnerships with NERD
		2.3.17.2	Establish partnership with IDB
		2.3.17.3	Establish partnership with R&D Centre of Ministry of Defence
		2.3.17.4	Establish partnership with Lighting Research Centre of CEB
		2.3.17.5	Establish Partnerships with similar strategic bodies

2.3.18 Create new industries	2.3.18.1 Create an electronics design industry
	2.3.18.2 Create other new industries in strategic knowledge areas with necessary funding secured

Goal 3: Be a premier university in providing education responsive to the national needs and expectations of the industry and society with global orientation
Objective 3.1 - Re-align academic programs to effectively respond to the national needs and expectations of the industry and society at all times

Strategy	Activities

3.1.1	Introduce new subject specializations/streams/focus areas for nationally evolving needs (see also 3.2.1)	3.1.1.1	Strengthen the new focus area in petroleum explorations
		3.1.1.2	Introduce a new specialization in Geological Engineering
		3.1.1.3	Introduce a new focus area in petroleum downstream process
		3.1.1.4	New stream in aeronautical engineering
		3.1.1.5	Strengthen new discipline in bio-medical engineering
		3.1.1.6	Introduce Biomedical and Sports Engineering Stream with necessary approvals
		3.1.1.7	New stream in Mechatronics
		3.1.1.8	Strengthen the Focus Area in Building Services Engineering
		3.1.1.9	Introduce new stream lifestyle accessories for BDes (FP&PD) program
		3.1.1.10	Introduce new specialization for IT degree
		3.1.1.11	Introduce specializations/streams/focus areas for any other evolving needs
3.1.2	Introduce flexible study programs to accommodate needy specializations/minors	3.1.2.1	Strengthen entrepreneurship minor
		3.1.2.2	Introduce inter-departmental degree programs
		3.1.2.3	Introduce inter-faculty degree programs
3.1.3	Strengthen mechanisms to regularly obtain stakeholder feedback	3.1.3.1	Strengthen the role of Industry Consultative Boards
		3.1.3.2	Establish a mechanism to obtain feedback from alumni
		3.1.3.3	Form T&CP Alumni Association
		3.1.3.4	Strengthen the passing out graduates feedback
		3.1.3.5	Encourage academic/academic support staff to have strong relationships with industry

3.1.4	Establish mechanisms to obtain feedback from relevant professional bodies	3.1.4.1	Strengthen the University-industry-IESL liaison committee with alumni members
		3.1.4.2	Strengthen Board of Architecture Education with more UOM academics
		3.1.4.3	Strengthen IQSSL Education Board with more UOM academics
		3.1.4.4	Establish/enhance university-industry CSSL, IET and IEEE liaison committee
		3.1.4.5	Establish University - industry-ITCPSL liaison committee with alumni
		3.1.4.6	Establish liaison with similar strategic bodies
3.1.5	Revise course contents regularly based on industry feedback and subject developments	3.1.5.1	Enhance quality and relevance of mathematics teaching with modern computational software and computer algebra systems
		3.1.5.2	Strengthen workshop technology/engineering drawings and practicals to engineering curricula on selected programs
3.1.6	Review and restructure industrial training programs	3.1.6.1	Develop and implement training policies through Industrial Training Advisory Board
		3.1.6.2	Re-structure the industrial training division of each Faculty to enhance the quality of industrial training
		3.1.6.3	Improve/develop training guidelines, standards and handbooks for student support
		3.1.6.4	Streamline training placement, pre-briefing (students and organizations), monitoring & assessment
		3.1.6.5	Develop mechanisms to obtain supervisory support from Alumni members
		3.1.6.6	Form links with training providers, professional bodies and other institutions to ensure collective responsibility
		3.1.6.7	Further improve the system of training monitoring by academic staff
		3.1.6.8	Provide flexibility for duration of training (16 -24 weeks in the FOE
		3.1.6.9	Facilitate international industrial training

3.1.7	Provide incentives for staff to develop courses with improved syllabi, teaching and assessment methods including technology enabled teaching	3.1.7.1	Introduce an e-learning excellence award faculty wise
		3.1.7.2	Strengthen and promote rewards for teaching excellence
3.1.8	Carry out regular tracer studies	3.1.8.1	Carry out tracer studies every year for multiple uses
		3.1.8.2	Implement a mechanism to maintain tracer results and analyze them for decision making
3.1.9	Promote technology enabled teaching	3.1.9.1	Promote creation and adaptation of technology enabled materials
		3.1.9.2	Obtain content development assistance from university students
		3.1.9.3	Establish a web TV channel for video recorded lectures
		3.1.9.4	Create indexed repository of recorded e-learning material available for open access
		3.1.9.5	Provide regular awareness of technology enabled teaching (roadshows)

Objective 3.2 - Establish eight new UG degree programs and at least fifteen PG programs to meet the changing needs of the human capital by 2019

Strategy	Activities

3.2.1	Identify industry needs and introduce new UG degree programs to be offered internally (see also 3.1.1)	3.2.1.1	Commence a new degree BSc Eng in Building Services Engineering
		3.2.1.2	Commence new degree – BSc (Building Surveying) wef 2017 A/L
		3.2.1.3	Commence a new degree – BSc (Business Science) wef 2016 A/L intake
		3.2.1.4	Initiate planning for a new degree program in IT Faculty/new specialization with approvals
		3.2.1.5	Introduce a new degree program in Medicine wef 2018 A/L intake.
		3.2.1.6	Explore the possibility of starting new UG courses Architectural Conservation/Heritage Management and Interior design
3.2.2	Identify needs and increase intake of existing degree programs	3.2.2.1	Increase intake of the existing courses according to the planned enrolment schedule
3.2.3	Establish new Faculties and Departments to introduce new academic programs in demand	3.2.3.1	Establish the Faculty of Business
		3.2.3.2	Establish three departments under the Faculty of Business
		3.2.3.3	Strengthen Department of Languages as a central facility
		3.2.3.4	Initiate establishment of Faculty of Medicine

3.2.4	Offer new post-graduate degree/diploma programs in niche disciplines in the Faculty of Engineering	3.2.4.1	Commence PG Diploma in Bio-medical Engineering by Dept. of Electronic & Telecommunications Engineering
		3.2.4.2	Commence MBA in Apparel Marketing and Merchandising by Dept. of Textile & Clothing Technology
		3.2.4.3	Commence MSc/PG Dip in Mechatronics Systems Engineering
		3.2.4.4	Commence MSc/PG Dip in Food & Bio Process Engineering by Dept. of Chemical & Process Engineering
		3.2.4.5	Commence new masters program in Quality Management by Dept. of Textile & Clothing Technology in collaboration with SLSI
		3.2.4.6	Commence MSc/PG Dip in Nanotechnology
		3.2.4.7	Commence MSc/PG Dip in Construction Materials by Dept. of Civil Engineering
		3.2.4.8	Commence MSc/PG Dip in Petroleum Engineering by Dept. of Earth Resources Engineering
		3.2.4.9	Commence MSc/PG program in Gemology
		3.2.4.10	Commence MSc/PG program in Geology and Blasting Technology

3.2.5	Introduce new Post-graduate degree/diploma programs in the Faculty of Architecture	3.2.5.1	Commence a Master of Environmental Planning/PG Diploma in Environmental Planning with necessary approvals
		3.2.5.2	Commence MSc/PG Dip in Sustainable Design by Dept. of Architecture
		3.2.5.3	Commence MSc/PG Dip Facilities Management by Dept. of Building Economics
		3.2.5.4	Commence MSc/PG Dip Contract Administration by Dept. of Building Economics
		3.2.5.5	Commence MSc/PG Dip Property Management by Dept. of Building Economics
		3.2.5.6	Commence Master of Design Methods by Dept. of Integrated Design
		3.2.5.7	Commence MSc in Building Information Modelling and Management
		3.2.5.8	Establish MArch, MLA and MSD research degree program
		3.2.5.9	Commence M. Des by research
		3.2.5.10	Commence PGDip/ MSc in Environmental Sanitation Planning with necessary approvals
3.2.6	Introduce new Post-graduate degree/diploma programs in the Faculty of Information Technology	3.2.6.1	Introduce a MSc/PG Dip in Multi-media Technologies
		3.2.6.2	Introduce a Master of Digital Media
3.2.7	Introduce new Post-graduate degree/diploma programs in the Faculty of Graduate Studies	3.2.7.1	Commence MSc/PG Dip in Early Warning Systems with international collaboration
		3.2.7.2	Commence other MSc/PG Dip taught courses in strategic disciplines with international collaboration

3.2.8	Develop mechanisms to offer joint degree programs by the Departments/Faculties/ Universities	3.2.8.1	Strengthen Faculty of Graduate Studies together with relevant Boards of Studies
		3.2.8.2	Establish necessary inter-university/institution Board of Studies
		3.2.8.3	Introduce joint post-graduate programs in Sri Lanka and abroad in demand areas
		3.2.8.4	Introduce split degree programs with reputed foreign universities
		3.2.8.5	Introducing inter-university course programs, international exchange programs and more interactive learning opportunities for students.
3.2.9	Put in place an effective mechanism for external degree administration	3.2.9.1	Improve the policies, structures and implementing framework to conduct degrees in external/ online/distance mode
		3.2.9.2	Strengthen the existing Centre for Open and Distance Learning (CODL) for more effective management of external courses
3.2.10	Put in place necessary delivery tools for distance education programs	3.2.10.1	Strengthen the Centre for Instructional Technologies to professionally develop electronic materials under the Library
		3.2.10.2	Equip the departments with necessary facilities such as video conferencing for effective delivery
		3.2.10.3	Develop courses using M-learning tools
3.2.11	Offer new external degree programs in niche disciplines in the Faculty of Engineering	3.2.11.1	Introduce new external degree programs in the Faculty of Engineering with necessary approvals
3.2.12	Offer new external degree programs in niche disciplines in the Faculty of Architecture	3.2.12.1	Introduce new external degree programs in the Faculty of Architecture with necessary approvals
3.2.13	Offer new external degree programs in niche disciplines in the Faculty of Information Technology	3.2.13.1	Introduce new external degree programs in the Faculty of Information Technology with necessary approvals
3.2.14	Offer new external degree programs in niche disciplines in the Faculty of Business	3.2.14.1	Introduce new external degree programs in the Faculty of Business with necessary approvals

| 3.2.15 Conduct market needs analysis of new external degree courses | 3.2.15.1 Carry out market surveys with UBLC. |
| | 3.2.15.2 Obtain feedback from Industry Consultative Boards |

Objective 3.3 - **Ensure necessary skills and attitudes of the students to face the challenges and needs of the global society and the industry in all programs at all times**

Strategy	Activities
3.3.1 Introduce student mentoring to all undergraduate students	3.3.1.1 Formalize the student mentoring scheme as a compulsory extra-curricular activity for all courses
	3.3.1.2 Obtain industry sponsorship for mentoring programs of all disciplines by 2017
	3.3.1.3 CGU to coordinate/facilitate mentoring of all departments
	3.3.1.4 Identify a pool of mentors
	3.3.1.5 Review program for continuous improvement
3.3.2 Introduce non-technical subjects for balanced development of other skills	3.3.2.1 Improve the pool of non-technical subjects for balanced development of broader outlook
	3.3.2.2 Introduce a subject to build character of students/social responsibility in all courses
	3.3.2.3 Conduct skills development programs such as Speech craft, Outbound training
3.3.3 Provide opportunities to develop leadership and team skills outside courses	3.3.3.1 Facilitate establishment of more clubs and societies
	3.3.3.2 Introduce rewards/meet costs of programs conducted for leadership/team skills development
	3.3.3.3 Promote student organized activities in the University

3.3.4	Introduction of personal mentor system	3.3.4.1	Formulate a suitable personal mentor system
		3.3.4.2	Provide necessary training for the staff on personal mentor system
		3.3.4.3	Introduce a mechanism to motivate staff to actively contribute for personal mentoring system
		3.3.4.4	Encourage students to obtain the services
3.3.5	Provide opportunities for the students to participate personality development programs	3.3.5.1	Conduct identified personality development programs by relevant department/clubs/societies and Career Guidance Unit
3.3.6	Improve communication and managerial skills of students to suit the industry requirements	3.3.6.1	Strengthen programs in courses to enhance communication and managerial skills of students
		3.3.6.2	Introduce additional English & CSD courses for students needing additional support
		3.3.6.3	Conduct support classes for weak students by senior students
		3.3.6.4	Provide opportunities for multi-language skills
3.3.7	Provide students more opportunities for "industrial visits"	3.3.7.1	Introduce a properly formulated program for industrial visits and incorporate in to curriculum
		3.3.7.2	Arrange students to visit mega construction projects and factory visits
		3.3.7.3	Implement a funding scheme for the University to facilitate such industrial visits
		3.3.7.4	Arrange the students to visit dedicated exhibitions organized by the relevant professional bodies
3.3.8	Promote and encourage students to have personal educational resources	3.3.8.1	Promote & encourage students to have personal textbooks
		3.3.8.2	Promote & encourage students to have their own laptops/tabs
		3.3.8.3	University to facilitate a loan scheme for students to buy educational resources
		3.3.8.4	Promote Loan scheme for students with financial difficulties to buy laptops
		3.3.8.5	Implement programs to donate such facilities to students
		3.3.8.6	Promote ministry introduced loan scheme to buy laptops

3.3.9	Discourage student conducted ad hoc support classes and provide additional support for needy students	3.3.9.1	Discourage student conducted ad hoc support classes
		3.3.9.2	Introduce a formal additional support system when essential with the support of senior students and staff
3.3.10	Provide exposure with international students (see also 1.3.2)	3.3.10.1	Facilitate enrolment of international students to specific degree programs
		3.3.10.2	Organize common programs/ competitions with international students
		3.3.10.3	Student workshops with international researchers/ students
3.3.11	Promote industrial exposure	3.3.11.1	Facilitate well executed industrial training
		3.3.11.2	Facilitate vacation jobs for students by the Departments and through alumni.
		3.3.11.3	Facilitate vacation jobs for students through Career Guidance Unit
3.3.12	Promote students for sports	3.3.12.1	Implement a special motivation program to participants
		3.3.12.2	Provide incentive to sportsmen/women towards their academic achievements

Objective 3.4 -	**Be the leader in providing continuing professional development programs to meet the needs of the country and the professional community with at least 20% annual growth of number of students**
Strategy	**Activities**

3.4.1	Identify industry CPD requirements and design courses	3.4.1.1	Identify on a regular basis the areas and levels of industry CPD requirements by departments/UBLC/UNIC through outreach
		3.4.1.2	Develop an annual CPD plan by each department and Faculty/Senate approval and concurrence
		3.4.1.3	Influence all relevant professional bodies to count the CPD programs offered by the University towards requirement to acquire and retain memberships
		3.4.1.4	Design suitable courses. Each CPD course should be tagged with CPD credits
		3.4.1.5	Formulate a mechanism to readily accept UOM CPD courses by professional bodies
		3.4.1.6	Identify relevant CDP courses with the assistance of relevant professional bodies
3.4.2	Market and conduct courses for professionals in Sri Lanka and in the region	3.4.2.1	Strengthen UBLC with a publicity unit to promote CPD programs
		3.4.2.2	Ensure that every department regularly prepares and updates CPD promotional materials both print and electronic
		3.4.2.3	Regular conduct of organized courses
		3.4.2.4	Enter into MOUs and collaborate with professional institutions to conduct CPD courses
		3.4.2.5	Actively seek for offering possible international courses
3.4.3	Promote and motivate staff to conduct CPD programs	3.4.3.1	Encourage young staff to conduct CPD programs on their areas of expertise to utilize their full potential
		3.4.3.2	Remove bottlenecks for efficient execution of CPD programs
		3.4.3.3	Introduce a reward scheme for conduct of CPD programs
3.4.4	Introduce post-graduate certificate courses	3.4.4.1	Facilitate conduct of certificate courses to meet the industry needs

3.4.5	Move into web-based technology enabled training for the industry	3.4.5.1	Develop a framework for web-based technology enabled CPD training
		3.4.5.2	Provide necessary training to staff
		3.4.5.3	Implement web-based technology enabled training programs to the industry

Goal 4: Enhance the intellectual and physical environment at the University to achieve excellence in its activities

Objective 4.1 - Develop physical infrastructure facilities based on an up-to-date five year development plan securing funding and utilizing 100% allocation

Strategy		Activities	
4.1.1	Revise and update the 15 year Master Plan (2016-2030) for efficient use of existing land	4.1.1.1	Revise 2016-2030 Master Plan with building and infrastructure development strategies and student population growth strategies/needs
		4.1.1.2	Use a mechanism to ensure building designs are done for efficient utilization of space and for matching architecture
4.1.2	Identify common infrastructure facilities to be enhanced	4.1.2.1	Further strengthen the Planning and Development committee and redefine its role as a stimulator for development
		4.1.2.2	Identify all common infrastructure facilities to be enhanced through a 5-year development plan within the Master Plan

4.1.3	Acquire new land/buildings/ institutions for expansion of the University	4.1.3.1	Acquire land in Colombo city area to construct a post-graduate and a CPD Centre
		4.1.3.2	Acquire land closer to the University for expansion of academic activities (12 Acres)
		4.1.3.3	Acquire land closer to University for staff accommodation
		4.1.3.4	Acquire land closer to University for a Sports Complex
		4.1.3.5	See the possibility to enhance the current university premises by acquiring other adjacent/nearby land/ buildings/institutions
		4.1.3.6	Obtain 20 acre land in Pitipana Tech City Zone for Research and Innovation Center
		4.1.3.7	Procure suitable land in Bandaragama/Kalutara area for the proposed Medical Faculty
4.1.4	Relocate the Institute of Technology (ITUM) in Diyagama to release space for other faculties	4.1.4.1	Provide all necessary assistance for speedy relocation of the ITUM

4.1.5	Provide required new/ additional building space/ other infrastructure facilities common to all	4.1.5.1	Complete extension to Administration Building (2013-2016) - Rs. 282m
		4.1.5.2	Furnishing of Student Centre and Canteen Extension (2013-2016) - Rs 57m
		4.1.5.3	Light towers to Open Air Theater
		4.1.5.4	Initiation of a sewerage disposal/treatment mechanism
		4.1.5.5	Construct the Extension to Exam Halls
		4.1.5.6	Construct Cultural Center/film & drama theater/Multipurpose Facility
		4.1.5.7	Construct University Town Square and shopping complex
		4.1.5.8	Construct Housing and Accommodation for staff (see also 4.1.15)
		4.1.5.9	Facilitate construction of University Avenue with Landscape (Bandaranayake Mawatha)
		4.1.5.10	Facilitate Katubedda Junction redesign
		4.1.5.11	Facilitate improvement of transportation link
		4.1.5.12	Facilitate lakefront development
		4.1.5.13	Construct a new Health Centre
		4.1.5.14	Construct a new Staff Center with a restaurant/cafeteria with improved facilities
4.1.6	Enhance residential facilities to accommodate students requiring hostel accommodation	4.1.6.1	Construct Hostel for 400 Students (2015-2018) - Rs 194m
		4.1.6.2	Construct residential facilities for PG/international students - 2018
		4.1.6.3	Construct PFHU 1 more Unit for another 400 students - 2017
4.1.7	Efficient re-allocation of existing building space	4.1.7.1	Conduct a space audit of all the University Spaces
		4.1.7.2	Introduce a Smart space management system
		4.1.7.3	Review ownership/utilization of departmental space and reallocate for optimum use by 2017
		4.1.7.4	Improve space utilisation through synchronising academic time tables and examinations

4.1.8	Provide required new/ additional building space for Faculty of Architecture	4.1.8.1	Construct the Faculty of Architecture Building Complex: Stages II to V
		4.1.8.2	Construct Lecture room building for Faculty of Architecture (additional intake) –Rs 164m
		4.1.8.3	Construct new building for D-BE (2016-2018) Rs. 75 Mn
4.1.9	Provide required new/ additional building space for Faculty of Engineering	4.1.9.1	Complete the floor expansion of new Chemical & Process Engineering Centre
		4.1.9.2	Construct multi-purpose building for the Faculty of Engineering (additional intake) - Rs. 184m
		4.1.9.3	Construct building for bitumen testing laboratory – Phase II – Rs 22Mn.
		4.1.9.4	Construct a new building for Dept. of Materials Science & Engineering - Rs. 240m
		4.1.9.5	Construct proposed building extension for D-T&CT – Rs. 307Mn
		4.1.9.6	Construct extension to the Mechanical Engineering building replacing old single story building (workshop area) – Rs 247Mn.
		4.1.9.7	New floor to Sumanadasa building
4.1.10	Provide required new/ additional building space for Faculty of Information Technology	4.1.10.1	Construct Phase II of the Faculty of Information Technology Building - Rs. 205m
		4.1.10.2	Initiate action for Phase III of the Building
4.1.11	Provide required new space for Faculty of Business	4.1.11.1	New building for the Faculty of Business and Faculty of Graduate Studies to be completed by 2019
4.1.12	Get rid of obsolete equipment of the laboratories to free space for expansion	4.1.12.1	Take actions to remove all obsolete equipment through auctioning at least twice a year
		4.1.12.2	Create a Museum

4.1.13	Introduce a mechanism to take care of common lecture room facilities	4.1.13.1	Obtain cadre for Facilities Management Division and physical space
		4.1.13.2	Procure/develop common classrooms and other space MIS
		4.1.13.3	Implement the facilities management functions with proper assignment of duties
4.1.14	Refurbish identified facilities	4.1.14.1	Refurbish identified facilities common to all students
		4.1.14.2	Refurbish identified facilities in the Faculty of Architecture
		4.1.14.3	Refurbish identified facilities in the Faculty of Engineering
		4.1.14.4	Refurbish identified facilities in the Faculty of Information Technology
		4.1.14.5	Refurbish identified facilities in the Faculty of Graduate Studies
		4.1.14.6	Refurbish identified facilities in the Faculty of Business
4.1.15	Provide residential facilities for staff	4.1.15.1	Construct staff quarters for 20 staff families in phased out manner (Staff Village)
		4.1.15.2	Construct/acquire residential facilities for visiting scholars
		4.1.15.3	Construct official quarters for essential service providers (doctor, nurse, maintenance and security)
		4.1.15.4	Renovate the Staff Center with modern amenities
		4.1.15.5	Look into possibility of procuring already constructed facilities
		4.1.15.6	Construct a Vice-Chancellor's Residence

4.1.16	Ensure environment cleanliness	4.1.16.1	Further improve the system to ensure environmental cleanliness
		4.1.16.2	Improve the system of cleaning sanitary facilities
		4.1.16.3	Introduce an efficient mechanism for solid waste management with the expertise of C&PE Dept.
		4.1.16.4	Enhance awareness of health, hygiene and environment pollution among university community
		4.1.16.5	Keep University premises free of stray dogs/cats
		4.1.16.6	Introduce/maintain a system to prevent mosquito/dengue menace
		4.1.16.7	Change the attitudes of university community towards a cleaner environment
4.1.17	Ensure greener environment and make University a Garden Campus	4.1.17.1	Strengthen the Garden Management division
		4.1.17.2	Develop and implement a plan for a garden campus with suitable student seating and walk ways
		4.1.17.3	Improve the quality and scope of the university sign board system and provide an overall location map
		4.1.17.4	Improve the outlook at the university pedestrian entrance including the name board
		4.1.17.5	Orient University community for a greener environment
4.1.18	Adopt green concepts in infrastructure development	4.1.18.1	New building designs to be done with green concepts
		4.1.18.2	Enhance awareness and introduce a system for recycling wherever possible
		4.1.18.3	Promote facilities through renewable means such as solar power and biogas

4.1.19	Upgrade and modernize physical facilities in the university library	4.1.19.1	Develop infrastructure including air-conditioning
		4.1.19.2	Improve layout including organizing/adding furniture, signboards, electronic gates
		4.1.19.3	Build a fully equipped Auditorium for the Library
			Establish open access multi-media enabled computer lab in the library
		4.1.19.4	Relocate and develop Centre for Instructional Technologies in the Library
		4.1.19.5	Seek & obtain funding for library development
		4.1.19.6	
4.1.20	Enhance physical infrastructure to excel in sports	4.1.20.1	Refurbish sports facilities including the Gymnasium
		4.1.20.2	Develop the University ground
		4.1.20.3	Develop Tennis Courts and Volleyball Court
		4.1.20.4	Enhance physical education unit with additional space and staff
		4.1.20.5	Construct a swimming pool
		4.1.20.6	Construct a well-equipped Modern Gymnasium (Strength Hall)
		4.1.20.7	Generate funding and sponsorship to enhance sports infrastructure
4.1.21	Strengthen the Works Division for systematic maintenance of all infrastructure facilities and provision of support services	4.1.21.1	Obtain cadre and strengthen the WE's division
		4.1.21.2	Enhance facilities
		4.1.21.3	Introduce a preventive maintenance plan for all the services
		4.1.21.4	Further improve the maintenance management system for efficient service.
		4.1.21.5	Enhance equipment/tools and provide necessary transport vehicles/cleaning eqt. for improved service

4.1.22	Put in place a reliable electricity supply system	4.1.22.1	Develop a five year plan for electricity demand for the University
		4.1.22.2	Put in place a maintenance plan of the existing electricity facility for zero defects due to internal breakdowns
		4.1.22.3	Install generators and automatic operation mechanism to ensure uninterrupted supply for entire university
4.1.23	Put in place a clean and uninterrupted water supply	4.1.23.1	Automate all pumping stations
		4.1.23.2	Regularly test the water quality
4.1.24	Put in place an uninterrupted telephone system	4.1.24.1	Carry out all necessary system improvements to handle demand satisfactorily
		4.1.24.2	Ensure reliable system implementation to have zero defects due to internal management
		4.1.24.3	Put in place a reliable system to avoid lightning damage and resultant delays in rectification
		4.1.24.4	Convert all phones to IP phones
		4.1.24.5	Put in place a system to minimize misuse
4.1.25	Put in place an organized traffic management and parking system	4.1.25.1	Identify current and future parking requirements in the University master plan
		4.1.25.2	Develop and implement a traffic management plan and parking policy
		4.1.25.3	Construct parking bays with paving and floor marks
		4.1.25.4	Introduce a system for their efficient management
4.1.26	Establish UOM Branch campuses at strategic locations (see also 1.3.5)	4.1.26.1	Establish UOM Dubai Brach
4.1.27	Develop infrastructure to provide enhanced access to external degree students	4.1.27.1	Develop e-learning and m-learning facilities
		4.1.27.2	Establish CODL regional offices

Objective 4.2 -	**Ensure state-of-the-art teaching, learning and research facilities based on up-to-date three year planning horizon**

Strategy		Activities	
4.2.1	Benchmark important laboratories/equipment with those of state-of-the-art (see also 1.1.9)	4.2.1.1	Include laboratory development for teaching/learning an important agenda for annual budget
		4.2.1.2	Benchmark laboratories/equipment with those of selected reputed universities
		4.2.1.3	Benchmark equipment with modern state-of-the-art equipment available in the market/industry
4.2.2	Set up state-of-the art laboratories by identifying and acquiring modern laboratory equipment and computers	4.2.2.1	Prepare a laboratory development plan prioritizing the development needs
		4.2.2.2	Identify and set-up new state-of-the-art laboratory facilities by the departments in the Faculty of Architecture
		4.2.2.3	Identify and set-up new state-of-the-art laboratory facilities by the departments in the Faculty of Engineering
		4.2.2.4	Identify and set-up seven new state-of-the-art laboratory facilities by the departments in the Faculty of IT
		4.2.2.5	Identify and set-up new state-of-the-art laboratory facilities by the departments in the Faculty of Business
		4.2.2.6	Identify and set-up new state-of-the-art facilities by the Faculty of Graduate Studies
		4.2.2.7	Set up/develop the laboratories jointly with industry support.
		4.2.2.8	Establish dedicated industry funded teaching/research laboratories in the Departments
		4.2.2.9	Obtain accredited status for strategic laboratories

4.2.3	Upgrade all lecture rooms to facilitate modern teaching	4.2.3.1	Develop & implement a plan to improve and maintain all lecture room facilities to facilitate modern teaching methods
		4.2.3.2	Upgrade at least one lecture room in each department to facilitate technology enabled teaching
		4.2.3.3	Identify and adopt standard/durable designs for furniture requirements in the class rooms (both for A/C and non A/C)
4.2.4	Actively seek for industry funding for upgrading lecture rooms with modern facilities	4.2.4.1	Partner with industry organizations to upgrade & maintain lecture rooms with modern teaching facilities
4.2.5	Secure enhanced funding for procurement of modern equipment	4.2.5.1	Obtain higher Treasury allocation with pre-prepared and justified procurement plan tied to activities
		4.2.5.2	Obtain donor funding through external resources department combining other universities if required
		4.2.5.3	Leverage External Reviewers/Accreditation Reports to justify needs of modern equipment
		4.2.5.5	Secure funding from other relevant ministries based on strategic partnerships
		4.2.5.6	Secure industry funding to establish advanced laboratories
		4.2.5.7	Attract national facilities/centres to the University

4.2.6	Modernize the Library with enhanced facilities as an attractive hub for knowledge and information seekers (see also 4.3.1)	4.2.6.1	Strengthen the library committee and redefine the role to include library development
		4.2.6.2	Enrich the collection through systematic identification of relevant materials including e-book collection
		4.2.6.3	Enhance library spaces to provide attractive learning environment
		4.2.6.4	Improve quality of the library by implementing relevant standards, performance indicators etc.
		4.2.6.5	Preserve and store library collection to ensure its availability when technology becomes obsolete
		4.2.6.6	Develop library collection with the help of alumni
		4.2.6.7	Facilitate networking with other libraries & resource sharing
		4.2.6.8	Maintain and enhance subscriptions for online resources at consortia level
		4.2.6.9	Enhance facilities for e-learning
		4.2.6.10	Integrate MoraLs with MIS system
4.2.7	Procure state-of-the-art software	4.2.7.1	Procure state-of-the-art software with sufficient user licenses such as SAP 2000, MIDAS, Mathematica, SPSS, SAP ERP and other specialized software

4.2.8	Enhance sports facilities and training to excel in sports	4.2.8.1	Identify and procure modern sports training equipment
		4.2.8.2	Provide all necessary standard equipment and sportswear to sportsmen/women
		4.2.8.3	Enhance expertise in scientific training, coaching and physical fitness
		4.2.8.4	Put in place a more efficient administrative system for sport
		4.2.8.5	Put in place a sports medical insurance scheme
		4.2.8.7	Provide better incentives for physical instructors
		4.2.8.8	Improve sports medical attention, first-aid and transport
		4.2.8.9	Put in place an efficient sports medical unit with qualified treatment staff and equipment
		4.2.8.10	Maintain a better relationship with National/ Regional Sports Bodies and encourage students to participate in National/ Regional Sports events
		4.2.8.11	Generate funding and sponsorship to enhance sports facilities

Objective 4.3 - Ensure learner/teacher support services to delight students/staff at all times

Strategy		Activities	
.3.1	Enhance library services and resources to delight customers (see also 4.2.6)	4.3.1.1	Obtain regular customer feedback on user experience and unmet needs
		4.3.1.2	Introduce IL module into the UG curriculum as a subject with necessary approvals
		4.3.1.3	Enhance services for library users including introduction of an information/help desk
		4.3.1.4	Expand and strengthen the teaching role as academic partner
		4.3.1.5	Continue programs for user education
		4.3.1.6	Expand library outreach activities (awareness and marketing)
		4.3.1.7	Introduce an on-line payment system (ez cash)
		4.3.1.8	24×7 access to library resources and study rooms
		4.3.1.9	Introduce self check in/ check out books
		4.3.1.10	Introduce drop box system
		4.3.1.11	Provide SMS alert services to library users
		4.3.1.12	Provide mobile app to access library resources
		4.3.1.13	Initiate action to obtain ISO9001:2008 certification
4.3.2	Re-structure language programs and services	4.3.2.1	Strengthen new Department of Languages with more staff
		4.3.2.2	Review and modify all language programs to meet the CSD needs for new entrants and at all levels with UTL as a compulsory requirement
		4.3.2.3	Enhance communication, responsiveness & facilities
		4.3.2.4	Offer custom designed courses
		4.3.2.5	Relocate the New Language Department with modern facilities at MOT/ITUM Office
		4.3.2.6	Offer individual student assistance services

4.3.3	Enhance technology enabled services	4.3.3.1	Re-structure the Centre for Information Technology Services (CITeS) – to include all IT related services
		4.3.3.2	Streamline the university backbone network with redundant fibre links
		4.3.3.3	Establish an information security (cyber security) arm
		4.3.3.4	Restructure MIS division under CITeS
4.3.4	Provide ready access to choice of foods	4.3.4.1	Strengthen the canteen Committee to ensure canteen service quality
		4.3.4.2	Introduce a minimum food quality, hygiene standard and nutritious value
		4.3.4.3	Implement a minimum food serving staff quality and service standards
		4.3.4.4	Maintain a choice of canteens with different quality of services (Sentra Court)
		4.3.4.5	Increase the food outlets to serve lunch within lunch hour to all users
4.3.5	Provide enhanced medical service	4.3.5.1	Ensure friendly and expeditious service
		4.3.5.2	Enhance resources – medicine, space, facilities and staff to extend service from 7.30am to5.30pm uninterrupted
		4.3.5.3	Construct a new building for the medical centre
		4.3.5.4	Provide an ambulance/emergency service
		4.3.5.5	Provide round the clock medical service
		4.3.5.6	Introduce a resident patient service
		4.3.5.7	Introduce medical counseling service

4.3.6	Enhance student other common services	4.3.6.1	Enhance banking facilities at the University
		4.3.6.2	Improve bookshop and shopping facilities at the University including a convenient type shop
		4.3.6.3	Establish Post-Office at the University
		4.3.6.4	Improve the barber shop
		4.3.6.5	Further improve photocopying/binding/ communication facilities at the University
		4.3.6.6	Establish a coin operated laundry shop
		4.3.6.7	Ensure that administrative units having direct contacts with students (e.g. Examinations, Welfare) have trilingual capability (Sinhala, Tamil, English)
		4.3.6.8	Enhance space for self study by planned utilization of unused space (both inside and outside buildings)
		4.3.6.9	Introduce an efficient transport service exclusive for students and staff
		4.3.6.10	Introduce vending machines for refreshments
		4.3.6.11	Introduce a fully-fledged student information centre
		4.3.6.12	Provide individual lockers in the departments
		4.3.6.13	Implement an online payment system
		4.3.6.14	Implement a system to speedily issue student transcripts/certificates
		4.3.6.15	Introduce a system to speedily issue ID card and Record Book
		4.3.6.16	Put in place a sustainable system for other student services such as issue of course curricula
		4.3.6.17	Facilitate student loan service to buy personal computers
		4.3.6.18	Allocate prayer room facilities for students of all religions
		4.3.6.19	Improve all sanitary facilities
		4.3.6.20	Provide better common rooms
		4.3.6.21	Provide individual student e-mail addresses and ensure effective use
		4.3.6.22	Introduce a suitable mobile app for effective communication to students and staff

4.3.7	Provide more bursaries	4.3.7.1	Develop a policy for bursary and scholarship schemes
		4.3.7.2	Facilitate new bursary schemes from well-wishers and donors for needy students
4.3.8	Enhance career guidance capability and services	4.3.8.1	Strengthen the career guidance unit
		4.3.8.2	Improve a job bank/employment database in the CGU
		4.3.8.3	Enhance career guidance resources, expertise and services
		4.3.8.4	Continue the system to interview and recruit university graduates any time
		4.3.8.5	Secure funding for career guidance
		4.3.8.6	Maintain a database of alumni and job profiles for strategic actions
		4.3.8.7	"Are you ready" and careers day to be more broad based and consulted program
		4.3.8.8	Promote Faculty wise and Department wise career guidance
		4.3.8.9	Facilitate improvement through regular meetings of CG Advisory Board
		4.3.8.10	CGU to coordinate/facilitate student mentoring program
4.3.9	Improve academic advisory service for all students	4.3.9.1	Refine Academic Advisor role and develop the concept
		4.3.9.2	Appoint Academic Advisors to all undergraduates throughout their duration of study
		4.3.9.3	Monitor academic advisory service for effective implementation
		4.3.9.4	Introduce a training program to academic advisors

4.3.10	Improve academic registration and guidance	4.3.10.1	Strengthen the Undergraduate Studies Division of each Faculty
		4.3.10.2	Improve on-line registration, add/drop system and Moodle
		4.3.10.3	Maintain up-to-date website with information for student support
		4.3.10.4	Provide printed/online student support information such as Handbooks and instruction leaflets
		4.3.10.5	Implement an efficient student registration for courses and academic years
		4.3.10.6	Provide student handbooks to every student
4.3.11	Provide students with good quality support lecture material	4.3.11.1	Ensure timely provision of printed lecture materials as appropriate
		4.3.11.2	Promote provision of lecture materials on-line
		4.3.11.3	Promote and ensure availability of course texts
4.3.12	Enhance student counseling service to all students	4.3.12.1	Improve office space and facilities for SCs
		4.3.12.2	Further enhance student counseling expertise through regular training
		4.3.12.3	Implement regular student counseling programs to all students, vulnerable groups and affected students
		4.3.12.4	confidentially maintain student counseling statistics for improvement
		4.3.1.5	Provide effective academic counselling for students
4.3.13	Introduce an insurance scheme for students	4.3.13.1	Implement a student insurance scheme with University approvals
4.3.14	Foster student motivation through recognizing outstanding student achievements	4.3.14.1	Improve framework for recognizing outstanding student achievements in the university.
		4.3.14.2	Improve and implement a framework for recognizing outstanding students' achievements outside the university.

4.3.15	Ensure rewarding student experience for day students	4.3.15.1	Assist students to find outside residential facilities
		4.3.15.2	Ensure minimum residential and hygiene standards for outside boarding places (maintain a classified database)
			Ensure security for students outside the university premises
		4.3.15.3	Introduce programs to protect students from addiction to drugs, alcohol and other social unacceptable behavior
		4.3.15.4	
4.3.16	Create opportunities for staff to work with students outside lecture rooms	4.3.16.1	Introduce a personal mentor system with proper guidelines.
		4.3.16.2	Implement designated times/alternative methods for compulsory student contacts
4.3.17	Flexibility to work for students outside normal working hours	4.3.17.1	Introduce a mechanism to obtain keys outside normal office hours for students projects
		4.3.17.2	Introduce a smartcard system for access together with effective monitoring
		4.3.17.3	Increase the duration of opening hours of departments
			Introduce 24hr open labs with students' participation.
		4.3.17.4	

4.3.18	Facilitate technology enabled teaching (TELT) and learning	4.3.18.1	Re-establish Centre for Instructional Technology under the Library with all necessary resources
		4.3.18.2	Enhance department level awareness with short duration road-shows
		4.3.18.3	Conduct a series of "2-minute guides" for LMS platform features (quick reference guides) – to be made available online
		4.3.18.4	Conduct a series of regular scheduled training sessions for staff on content authoring tools
			Provide Content Developer Assistant (CDA) to staff through pool of trained personal (students, RA's etc.)
		4.3.18.5	Allocate e-material development budget and introduce a mechanism to obtain CDA service
		4.3.18.6	Support video recording of regular lectures and publishing them in University Web-TV channel
			Include e-material development/adaptation efforts in academic accountability/workload reporting
		4.3.18.7	Recognize e-content authorship in a way similar to that of traditional printed material
		4.3.18.8	Introduce an annual "e-Teaching Excellence Award"
			At faculty level
		4.3.18.9	Improve Wi-Fi and support infrastructure to facilitate e-teaching/learning
		4.3.18.10	Upgrade and manage centrally at least 1 studio per department to facilitate e-teaching/learning
		4.3.18.11	Library to implement open access multimedia lab and short duration notebook / tab loan scheme
		4.3.18.12	Introduce a mechanism for CIT to collaborate with CITeS, MIS, QA, FMU, Library and Department representatives to ensure effective coordination
		4.3.18.13	Take away non TELT responsibilities from CIT
		4.3.18.14	Setup a university level "TELT Steering Committee" to coordinate implementation, monitoring and evaluation of all activities with annual budget
		4.3.18.15	
		4.3.18.16	

Goal 5: Create a community of well accomplished, skilled and contented staff and students to meet the conditions of a vibrant university

Objective 5.1 - Nurture an environment which will promote staff-student interaction in social spheres

Strategy	Activities
5.1.1 Organize joint sports and recreational programs for staff and students	5.1.1.1 Organise at least one staff–student competition/match per batch per year 5.1.1.2 Organise staff – student joint recreational programs 5.1.1.3 Conduct daily Aerobic activity for staff and students
5.1.2 Organize welfare/common programs for staff and students to meet on regular basis	5.1.2.1 Organize New Year festivals 5.1.2.2 Establish a Health club to promote health awareness 5.1.2.3 Organize Annual get-together of university community 5.1.2.4 Provide training on welfare for selected staff and students 5.1.2.5 Promote and facilitate Religious programs 5.1.2.6 Implement social outreach activities at least once a year 5.1.2.7 Continue the meditation program for the university community 5.1.2.8 Organize joint cultural programs/drama festivals/sporting events

5.1.3	Encourage staff to participate in student organized activities	5.1.3.1	Enhance and ensure good staff participation to student organized programs
		5.1.3.2	Students to organize activities with appropriate guidance from Staff Advisors
5.1.4	Enhance team spirit of all staff	5.1.4.1	Reduce gap between academic, administrative and non-academic staff through joint activities, interactions and awareness
		5.1.4.2	Reduce gap between administrative and non-academic staff
		5.1.4.3	Pre-planned social programs fixed in the annual calendar
		5.1.4.4	Introduce a "staff day"
		5.1.4.5	Facilitate common Sports activities
		5.1.4.6	Promote effective use of proposed New Staff Center with a restaurant/cafeteria and other facilities
		5.1.4.7	Activate the grievances committee
		5.1.4.8	Actively support resolving salary anomalies

Objective 5.2 - Make staff competent, skilled, accountable, empowered, motivated and satisfied through need based staff development at all times

	Strategy		Activities
5.2.1	Develop staff development information database	5.2.1.1	Develop and maintain staff profiles for academic, academic support, administrative and key non-academic staff including training undergone
		5.2.1.2	Maintain a complete database of training provided to all individual staff members
		5.2.1.3	Systematically identify staff training needs

5.2.2	Provide strategic training to Management and Administrative staff	5.2.2.1	Provide custom designed training to university leadership including heads of academic departments and administrative divisions
		5.2.2.2	Facilitate strategic career based training to university senior management staff
		5.2.2.3	Provide compulsory foreign training program for administrative staff
5.2.3	Enhance staff development capability at the University	5.2.3.1	Ensure regular meetings with Staff Development Advisory and Management Committees
		5.2.3.2	Provide new space and office facilities for SDU
		5.2.3.3	Strengthen the SDU for a more efficient service
		5.2.3.4	Revise staff development policies and regulations appropriately
		5.2.3.5	Prepare and implement annual staff development plan
		5.2.3.6	Extend provision of training to other Universities and Institutions for increased effectiveness
5.2.4	Provide knowledge, skills, confidence and positive attitude through staff development programs	5.2.4.1	Provide attitude building programs for all strata of staff
		5.2.4.2	Implement induction programs for probationary academic staff on regular basis
		5.2.4.3	Implement programs for administrative and financial staff on regular basis
		5.2.4.4	Provide staff training on IT and all relevant areas to library staff
		5.2.4.5	Implement programs for non-academic staff on regular basis including outbound training
		5.2.4.6	Implement senior staff development programs on teaching and learning methodologies
		5.2.4.7	Establish staff clubs and societies for staff development
		5.2.4.8	Identify and implement training for all staff development needs
		5.2.4.9	Provide international training to all relevant categories through HRD funding under the policy

5.2.5	Create opportunities for career advancement through higher studies and training	5.2.5.1	Facilitate obtaining additional qualifications for career advancement
5.2.6	Provide opportunities for in house on the job training	5.2.6.1	Planned rotation of duties for in house training of administrative, admin support and technical staff through planned staff assignment/transfer scheme
5.2.7	Encourage staff to join Skill development Clubs and Societies	5.2.7.1	Promote and facilitate staff to join University Toastmasters Club
		5.2.7.2	Promote joining of staff in other skill development clubs and societies
5.2.8	Carry out performance evaluation as a tool for staff development	5.2.8.1	Introduce a comprehensive performance evaluation system by University for all staff
		5.2.8.2	Enhance and institutionalize feedback system of academic staff by students
5.2.9	Provide industry exposure to academic staff	5.2.9.1	Promote and facilitate staff-industry attachments
		5.2.9.2	Develop a proposal and obtain UGC approval to better motivate academic staff for industry exposure
5.2.10	Encourage staff to obtain Professional Charter	5.2.10.1	Influence IESL/SLIA/IQSSL/ITPSL to review professional review programs to be attractive to university academics
		5.2.10.2	Obtain UGC approval to pay an allowance for professional qualifications/incorporate for promotions
		5.2.10.3	University/Faculties to actively encourage academic/administrative staff to obtain professional qualification

Objective 5.3 - **Enhance social capital, achieve cordiality and promote ethnic cohesion among the university community through enhanced co-curricular and extra-curricular activities**

	Strategy		Activities
5.3.1	Promote recreational activities, sports, health and fitness	5.3.1.1	Promote physical and health education
		5.3.1.2	Introduce Aerobic program and Yoga program for students and staff
5.3.2	Encourage entertainment activities	5.3.2.1	Build a common aesthetic facility for drama/music and dancing
		5.3.2.2	Put in place an effective promotion and management mechanism
5.3.3	Promote student talents	5.3.3.1	Facilitate KAVITHA like talent competitions
		5.3.3.2	Facilitate other talent competitions organized by departments/clubs/societies/student & staff unions
5.3.4	Promote establishment of departmental societies and other societies	5.3.4.1	Establish/strengthen/revive societies by each department
		5.3.4.2	Provide office space for clubs and societies
		5.3.4.3	Provide a formula for financial support for society activities
		5.3.4.4	Encourage formation of new clubs and societies
5.3.5	Develop programs with alumni and well-wisher participation	5.3.5.1	Strengthen Alumni Association with enhanced membership and active promotion
		5.3.5.2	Organize at least two programs per year to promote stakeholder harmony with alumni and well-wisher participation
		5.3.5.3	Invite Alumni Association to build its office in the University to offer services for alumni and alumni services for the University (University-alumni liaison)
		5.2.5.4	Host and facilitate organized alumni visits to the University

5.3.6	Prevent student unrest and lack of discipline through proper education, communication and disciplinary action	5.3.6.1	Improve the system to further expedite disciplinary inquires and reporting
		5.3.6.2	Effect necessary improvements to student By-Laws(14, 15 and 21) and make them available to students
		5.3.6.3	Develop and implement a code of ethics and procedural guidelines for the students (both day & residential) – Student Charter
		5.3.6.4	Improve the mechanism for communication between administration and students
		5.3.6.5	Further strengthen student liaison committees at the Faculty and University level and continue monthly meetings
		5.3.6.6	Promote all student participation (ITUM and all 5 faculties) in student common societies
		5.3.6.7	Provide leadership training to all student leaders and representatives before assuming duties.
		5.3.6.8	Incorporate essential principle-centered personality development, social and ethnic harmony into course curricula/extra-curricular activities.
		5.3.6.9	Implement a system to prevent liquor consumption by students within the university.

5.3.7	Prevent student ragging	5.3.7.1	Enhance awareness of all laws against ragging and disciplinary action for ragging convicts.
		5.3.7.2	Educate students of ethical behavior and values.
		5.3.7.3	Conduct special awareness programs to senior students just before freshers arrive
		5.3.7.4	Introduce a mechanism to prevent misguidance of new students by some seniors and outsiders.
		5.3.7.5	Enhance surveillance within the university during orientation and first semester
		5.3.7.6	Facilitate effective use of central ragging complaint system of the UGC
		5.3.7.7	Effectively use Marshall services and reporting system to Police
		5.3.7.8	Assist ITUM in ensuring a ragging free environment
		5.3.7.9	Implement programs to prevent ragging in boarding places
		5.3.7.10	Implement disciplinary actions promptly.
5.3.8	Enhance interaction of students of different faculties	5.3.8.1	Actively promote/facilitate participation of students of all faculties and ITUM in common club/society activities.
5.3.9	Ensure staff unity and harmony	5.3.9.1	Revive the Staff Club
		5.3.9.2	Promote joint activities with all staff through staff club
		5.3.9.3	Strengthen Staff Social Harmony Committee and implement projects/programs/recommendations

Objective 5.4 - Provide regular opportunities for the university community and the civic society to interact

	Strategy		Activities
5.4.1	Maintain regular contacts/dialog with civic groups	5.4.1.1	Promote community interaction and services through student societies and Welfare
		5.4.1.2	Arrange at least one event per year with participation of civic groups.
		5.4.1.3	Have dialog with civic groups in Moratuwa area and with national civic groups.
		5.4.1.4	Arrange regular meetings to discuss issues of common interest.
		5.4.1.5	Students to carry out community projects in the surrounding area.
		5.4.1.6	Arrange annual meetings/interactions with service providers in the neighborhood (boarding houses, shops, food services, transport facilities)
5.4.2	Commence a private radio and TV station for Moratuwa and adjoining areas.	5.4.2.1	Strengthen media club in the University
		5.4.2.2	Establish a local TV station at Moratuwa University
		5.4.2.3	Establish a local Radio station at Moratuwa University
5.4.3	Provide banking, postal and bookshop facilities to local people.	5.4.3.1	Make proposals to the local authority to provide banking, bookshop and postal facilities to local people under township project
5.4.4	Provide technical advice for university neighbour community	5.4.4.1	Provide house building and home improvement advice for student boarding places
		5.4.4.2	Offer technical, health and safety advice to local industries

| 5.4.5 | Assist a needy school in the neighbourhood for development | 5.4.5.1 | Assist Bodhiraja Vidyalaya through student and staff donations, technical advice and school development |

Objective 5.5 - Attract and retain qualified staff to occupy over 80% of staff positions at all times

	Strategy		Activities
5.5.1	Recruit academic staff at Senior Lecturer level whenever possible	5.5.1.1	Encourage recruiting staff at Senior Lecturer level whenever possible
		5.5.1.2	Promote departments to head hunt for best staff
		5.5.1.3	Introduce innovative methods to attract and recruit staff
5.5.2	Improve working environment of staff	5.5.2.1	Improve working environment/facilities of staff
		5.5.2.2	Improve staff rooms and comfort level, and provide necessary furniture for personal effectiveness and motivation
		5.5.2.3	Improve official transport facilities for staff
5.5.3	Identify and introduce a mechanism for enhanced remuneration	5.5.3.1	Encourage more cost recovery activities while being accountable for university work
		5.5.3.2	Take action to tie up university salaries with high end government salaries such as in the Central Bank
		5.5.3.3	Introduce a top up allowance scheme to match industry salaries with industry support

5.5.4	Introduce more appropriate compensation scheme for extra work for administrative staff	5.5.4.1	Enhance the holiday payment
5.5.5	Reimburse expenses incurred by staff in professional practice	5.5.5.1	Approve reimbursement of transport expenses for professional involvements by the University staff
		5.5.5.2	Approve reimbursement of part telephone bills/Internet services of Senior academics
		5.5.5.3	Approve reimbursement of all costs of seminars, conferences locally
		5.5.5.4	Approve reimbursement of subscription for at least 2 international and two local journals
5.5.6	Influence UGC to revise/remove circulars hindering motivation of staff	5.5.6.1	Influence UGC to revise allowances and frequency for presenting papers at international conferences and international training
		5.5.6.2	Influence UGC to provide more flexible staff recruitment and promotion
		5.5.6.3	Influence UGC to change non-academic SOR to be based on NVQ qualification
5.5.7	Provide staff accommodation for staff needing accommodation	5.5.7.1	Provide priority staff accommodation for returning staff and newly married staff (see also 4.1.15).
5.5.8	Improve staff welfare	5.5.8.1	Set up medical insurance scheme with enhanced benefits
		5.5.8.2	Provide scholarships for employees' children
		5.5.8.3	Provide a staff canteen/senior common room with a quality service
		5.5.8.4	Pursue with the UGC to realistically enhance transport rates, vehicle loans, miscellaneous rates for extra work and visiting lecture fees
		5.5.8.5	Introduce staff safety management system

5.5.9	Recruit adjunct staff from industry and foreign universities	5.5.9.1	Recruit adjunct staff to departments having staff shortage
		5.5.9.2	Obtain services of adjunct staff by other departments when industry experience/input is required
			Facilitate visiting staff from foreign universities
		5.5.9.3	
5.5.10	Obtain special consideration for children of academic staff for admission to national schools and universities	5.5.10.1	Obtain an assured quota for university academic staff for admission of their children to good schools
			Obtain a quota for university academic staff for admission of their children to national universities
		5.5.10.2	
5.5.11	Provide substantial research funding for returning staff with PhDs	5.5.11.1	Introduce a scheme to provide substantial research grant for newly returning graduates
5.5.12	Enhance staff personal satisfaction	5.5.12.1	Introduce an effective tracking system of staff achievements
		5.5.12.2	Reward and recognize staff contributors/achievers at University level
		5.5.12.3	Reduce frustration in all interaction and enhance satisfaction
		5.5.12.4	Ensure equitable distribution of work among all staff also considering special skills
			Introduce a staff day and annual lunch for all staff
		5.5.12.5	
5.5.13	Improve/Introduce rewards for outstanding performance (not covered elsewhere)	5.5.13.1	Introduce a reward scheme for outstanding performance by administrative staff
		5.5.13.2	Introduce other award schemes appropriately
5.5.14	Provide services to family members of staff	5.4.6.1	Upgrade "Sumudu" Pre-school and day care centre to international standard for university staff
		5.4.6.2	Provide medical facilities to staff family members on concessionary rates

Goal 6:   Become a leading expert service provider of advanced technology and consultancy services

Objective 6.1 -   Enhance the expertise of University staff and their visibility through awareness, publicity and recognition

Strategy	Activities	
6.1.1	Enhance consultancy capability of the University	6.1.1.1	Each department to identify the areas requiring consultancy inputs by the industry
		6.1.1.2	Each department to enhance consultancy and advisory capabilities in their areas
		6.1.1.3	Establish centres to promote consultancy with necessary approvals
6.1.2	Regulate the provision of consultancies	6.1.2.1	All consultancies to be under the approved policy
6.1.3	Introduce mechanisms for publicizing the facilities and capabilities	6.1.3.1	Regularly publish the capabilities in newsletters and web
		6.1.3.2	Regularly publish the key services provided
		6.1.3.3	Keep up-to-date promotional video for each department, Faculty
		6.1.3.4	Utilize UBL and UNIC to outreach and publicize consultancy capabilities
		6.1.3.5	Encourage Staff members to take part in related international competitions for building reputation
		6.1.3.6	Participation in international expert groups

Objective 6.2 - **Establish and strengthen mechanisms for the industry to obtain an efficient and a quality service from the University**

	Strategy		Activities
6.2.1	Establish a central facility for marketing services and provision of all information to industry and public	6.2.1.1	Strengthen the University Business Linkages Cell to provide university wide service
		6.2.1.2	Make UBLC to be the public information centre of the University
		6.2.1.3	Make UBLC to be the marketing arm of the University for consultancy/expert advice/Technology Transfer
			Establish T&CP Department BLC (DBLC)
		6.2.1.4	Conduct at least one open day exhibitions per year university/faculty or department wise
		6.2.1.5	
6.2.2	Facilitate strengthening external commercial arm of the University (UNIC)	6.2.2.1	Obtain Cabinet approval for UNIC
		6.2.2.2	Provide university input for its direction and management including rented space
		6.2.2.3	Promote staff to become members
		6.2.2.4	Refine mechanisms to participate and provide consultancy services
		6.2.2.5	Provide an effective regulatory framework for UNIC operations
6.2.3	Establish a dedicated unit to provide sophisticated equipment repair/advisory services to the industry	6.2.3.1	Establish a Maintenance Services Unit in the FOE with external seed funding
		6.2.3.2	Provide hi-end laboratory equipment repair/maintenance service to the university and external organizations
		6.2.3.3	Provide equipment procurement services to the university and external organizations

6.2.4	Establishment of a Techno park	6.2.4.1	Initiate action to establish Pitipana Research and Innovation Zone
		6.2.4.2	Promote establishment of innovation centres in the Departments
6.2.5	Establish national facilitation centres and laboratories	6.2.5.1	Strengthen Die & Mould facilitation centres
		6.2.5.2	Establish Advanced Electronics Laboratory
		6.2.5.3	Establish similar national laboratories and service centres
		6.2.5.4	Initiate advisory services to industry

Objective 6.3 - Strengthen mechanisms for diffusion and transfer of technology generated to industry through research and development

	Strategy		Activities
6.3.1	Make an annual display of new technologies/innovations developed	6.3.1.1	Hold Departmental Open days for industry and public
			Hold an annual/biennial Innovation Exhibition
		6.3.1.2	
6.3.2	Establish a body to facilitate transfer of technology	6.3.2.1	Strengthen Technology Transfer Office (TTO) in the University
		6.3.2.2	Establish policies and procedures for transfer of generated technology from the University
		6.3.2.3	Provide advisory assistance to prepare technology transfer contracts for external organizations
		6.3.2.4	Establish a mechanism to bring value to R&D outputs at National/International level by methods such as licensing
6.3.3	Enhance technology transfer capability	6.3.3.1	Provide necessary local/foreign training to facilitate technology transfer
		6.3.3.2	Hire patent lawyer considering sustainability
		6.3.3.3	Strengthen IPR and commercialization policy

Goal 7: Be an advisor to the government in policy formulation and national development in all relevant disciplines and higher/professional education in Sri Lanka

Objective 7.1 - Facilitate and encourage staff to be advisers to the government and participate in government policy formulation, national planning and development programs	

Strategy	Activities
7.1.1 Establish a mechanism to discuss and evolve expert advice on policy formulation	7.1.1.1 Academic staff to be members of expert teams formed by professional bodies 7.1.1.2 Share best practices of the staff on national policy formulations/planning and development programmes at department/faculty/university level
7.1.2 Establish closer links with the ministries	7.1.2.1 University to communicate research outputs of national relevance to relevant ministries 7.1.2.2 Encourage staff members to establish productive relationships with the Ministries and Ministry Officials
7.1.3 Reward staff participating government policy formulation and national planning	7.1.3.1 Introduce an award for contributions for national development
7.1.4 Facilitate staff to serve in management boards of strategic state bodies	7.1.4.1 Facilitate staff members to serve in management boards of strategic bodies such as SLSI, NERD, ALAB, TVEC, EDB, SLIC, NSF, NRC, COSTI, NASTEC, ITI, professional bodies and similar institutions Facilitate and encourage staff to be in the Councils of related professional bodies 7.1.4.2 Facilitate staff to take up sabbatical positions at the strategic bodies 7.1.4.3

Objective 7.2 - Provide visibility to the government of the capabilities of the University in contributing for such policy formulation, national planning and development programs

Strategy	Activities
7.2.1 Introduce mechanisms to market the expertise and the work done in the universities	7.2.1.1 Establish a mechanism to send all relevant monographs/reports/research findings of University staff to the relevant ministries with recommendations Regularly send all newsletters, bulletins, monographs/research findings to the relevant ministries 7.2.1.2 Encourage staff to promptly respond to requirements of the ministries 7.2.1.3
7.2.2 Establish a publicity unit	7.2.2.1 Strengthen media/publicity unit dedicated for publicity of university achievements under the library Regulate Social Media publicity 7.2.2.2

Goal 8:	Quality assurance and efficient corporate governance to be in the culture of the University

Objective 8.1 -	Ensure and sustain an efficient and effective management team and framework throughout

Strategy	Activities	
8.1.1 Review and improve administrative and financial procedures	8.1.1.1	Obtain approval for a more flexible procurement procedure
	8.1.1.2	Review the entire procurement process and avoid redundant processes
	8.1.1.3	Monitor effectiveness through a performance indicator system
	8.1.1.4	Streamline student registration at the Examinations Division
	8.1.1.5	Streamline staff appointment/promotion/recovery of dues and enhance efficiency through set benchmarks
		Streamline conduct of examinations and releasing of results
	8.1.1.6	Develop and distribute financial procedure manual for enhanced awareness and streamlined financial procedures
	8.1.1.7	Set up a mechanism for periodic review, monitoring and recommendation of all policies
		Introduce programs for efficient recovery of library items and dues
	8.1.1.8	Revise the administrative procedure manual for enhanced awareness and increased efficiency
	8.1.1.9	Introduce a document/voucher tracking system.
	8.1.1.10	
	8.1.1.11	

8.1.2	Develop & implement MIS program for the University with target dates for completion	8.1.2.1	Computerize all administrative activities
		8.1.2.2	Effectively maintain all deployed administrative modules
		8.1.2.3	Computerize all students related activities
		8.1.2.4	Effectively maintain all deployed student modules
			Integrated SMS services
		8.1.2.5	Introduce electronic id card for all staff and students
			Provide e-mail, internet facility, computing power, IT helpdesk support to all with single sign on facility
		8.1.2.6	
		8.1.2.7	Introduce instant account creation, IT helpdesk support to all with single sign on facility
			Improve and maintain a comprehensive web page for the University
		8.1.2.8	
			Appoint a web administrator to ensure updated webpage at all times
		8.1.2.9	
		8.1.2.10	
8.1.3	Implementation of administrative reforms	8.1.3.1	Systematically identify administrative reforms
		8.1.3.2	Obtain necessary approvals and implement
8.1.4	Enhance capability of administrative and financial officers through training	8.1.4.1	Identify training requirements of administrative staff
		8.1.4.2	Arrange staff development programs to train them internally
		8.1.4.3	Evolve a mechanism to provide further training by/in outside organizations/institutions/abroad
		8.1.4.4	Conduct regular training programs
8.1.5	Provide familiarization programs on administrative/financial procedures for academic staff	8.1.5.1	Provide necessary orientation/awareness to all academic staff through a well developed program
		8.1.5.2	Develop staff manual for administrative procedures
		8.1.5.3	Develop and maintain an up-to-date training manual in the web

8.1.6	Develop and communicate job descriptions for all staff	8.1.6.1	Develop job descriptions for all administration and admin support staff
		8.1.6.2	Effectively use the job descriptions of non-academic staff already developed.
8.1.7	Introduce performance evaluation system	8.1.7.1	See actions under 5.2.8
8.1.8	Change recruitment policy of administrative staff	8.1.8.1	Obtain UGC approval/autonomy for a more efficient recruitment and filling of vacancies of administrative staff
8.1.9	Obtain staff feedback for improvement	8.1.9.1	Introduce a staff suggestion scheme
		8.1.9.2	Introduce a mechanism to take up and implement staff suggestions
8.1.10	Institutionalize a mechanism for systematic cadre review, reallocation and recruitment	8.1.10.1	Put in place a mechanism to systematically identify new cadre, conversions and abolitions
		8.1.10.2	Recruit staff according to human resource development plan after necessary approvals
8.1.11	Establish a mechanism for managing facilities and estate	8.1.11.1	Obtain DMS approval for Facilities Management Unit cadre
		8.1.11.2	Institutionalize a well developed plan for managing all common facilities
		8.1.11.3	Introduce a preventive maintenance program for buildings and utilities
		8.1.11.4	Introduce an efficient vehicle maintenance/ management/tracking and booking system
8.1.12	Establish efficient systems for carrying out repairs expeditiously	8.1.12.1	Establish a system to carry out minor repairs to all computer related equipment
		8.1.12.2	Establish a system to carry out university vehicle maintenance and repairs more efficiently
		8.1.12.3	Streamline the system to repair office, laboratory and A/C equipment more efficiently and effectively

| **Objective 8.2 -** | **Enhance and sustain quality assurance mechanisms at all levels of management** |

Strategy	Activities
8.2.1 Establish/Strengthen Quality Assurance Cells in the academic and administrative units	8.2.1.1 Strengthen QAC of the Faculty of Engineering 8.2.1.2 Strengthen QAC in the Faculty of Architecture 8.2.1.3 Strengthen QAC in the Faculty of Information Technology 8.2.1.4 Establish a QA cell in the Faculty of Graduate Studies Establish a QA cell in the Faculty of Business 8.2.1.5 Establish QAC in the CODL 8.2.1.6 Establish QAC in the Registry covering all administrative units 8.2.1.7
8.2.2 Strengthen University Quality Assurance Mechanisms	8.2.2.1 Transform IQAU to Internal Quality Assurance Cell (IQAC) with dedicated staff under an advisory board 8.2.2.2 Recruit a Quality Assurance Director for operational activities of the IQAC 8.2.2.3 Ensure effective leadership/coordination/collaboration with all other QA cells in the faculties and departments
8.2.3 Implement and adopt University Quality Policy	8.2.3.1 Effectively implement University Quality Policy 8.2.3.2 Ensure proper implementation of Quality Policy by all stakeholders 8.2.3.3 Improve implementation effectiveness of Quality Management System

8.2.4	Institutionalize all good practices for quality and productivity enhancement	8.2.4.1	Implement the University 5S day more effectively with all stakeholder participation/training/regular monitoring
		8.2.4.2	Departments/Divisions to actively pursue implementation of 5S system in all laboratories and offices
		8.2.4.3	Institutionalize monthly administration-student interaction at different level for early resolution of issues of concern
		8.2.4.4	Develop and incorporate manual of procedures for all key functions at every administrative level (Centre/Unit/Department/Faculty/University)
			Develop documentation for best practices
			Document all university approved policies and key decisions under central location
		8.2.4.5	Communicate all key policies and decisions to all relevant staff through a systematic internal circular system
		8.2.4.6	
		8.2.4.7	Introduce a staff information pack for all newly appointed staff
			Transform paper based meetings such as Council, Senate and Faculty e-meetings
		8.2.4.8	Establish an on-line payment gateway
			Prepare realistic annual procurement plan
		8.2.4.9	
		8.2.4.10	
		8.2.4.11	

Objective 8.3 - **Institutionalize formulation, implementation and monitoring mechanisms of the University Strategic Management Plan and Annual Implementation Plan**

Strategy	**Activities**

8.3.1	The Council to monitor implementation of Strategic Management Plan	8.3.1.1	Prepare timely Annual Implementation Plans based on SMP and plans submitted by different entities
		8.3.1.2	Obtain Council approval for the Annual Implementation Plan in January each year
		8.3.1.3	AIP progress review is to be a standard agenda item of every Council meeting.
8.3.2	Inform SMP and AIP implementation schedules and targets to all stakeholders	8.3.2.1	Communicate SMP and AIP to all the stakeholders
		8.3.2.2	Translate key aspects of SMP and AIP to Sinhala language
		8.3.2.3	Align University community to the goals of the SMP and AIP
8.3.3	Establish an implementation and reporting mechanism at each administrative level	8.3.3.1	Establish Strategic Planning and Quality Assurance as standard agenda items at Administrative Divisions, Departmental, Faculty and Senate meetings
		8.3.3.2	Report to next level of the progress made and any bottlenecks inhibiting effective implementation
8.3.4	University to aggressively promote securing of necessary funding for effective implementation of SMP	8.3.4.1	Incorporate all funding requirements in the annual budgets and pursue securing of sufficient funds
		8.3.4.2	Use SMP as a tool for obtaining necessary funding from Treasury and donor organizations
8.3.5	Stakeholder consultation for Strategic Management Plan development	8.3.5.1	Establish Strategic Management Plan Cell/Committee
		8.3.5.2	Organize departmental staff Retreats annually for strategic planning
		8.3.5.3	Organize an annual residential workshop with all key stakeholders for Strategic Management Plan review
		8.3.5.4	Obtain ideas from all other stakeholders

Objective 8.4 - Good governance to be the default culture of the University at all times

	Strategy		Activities
8.4.1	All academic staff to submit academic accountability workload forms	8.4.1.1	HODs and Deans to annually collect and review staff workload forms
		8.4.1.2	Regularly review work norms and improve calculation mechanism for staff work load
		8.4.1.3	Staff to maintain a self-audit file for academic accountability

8.4.2	Institutionalize the manual of administrative procedures	8.4.2.1	Develop, document and implement administrative procedures for each administrative division
		8.4.2.2	Regularly inform these procedures for all staff for effective compliance
		8.4.2.3	Obtain Treasury approval for administrative procedure for better flexibility and autonomy
8.4.3	Prepare and implement approved annual internal audit plan	8.4.3.1	Prepare and obtain Council approval for annual audit plan
		8.4.3.2	Effectively implement the annual audit plan monitored by Audit Committee
8.4.4	Ensure a monitoring mechanism to answer all audit queries	8.4.4.1	SAIA to maintain audit register and monitor audit queries and responses
		8.4.4.2	Systematically and professionally respond to all audit queries through SAIA
8.4.5	Ensure 100% utilization of capital and rehabilitation funds	8.4.5.1	Effectively prepare and implement procurement plan
		8.4.5.2	Institutionalize a mechanism to monthly monitor the financial progress for corrective action

8.4.6	Timely submission of Annual Report	8.4.6.1	Improve mechanism to facilitate staff to maintain up-to-date individual performance records online.
		8.4.6.2	Introduce a timeline for timely preparation of Departmental/Divisional/Faculty/University AIPs and maintain strict compliance
		8.4.6.3	Annual Report of the University to be prepared by a special committee supported by the GA Division and Statistical Division
		8..4.6.4	Annual Report at each level to be used as a performance review tool
8.4.7	Obtain "unqualified" status of Government Audit assessment every year	8.4.7.1	Practice good financial management to obtain unqualified status every year

Performance Indicators of the Strategic Management Plan 2017-2021

Goals	Objectives	Performance Indicators (PIs)	PI Targets					
			Current Level	2017	2018	2019	2020	2021
Goal 1: Achieve international recognition as a centre of excellence in higher learning	1.1 Ensure the quality of all undergraduate, postgraduate and external degree programs satisfy national and international quality assurance benchmarks by 2017.	No of academic programs transformed to OBE mode	15	20	21	22	23	23
		No. of courses benchmarked with national accreditation requirements	17	19	19	19	20	21
		No. of courses benchmarked with international accreditation requirements.	12	14	16	17	19	21
	1.2 Obtain national and international accreditation for all professionally oriented undergraduate, post-graduate and external degrees by 2017 and retain accreditation already acquired.	No of undergraduate programs accredited by local professional bodies	16	19	19	19	20	21
		No of undergraduate programs accredited/ recognised by International Accreditation bodies	14	16	16	16	18	18
		No of postgraduate programs accredited by International Accreditation bodies	2	4	4	5	6	7
	1.3 Enhance international outlook as a centre of higher learning through 5% foreign students, 5% foreign staff and international collaborative programs by 2018.	No. of academic programs jointly offered with international HEIs	6	8	9	10	11	12
		No. of international undergraduate students studying full time	14	25	75	125	175	250
		No. of international postgraduate(course)students studying full time	9	25	50	75	100	125
		No. of international faculty serving	10	20	25	30	35	40
	1.4 Reach towards world class status through improved world rankings and international achievements – to be within top 500 by 2020.	Webometrics ranking	2647	2500	2200	1900	1750	1500
		QS Asia ranking	-	290	250	200	175	150
		No of graduates secured PG opportunities in world's top 100 universities	25	30	40	50	60	60

Goals	Objectives	Performance Indicators (PIs)	PI Targets					
			Current Level	2017	2018	2019	2020	2021
Goal 2: Achieve excellence in research, innovation and enterprise with national & international relevance with global recognition.	2.1 Improve research culture in the University to delight research community	Internal fund utilization for research (Rs. Mn)	34.7	40	60	75	90	100
		Amount of external research funding attracted (Rs M)	23.3	30	40	50	60	70
		No of local research students in the university	282	350	400	450	500	550
		No of international research students in the university	8	15	25	35	45	60
		No of annual Research Excellence award winners	59	70	90	105	120	135
		Percentage of staff having at least one funded research project	28	32	35	40	45	50
	2.2 Achieve at least 25% increase of research publications annually out of which at least 50% in SOPUS indexed journals and conferences.	No of annual research journal publications	180	225	281	350	439	550
		No of annual research presentations in conferences/seminars	490	612	765	957	1096	1370
		No of annual research publications in SCOPUS journals & conferences	296	370	523	653	767	960
		Per capita annual total publications/presentations by staff	2	2.5	2.8	3.1	3.4	3.8
		Percentage of staff having at least one journal publication during the year	35	50	60	75	90	100
		No of staff with h-index greater than 5	52	60	70	80	90	100
	2.3 Triple the output of design, innovation, product/process development, entrepreneurship and transfer of new technology to the industry and society by 2018	No of industry sponsored R&D labs in departments	21	30	35	40	45	50
		Cumulative number of patents obtained since 2010	12	18	30	40	50	60
		Cumulative number of products/technologies commercialized	10	12	15	18	22	30
		Number of start-ups by the graduates since 2010	20	30	45	60	80	100
		Number of innovation driven start-ups by staff since 2010	1	2	3	4	5	6

	Objectives	Performance Indicators (PIs)	PI Targets					
			Current Level	2017	2018	2019	2020	2021
Goal 3:Be a premier university in providing education responsive to the national needs and expectations of the industry and society with global orientation.	3.1 Re-align academic programs to effectively respond to the national needs and expectations of the industry and society at all times.	Average graduate employability ratio of all courses at convocation	94.3	96	96	97	97	97
		Undergraduate student enrolment (internal numbers)	1583	1723	1848	2016	2290	2530
		Undergraduate student enrolment (external numbers)	225	250	300	350	400	500
	3.2 Establish eight new UG degree programs and at least fifteen PG programs to meet the changing needs of the human capital by 2018.	No of new undergraduate degree programs conducted	21	22	22	24	26	26
		No of new PG degrees/diploma programs conducted	30	32	35	38	42	45
		No of new ODL mode degree programs conducted	1	2	2	3	3	3
		No. of new Faculties established	4	5	6	6	6	6
	3.3 Ensure necessary skills and attitudes of the students to face the challenges and needs of the global society and the industry in all programs at all times.	No of enterprising graduates (students obtaining entrepreneurship minor).	14	25	35	45	60	80
		Percentage of graduates participated in sports	31	33	36	39	42	45
		Percentage of graduates participated in any extra-curricular activity	47	55	58	60	62	75
		Number of study programs with students mentoring program	9	10	12	15	18	23
	3.4 Be the leader in providing continuing professional development programs to meet the needs of the country and the professional community with at least 20% annual growth of number of students.	No of CPD courses conducted during the year	30	40	50	60	70	80
		No of CPD courses conducted with international collaboration during the year	3	4	5	6	7	8
		No of CPD candidates trained during the year	150	200	300	400	500	600

Goals	Objectives	Performance Indicators (PIs)	PI Targets					
			Current Level	2017	2018	2019	2020	2021
Goal 4: Enhance the intellectual and physical environment at the University to achieve excellence in its activities	4.1 Develop physical infrastructure facilities based on an up-to-date five year development plan securing funding and utilizing 100% allocation	Hostel Occupancy ratio – male/female	25	30	35	40	45	50
		Garden campus (% progress) -	50	75	85	90	95	100
		Green campus (% progress).	15	25	30	35	40	45
		University Township Project (% progress)	5	5	10	20	30	40
	4.2 Ensure state-of-the-art teaching, learning, research and sports facilities based on up-to-date three year planning horizon	No. of upgraded state of the art Laboratories	20	30	35	37	39	42
		No. of upgraded class rooms with Modern Audio Visual Facilities	25	38	45	50	55	60
		No. of online journal articles downloaded per year ('000)	40	50	60	70	85	100
		Extent of library usage (number of borrowings per capita per year)	100	110	110	120	120	125
	4.3 Ensure learner/teacher support services to delight students/staff at all times	Internet Bandwidth for staff/ students (GPBS)	0.5	1	2	3	4	5
		Internet Bandwidth for staff/students foreign (GBPS)	0.24	0.75	1.5	2	2.5	3
		Availability of data center services (% availability)	90	99	100	100	100	100
		Availability of network access (% availability)	80	95	100	100	100	100
		Individual service for student English Language needs - % students	5	25	35	45	55	60
		Academic Advisor/mentor to every Student	70	100	100	100	100	100
		Area covered with WiFi (% area)	60	90	95	100	100	100

Goals	Objectives	Performance Indicators (PIs)	PI Targets					
			Current Level	2017	2018	2019	2020	2021
Goal 5: Create a community of well accomplished, skilled and contented staff and students to meet the conditions of a vibrant university	5.1 Nurture an environment which will promote staff-student interaction in social spheres.	Student satisfaction for accessibility of staff	80	95	98	98	98	98
		Number of staff-students joint programs/events	4	10	12	14	16	18
	5.2 Make staff competent, skilled, accountable, empowered, motivated and satisfied through need based staff development at all times.	Number of in house training programs conducted per year	14	20	30	35	40	45
		Cumulative % academic staff undergone teacher training	50	50	60	70	80	90
		Percentage of new non-academic staff undergone comprehensive induction program	72	100	100	100	100	100
		Percentage of academic/non-academic staff performance evaluated by performance interview	20	50	75	90	100	100
		Cumulative % academic staff with professional qualifications.	32	40	50	55	58	60
		Cumulative % of admin and non-academic with sufficient IT skills.	50	60	70	80	85	90
		Cumulative % of admin and non-academic staff with sufficient English skills.	50	60	65	70	75	80
	5.3 Enhance social capital, achieve cordiality and promote ethnic cohesion among the university community through enhanced co-curricular and extra-curricular activities	Number of sports competitions held during the year	32	40	45	50	55	60
		No of programs organised by clubs and societies	111	120	125	130	135	140
	5.4 Provide regular opportunities for the university community and the civic society to interact	Number of events with the civic society	5	10	11	12	13	14
	5.5 Attract and retain qualified staff to occupy over 80% of staff positions at all times	Proportion of PhD holders among academics	51.2	60	62	64	66	68
		Academic staff cadre filled (percentage)	80	90	95	95	95	95
		Administrative staff vacant cadre percentage	20	10	5	3	2	2
		Non-academic staff vacant cadre percentage	8.3	5	5	3	3	3

Goals	Objectives	Performance Indicators (PIs)	PI Targets					
			Current Level	2017	2018	2019	2020	2021
Goal 6: Become a leading expert service provider of advanced technology and consultancy services	6.1 Enhance the expertise of University staff and their visibility through awareness, publicity and recognition	No of expert consultancy projects carried out under signed contracts	55	60	65	68	72	75
		No of University or Faculty Exhibitions organized during the year	1	2	3	4	5	6
	6.2 Establish and strengthen mechanisms for the industry to obtain an efficient and a quality service from the University.	No of incubation services provided to companies	21	25	28	30	32	35
		Number of national research/service centers in the University during the year	1	3	4	4	5	5
	6.3 Strengthen mechanisms for diffusion and transfer of technology generated to industry through research and development	Cumulative number of products/technologies commercialized	2	5	7	8	9	10
		Number of start-ups by the graduates since 2010	10	30	35	40	45	50
		Number of innovation driven start-ups by staff since 2010	1	2	3	4	5	6

Goals	Objectives	Performance Indicators (PIs)	PI Targets					
			Current Level	2017	2018	2019	2020	2021
Goal 7: Be an advisor to the government in policy formulation and national development in all relevant disciplines and higher/professional education in Sri Lanka.	7.Facilitate and encourage staff to be advisers to the government and participate in government policy formulation, national planning and development programs	No of academic staff members in national expert committees	60	70	75	78	80	82
		No of policies contributed by staff	20	25	27	29	30	32
		No of academic staff holding leadership positions in government institutions/projects	24	25	27	29	30	32
		No of national development programs with main expertise provided by the Univeristy staff	20	25	27	28	29	30
	7.2 Provide visibility to the government of the capabilities of the University in contributing for such policy formulation, national planning and development programs							

Goals	Objectives	Performance Indicators (PIs)	PI Targets					
			Current Level	2017	2018	2019	2020	2021
Goal 8: Quality assurance and efficient corporate governance to be in the culture of the University	8.1 Ensure and sustain an efficient and effective management team and framework throughout	Effectiveness of MIS for student registration and performance records(%)	98	100	100	100	100	100
		MIS for all management functions (%)	60	80	100	100	100	100
		Capital budget utilization (% of allocation)	100	100	100	100	100	100
		Degree of practice of an effective documentation and document control system	80	90	100	100	100	100
		Institutionalization of systems for all routine functions	70	80	100	100	100	100
	8.2 Enhance and sustain quality assurance mechanisms at all levels of management.	Manual of procedure for key functions	80	100	100	100	100	100
		Robust QA mechanism in place through IQAU	63	80	100	100	100	100
	8.3 Institutionalize formulation, implementation and monitoring mechanisms of the University Strategic Management Plan and Annual Implementation Plan	Up to date Annual Implementation Plan	y	y	y	y	y	y
		Awareness of Strategic Management Plan and goals by all the stakeholders	75	90	100	100	100	100
		No of Progress Reviews by the Council	4	8	12	12	12	12
	8.4 Good governance to be the default culture of the University at all times	Obtain "unqualified" audit opinion every year	N	Y	y	y	y	y
		Progress of annual internal audit plan	80	90	100	100	100	100
		Annual Report submitted by May 31	N	Y	y	y	y	y
		ommendation from COPE	Fair	Good	Good	Good	Good	Good

Overall Key Performance Indicators

	Overall Key Performance Indicators (KPIs)	KPI Targets					
		Current Level	2017	2018	2019	2020	2021
1.1	No of academic programs transformed to OBE mode	15	20	21	22	23	23
1.2	No. of courses benchmarked with national accreditation requirements	17	19	19	19	20	21
1.3	No. of courses benchmarked with international accreditation requirements.	12	14	16	17	19	21
1.4	No of undergraduate programs accredited by local professional bodies	16	19	19	19	20	21
1.5	No of undergraduate programs accredited/ recognised by International Accreditation bodies	14	16	16	16	18	18
1.6	No of postgraduate programs accredited by International Accreditation bodies	2	4	4	5	6	7
1.7	No. of academic programs jointly offered with international HEIs	6	8	9	10	11	12
1.8	No. of international undergraduate students studying full time	14	25	75	125	175	250
1.9	No. of international postgraduate(course)students studying full time	9	25	50	75	100	125
1.10	No. of international faculty serving	10	20	25	30	35	40
1.11	Webometrics ranking	2647	2500	2200	1900	1750	1500
1.12	QS Asia ranking	-	290	250	200	175	150
1.13	No of graduates secured PG opportunities in world's top 100 universities	25	30	40	50	60	60
2.1	No of local research students in the university	282	350	400	450	500	550
2.2	No of international research students in the university	8	15	25	35	45	60
2.3	No of annual Research Excellence award winners	59	70	90	105	120	135
2.4	No of annual research journal publications	180	225	281	350	439	550
2.5	No of annual research presentations in conferences/seminars	490	612	765	957	1096	1370
2.6	No of annual research publications in SCOPUS journals & conferences	296	370	523	653	767	960
2.7	Cumulative number of patents obtained since 2010	12	18	30	40	50	60
2.8	Cumulative number of products/technologies commercialized	10	12	15	18	22	30
2.9	Number of start-ups by the graduates since 2010	20	30	45	60	80	100
2.10	Number of innovation driven start-ups by staff since 2010	1	2	3	4	5	6

	Institutionalization of systems for all routine functions Overall Key Performance Indicators (KPIs)	KPI Targets					
		CurrentLevel	2017	2018	2019	2020	2021
3.1	Average graduate employability ratio of all courses at convocation	94.3	96	96	97	97	97
3.2	Undergraduate student enrolment (internal numbers)	1583	1723	1848	2016	2290	2530
3.3	Undergraduate student enrolment (external numbers)	225	250	300	350	400	500
3.4	No of undergraduate degree programs conducted	21	22	22	24	26	26
3.5	No of PG degrees/diploma programs conducted	30	32	35	38	42	45
3.6	No of ODL mode degree programs conducted	1	2	2	3	3	3
3.7	No. of Faculties	4	5	6	6	6	6
3.8	Percentage of graduates participated in sports	31	33	36	39	42	45
3.9	Percentage of graduates participated in any extra-curricular activity	47	55	58	60	62	75
3.10	Number of study programs with students mentoring program	9	10	12	15	18	23
3.11	No of CPD courses conducted during the year	30	40	50	60	70	80
3.12	No of CPD courses conducted with international collaboration during the year	3	4	5	6	7	8
4.1	Hostel Occupancy ratio – male/female	25	30	35	40	45	50
4.2	Garden campus (cumulative % progress)	50	75	85	90	95	100
4.3	Green campus (cumulative % progress).	15	25	30	35	40	45
4.4	University Township Project (cumulative % progress)	5	5	10	20	30	40
4.5	No. of online journal articles downloaded per year ('000)	40	50	60	70	85	100
4.6	Extent of library usage (number of borrowings per capita per year)	100	110	110	120	120	125
4.7	Availability of data center services (% availability)	90	99	100	100	100	100
4.8	Availability of network access (% availability)	80	95	100	100	100	100
4.9	Individual service for student English Language needs - % students	5	25	35	45	55	60
4.10	Academic Advisor/mentor to every Student	70	100	100	100	100	100
4.11	Area covered with WiFi (% area)	60	90	95	100	100	100
5.1	Student satisfaction	80	95	98	98	98	98
5.2	Number of staff-students joint programs/events	4	10	12	14	16	18
5.3	Number of in house training programs conducted per year	14	20	30	35	40	45
5.4	Cumulative % academic staff undergone teacher training	50	50	60	70	80	90
5.5	Percentage of new non-academic staff undergone comprehensive induction program	72	100	100	100	100	100

	Institutionalization of systems for all routine functions Overall Key Performance Indicators (KPIs)	KPI Targets					
		CurrentLevel	2017	2018	2019	2020	2021
5.7	Cumulative % academic staff with professional qualifications.	32	40	50	55	58	60
5.8	Cumulative % of admin and non-academic with sufficient IT skills.	50	60	70	80	85	90
5.9	Cumulative % of admin and non-academic staff with sufficient English skills.	50	60	65	70	75	80
5.10	Number of sports competitions held during the year	32	40	45	50	55	60
5.11	No of programs organised by clubs and societies	111	120	125	130	135	140
5.12	Number of events with the civic society	5	10	11	12	13	14
5.13	Proportion of PhD holders among academics	51.2	60	62	64	66	68
5.14	No of expert consultancy projects carried out under signed contracts	55	60	65	68	72	75
5.15	No of University or Faculty Exhibitions organized during the year	1	2	3	4	5	6
5.16	No of incubation services provided to companies	21	25	28	30	32	35
6.1	Number of national research/service centers in the University during the year	1	3	4	4	5	5
6.2	Number of products/technologies commercialized	2	5	7	8	9	10
6.3	Number of university facilitated student start-ups	10	30	35	40	45	50
6.4	Number of innovation driven start-ups by staff	20	25	27	29	30	32
7.1	Number of academic staff members in national expert committees	60	70	75	78	80	82
7.2	Number of policies contributed by staff	1	3	4	4	5	5
7.3	No of academic staff holding leaderhip positions in government institutions/projects	24	25	27	29	30	32
7.4	Number of national development programs with main expertise provided by the University staff	20	25	27	28	29	30
8.1	MIS for all management functions (%)	60	80	100	100	100	100
8.2	Capital budget utilization (% of allocation)	100	100	100	100	100	100
8.3	Degree of practice of an effective documentation and document control system	80	90	100	100	100	100
8.4	Institutionalization of systems for all routine functions	70	80	100	100	100	100
8.5	Manual of procedure for key functions	80	100	100	100	100	100
8.6	Robust QA mechanism in place through IQAU	63	80	100	100	100	100
8.7	No of Progress Reviews by the Council	4	8	12	12	12	12
8.8	Progress of annual internal audit plan	80	90	95	95	95	95

Policies & Procedures

The development tasks identified in the Action Plan which follows should normally be implemented subject to the following policies and procedures. However, if there are any actions in the Corporate Plan which cannot be implemented within the existing policies and procedures every attempt should be made to change the policies and procedures through university reforms.

1. The finance Act No. 38 of 1971 and statutory financial regulations.

2. Establishment Code adopted by the UGC in 1984 and subsequent amendments.

3. All other government circulars adopted by the UGC and the UGC Circulars applicable from time to time.

4. The procurement procedures stipulated in the guidelines issued by the National Procurement Agency in 2006.

5. All activities such as commencement of academic programs, proposals for buildings, establishment of centres for specific purposes proposed by various departments need to be approved by the University authorities before implementation.

6. The University of Moratuwa considers: (i) post-graduate courses offered for qualification upgrading of graduates; (ii) training programmes, CPD courses, seminars, workshops and other academic assignments conducted to transfer knowledge and technology; (iii) research and development; (iv) consultancy and testing assignments to Industry; and (v) activities under corporate social responsibility to be important and essential services by the University to Industry and Society. These services are provided to Industry and Society on **Cost Recovery** (self financing) basis and are carried out over and above the normal work loads of the staff members (Council Memo No: 272.27). The funds generated from Cost Recovery (self-financing) activities are disbursed according to a Council approved formula based on the Public Finance Circular No. 04/2016.

7. All the policies, procedures, by-laws approved by the University Council for various purposes.

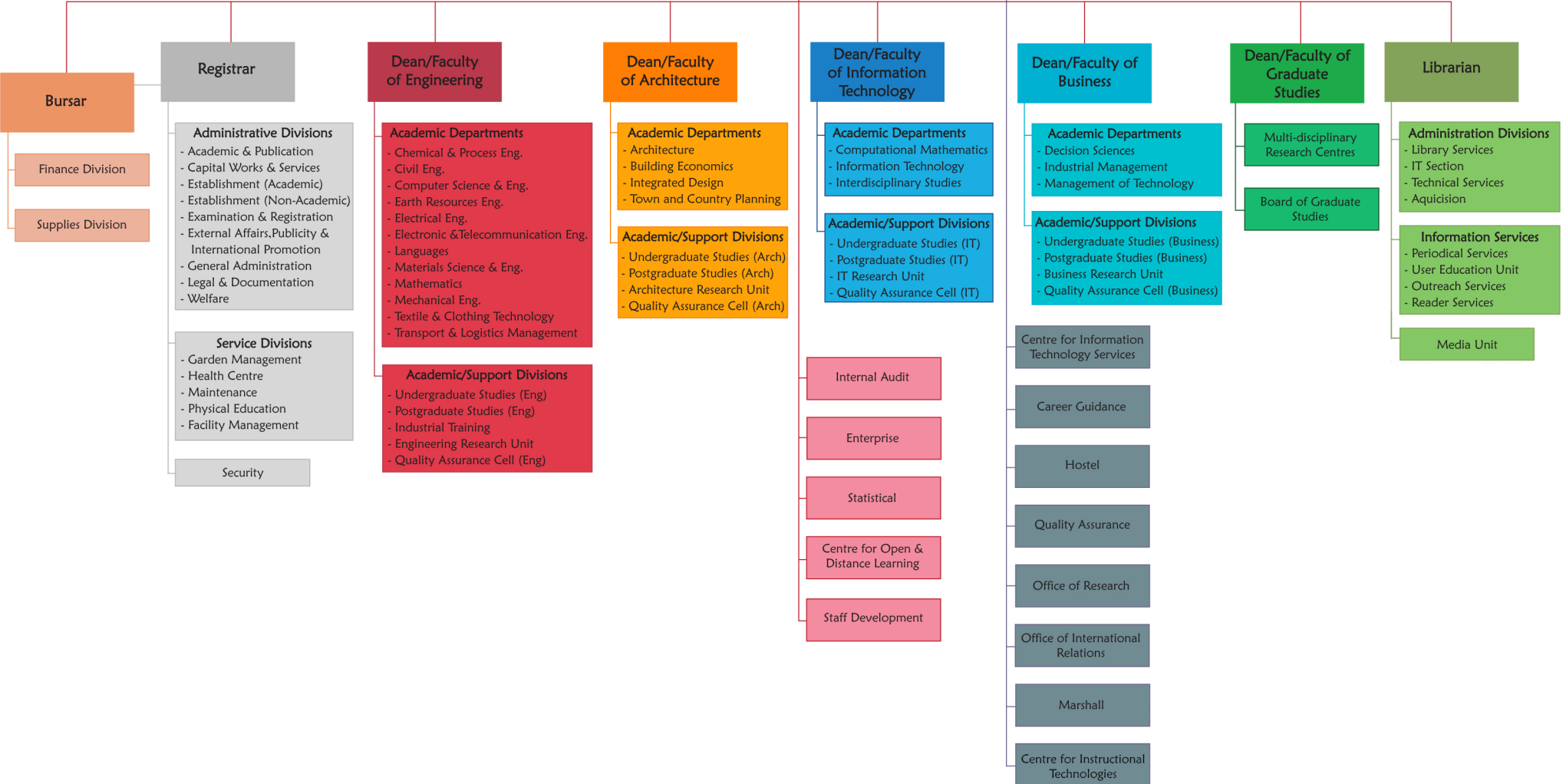# Appendix 1 – Our selected achievements at a glance

1. University of Moratuwa is ranked within top 2.5% of Universities in Asia under QS Asia ranking in 2017.

2. Most sought after University for engineering education (94.6% of top 10% of A/L performers in Physical Science stream requesting UOM as the 1st choice - 2016 A/L selection).

3. Highly sought after University for expert advice – by industry and government.

4. Highly employable graduates – 94.3% all graduates, 95.5% of the engineering graduates, 97.4% of IT graduates and 100% of Architecture and Quantity Surveying graduates are employed before the convocation according to 2016 statistics and consistently so for more than 10 years.

5. Postgraduate opportunities for graduates in world's best universities.

6. International accreditation for almost all undergraduate degree programs making University of Moratuwa graduates internationally recognized and globally employable.

7. Over 10 Industry funded Research & Development laboratories in the University conducting industry relevant cutting-edge research.

8. Academic staff holding leadership positions in government regulatory and policy making bodies.

9. Three awards in UoM's first ever participation at the IMechE Student Formula Car Competition in London, 2016 – award for the best driver, best new comer and best team awarded by the Institution of Mechanical Engineers, UK.

10. Winner at the South Asian Regional Finals of IMechE Asia Pacific Regional Design Competition for people with hearing disorders 2016 - awarded by the Institution of Mechanical Engineers, UK.

11. Winner of Disrupt Asia 2017 (Start-up Battle) by developing a Bio Medical device as a Comprehensive Family Health Assistant, capable of extracting key health parameters for health analytics.

12. Winner at the International Autonomous Robotics Challenge – IARC 2016 awarded by Techkriti, the Annual Technical & Entrepreneurial Festival of IIT Kanpur.

13. World Finalist (within best five teams in the world) in NASA International SpaceApps 2017- NASA incubator innovation program which had 25,140 participants in 69 countries.

14. Prestigious Single Club International Winner in year 2016-17 Rotaract Outstanding Project Awards for "Grama Prabodhaya" project awarded by Rotary International for the first time by a Sri Lankan club.

15.   Runner up in the Innovation Category at the World Finals of Microsoft Imagine Cup – 2016 awarded by Microsoft Co-operation.

16.   Digital Repository of University of Moratuwa listed as No. 1 Repository in Sri Lanka by Cybermetrics Lab, which is a research group belonging to the Consejo Superior de investigaciones Cientificas (CSIC), the largest public research body in Spain.

17.   Two CVCD Excellence Awards for the Most Outstanding Senior Researcher and Young Researcher in the field of Technology and Related Sciences including Engineering, Architecture, Quantity Surveying and Information Technology in 2016.

18.   The World Academy of Sciences Young Scientist award for year 2017.

19.   South East Asia Regional Computer Confederation (SEARCC) International Award 2017 – ICT Professional of the year.

Council

Vice-Chancellor

Deputy Vice-Chancellor

Bursar
- Finance Division
- Supplies Division

Registrar

Administrative Divisions
- Academic & Publication
- Capital Works & Services
- Establishment (Academic)
- Establishment (Non-Academic)
- Examination & Registration
- External Affairs, Publicity & International Promotion
- General Administration
- Legal & Documentation
- Welfare

Service Divisions
- Garden Management
- Health Centre
- Maintenance
- Physical Education
- Facility Management

Security

Dean/Faculty of Engineering

Academic Departments
- Chemical & Process Eng.
- Civil Eng.
- Computer Science & Eng.
- Earth Resources Eng.
- Electrical Eng.
- Electronic & Telecommunication Eng.
- Languages
- Materials Science & Eng.
- Mathematics
- Mechanical Eng.
- Textile & Clothing Technology
- Transport & Logistics Management

Academic/Support Divisions
- Undergraduate Studies (Eng)
- Postgraduate Studies (Eng)
- Industrial Training
- Engineering Research Unit
- Quality Assurance Cell (Eng)

Dean/Faculty of Architecture

Academic Departments
- Architecture
- Building Economics
- Integrated Design
- Town and Country Planning

Academic/Support Divisions
- Undergraduate Studies (Arch)
- Postgraduate Studies (Arch)
- Architecture Research Unit
- Quality Assurance Cell (Arch)

Dean/Faculty of Information Technology

Academic Departments
- Computational Mathematics
- Information Technology
- Interdisciplinary Studies

Academic/Support Divisions
- Undergraduate Studies (IT)
- Postgraduate Studies (IT)
- IT Research Unit
- Quality Assurance Cell (IT)

- Internal Audit
- Enterprise
- Statistical
- Centre for Open & Distance Learning
- Staff Development

Dean/Faculty of Business

Academic Departments
- Decision Sciences
- Industrial Management
- Management of Technology

Academic/Support Divisions
- Undergraduate Studies (Business)
- Postgraduate Studies (Business)
- Business Research Unit
- Quality Assurance Cell (Business)

- Centre for Information Technology Services
- Career Guidance
- Hostel
- Quality Assurance
- Office of Research
- Office of International Relations
- Marshall
- Centre for Instructional Technologies

Dean/Faculty of Graduate Studies
- Multi-disciplinary Research Centres
- Board of Graduate Studies

Librarian

Administration Divisions
- Library Services
- IT Section
- Technical Services
- Aquicision

Information Services
- Periodical Services
- User Education Unit
- Outreach Services
- Reader Services

Media Unit

Appendix 3 – Distribution of Staff

Details of Academic Staff:

Faculty	Senior Professor	Professor	Associate Professor	Senior Lecturer	Lecturer (Transitional)	Lecturer (Probationary)	Contract Academic Staff	Instructors
Architecture	01	01	01	43	01	31	16	06
Business		02		03		08	04	06
Engineering	13	23	05	138	02	48	36	59
Information Technology	01	-	-	16	01	10	01	16
Total	**15**	**26**	**06**	**200**	**04**	**97**	**57**	**87**

Library	Librarian	Senior Assistant Librarian Grade I	Senior Assistant Librarian Grade II	Assistant Librarian Grade II
Library Staff*	01	02	02	02
Total	**01**	**02**	**02**	**02**

* Considered under the Academic Staff categories.

Details of Non Academic Staff :

Faculty / Branch	Most Senior*	Senior Staff**	Junior Staff***	Minor Employees	Contract Staff ****
Faculty of Architecture	-	03	31	19	01
Faculty of Business	-	-	01	01	03
Faculty of Engineering	-	25	78	85	02
Faculty of Graduate Studies	-	01	01	01	01
Faculty of Information Technology	-	13	18	17	01
Other Administrative Divisions	2	31	125	191	23
Total	**2**	**73**	**254**	**314**	**31**

Note: Details of Non Academic Staff

* Registrar and Bursar

** Deputy Registrar/Bursar, Senior Assistant Registrar/Bursar, Assistant Registrar/Bursar and Allied Grades, Academic Support Staff/Medical Officers

*** Non Academic and Non Administrative Staff other than Minor Employees
**** Contract Staff of all categories of Non Academic Staff.

Student Intake to different Courses and Projections (2013-2021)
University of Moratuwa

Name of the Course	Actual Enrollment			Planned Enrollment*					
	2013	2014	2015	2016	2017	2018	2019	2020	2021
Faculty of Architecture									
Bachellor of Architecture	61	55	93	55	60	65	70	75	80
BSc (Quantity Surveying)	93	95	116	125	125	125	150	150	150
BSc (Town & Country Planning)	44	51	87	50	50	50	50	50	50
BSc (Facilities Management)	49	51	80	50	50	50	50	50	50
Bachellor of Design	49	51	40	50	50	60	60	60	90
Bachellor of Landscape Architecture			52	50	50	50	50	50	50
BSc (Building Surveying)								30	50
BTec (Quantity Surveying) - Dubai Centre - 3 yrs								30	50
Sub-total	**296**	**303**	**468**	**380**	**385**	**400**	**430**	**495**	**570**
Faculty of Business									
Bachellor of Business Science					100	100	100	150	200
Sub-total									
Faculty of Engineering [MPR]			740	693	713	743	816	890	1005
BSc Eng (Chemical and Process Engineering)	80	80	90	80	80	80	80	80	100
BSc Eng (Civil Engineering)	125	125	140	125	125	125	150	150	175
BSc Eng (Building Services Engineering)						50	50	100	100
BSc Eng (Computer Science & Engineering)	100	100	125	128	128	128	130	140	150
BSc Eng (Earth Resources Engineering)	50	48	66	50	50	50	50	70	70
BSc Eng (Electrical Engineering)	70	90	105	100	100	100	100	100	150
BSc Eng (Electronic & Telecom Engineering)	100	100	110	100	100	100	120	120	120
BSc Eng (Biomedical Engineering)				10	10	10	16	20	20
BSc Eng (Materials Science & Engineering)	50	50	60	50	50	50	50	60	60
BSc Eng (Mechanical Engineering)	100	100	110	100	120	100	120	120	130
BSc Eng (Textile & Clothing Technology)	43	49	53	60	70	75	80	80	80
BDes (Fashion Design & Product Development)	41	42	48	50	50	50	50	50	50
BSc (Transport & Logistics Management)	50	49	67	50	55	55	55	70	70
Sub-total	**809**	**833**	**974**	**903**	**938**	**973**	**1051**	**1160**	**1275**
Faculty of Information Technology									
BSc (Information Technology)	101	154	198	200	200	250	250	300	300
BSc (Information Technology & Management)	34	53	76	100	100	125	125	125	125
Bachelor of Information Technology (External)	105	91	212	225	250	300	350	400	500
Sub-total	**240**	**298**	**486**	**525**	**550**	**675**	**725**	**825**	**925**
Faculty of Medicine									
MBBS							60	60	60
Sub-total									
Grand Total	**1345**	**1434**	**1928**	**1808**	**1973**	**2148**	**2366**	**2690**	**3030**

* Refers to the A/L held year before the year indicatd in the column
Projected increases will be based on availability of requested resources

Name of the Centre	Status	Vision/Purpose
Centres providing specialized services		
Centre for Information Technology Services	Existing	To provide general computing services, common IT Infrastructure, cyber security services, Management Information System services to all departments and divisions of the University
Medical Centre	Existing	To provide medical care for staff and students
Day Care Centre	Existing	To provide day care services for children of staff
Media Centre	Existing	To promote University in print and electronic media
Centre for Instructional Technologies	Existing	To provide services in instructional content development, training and to conduct instructional technology research
Centres providing academic programs		
CAD/CAM Centre	Existing	Promote CAE and industry interaction
Centre for Open and Distance Learning	Existing	To provide administrative support in delivering open and distance learning programs
Centres of Excellence		
Centre for Energy Studies	Existing	Attract and conduct local, regional and international research studies, training and offer consultancy services in the filed of energy and related areas
Centre of Excellence in Project Management Services	Existing	To conduct research and consultancy in Project Management and provide Project Management training both locally and internationally
Industrial Automation Research Centre	Existing	To carry out research & development in industrial automation, training and specialized product development
Centre for Urban Environmental Research	Existing	To study physical environmental changes associated with urbanization and to devise strategies to mitigate negative impacts improving quality of life of cities
International Centre Geo-Informatics Application and Training	Existing	To conduct specialized training in Geo-Informatics application areas and conduct research and consultancy
Centre for Transport Research and Studies (Trans Centre)	Existing	To conduct specialized research in Transport
Centre for Mass Customization of Apparel	Existing	To develop World's best expertise in mass customization, industrial made to measure and personalized on-line shopping in the global fashion business
Centre for Water & Environmental Research & Modelling	Existing	To conduct research in areas of water and environmental with emphasis on modelling
Centre for Heritage and Cultural Studies	Existing	To be the apex body in coordinating, facilitating and promoting research, and to initiate the preservation and assimilation of knowledge in the field of Heritage & Culture

Center Name	Status	Vision/Purpose
Inter-disciplinary Centre for Mechatronics	Proposed	Promote application of mechatronics
Centre of Excellence on Localized Applications (LAKapps)	Existing	Provide expert knowledge and carry out research related to localized applications
Centre of Excellence on Information Security Research and Studies (I-Sec-	Existing	Provide expert knowledge and carry out research related to information security

Centre)		
Multi-disciplinary Research Centres DataSEARCH – Center for National Multidisciplinary Research in Data Science	Established in September/ October 2017	To be the country's leading data science research and training facility. The center envisions fostering collaboration amongst academia, practitioners, private sector and public sector to conduct cutting edge research that will enable the center to harness the power of big data to catalyze data-driven decision making.
Centre for Advanced Robotics (CAR)		To foster and enhance research and innovation in advanced robotics through collaborative partnership with local and international research institutes, universities and industry for uplifting living standards.
Centre for Biomedical Innovations		To develop biomedical devices by offering affordable and high quality solutions in keeping with national and regional health care needs.
National Languages Processing Centre (NLP Centre)		To enable our national languages - Sinhala and Tamil - to fully benefit from current and future computing and communication technologies.
Center for Intelligent Transport Systems		To contribute towards improving transport services in the country and the region using new technologies to achieve comfortable, safer, timely, environmentally friendly and fuel-efficient transport operation.
Center for Advanced Mechatronic Systems		To create a platform for interdepartmental collaboration at University of Moratuwa for mechatronics research to diminish the gap between multidisciplinary engineering disciplines.
UoM Urban Lab - Centre for Cities		To coordinate, facilitate and promote research in fields of urban planning, development and management of cities and assimilation of such knowledge and initiating links and partnership activities with industrial, public and government bodies.

Role of the University of Moratuwa (Business Definition)

What do we want to do?	To whom should we do business?	How should we do business?
Teaching undergraduates	School leavers, overseas students	Academic programs (full time, part-time, distance mode, web-based, split, dual, double)
Teaching post-graduates	Professionals, individuals, entrepreneurs, employers, overseas students	Academic programs (full-time, part-time, distance mode, web-based, split, dual, double)
Carry out research & innovation	All industry sectors, University of Moratuwa, other universities and institutions, ourselves, government, individuals, professionals, entrepreneurs, world	Providing grants and scholarships, seeking donor funding/fund generation, improving facilities, promoting research and innovation, creating a R&D culture, through partnerships, endowed chairs, industry funded laboratories, setting up incubators.
Provide consultancy services	All industry sectors (private & public sector), UOM, other universities & institutions, government, individuals, professionals, entrepreneurs, employers, local and overseas	Using staff expertise & lab facilities, through partnerships, sharing resources, promoting & marketing expertise, establishing outreaching mechanisms/consultancy units.
Effective management	UOM, ourselves (academic & administrative), all students, all other staff, visiting lecturers, physical and social environment of UOM, all facilities and services	Professional counseling, staff development, through partnerships, bench marking, improving facilities (including IT), improving intellectual, physical and social environment, motivation, sharing resources, consistent policy and crisis management, setting standards/work norms, rewarding.
Advice on policy matters	Industry (private & public sector), UOM, Government, UGC	Making links, enhancing staff expertise, dissemination, through partnerships, marketing
Dissemination	All students, industry, UOM, other universities and institutions, individuals, professionals, UGC, community, general public, world at large, society, entrepreneurs, employers	Through all types of courses, organizing & conducting seminars/workshops/ conferences, publishing and publications, through partnerships, news letters, media unit
Provide continuing education	Industry (private & public), UOM, other universities and institutions, individuals, professionals, entrepreneurs	Tailor made courses, training programs, short courses, organizing and conducting seminars/workshops/conferences, publishing and publications, through partnerships, news letters
Character building	All students, staff	Counseling, career guidance, mentoring, facilitating sports, encouraging clubs and societies, improving facilities, improving intellectual, physical and social environment, disciplinary action
Generate alternative funding	UOM, ourselves	Fee levying courses, consultancy, industry endowment, marketing, seeking for donor funding/ funding sources, social events, exhibitions

Role of the Moratuwa University (Business Definition) – Contd.

What do we want to do?	To whom should we do business?	How should we do business?
Produce readily marketable graduates	Undergraduates, post-graduates	Career guidance, continuous review and improvement of curricula, improving teaching methods/emphasis on learning, outcome based education, improving intellectual, social and physical environment, diversification, introducing flexibility, development of soft skills/communication skills/general ICT skills.
Promote social harmony and ethnic cohesion among diverse student groups and ethnicities in Sri Lanka	Undergraduates, post-graduates, university staff	Counseling, mentoring, facilitating sports, facilitating interaction among diverse groups, encouraging clubs and societies, improving facilities, improving intellectual, physical and social environment, non-discriminatory policies, disciplinary action
Develop analytical skills and skills for life-long learning	Undergraduates, post-graduates	Continuous review and improvement of curricula, improving teaching methods/emphasis on learning, diversification, muiti-disciplinary programs, promoting extra curricular activities
Promote learning, research, innovation and training	Undergraduates, post-graduates, industry (private & public), UOM, ourselves, entrepreneurs, IT market/organizations, employers	Industry endowment, providing grants & scholarships, making links, dissemination, through partnerships, improving facilities, improving teaching methods/emphasis on learning, improving intellectual, social and physical environment, motivation, seeking donor funding/ searching for funding sources, diversification, multi-disciplinary programs
Cultivate partnerships	Industry (private & public), other universities & institutions, community, UOM, entrepreneurs, employers, professional bodies, overseas institutions	Tailor made courses, industry endowment, making links, dissemination, encouraging clubs and societies, through partnerships, marketing, sharing resources, diversification, multi-disciplinary programs, cross departmental/cross faculty programs
Outreach	Industry, other universities & institutions, government, professionals, community, entrepreneurs, employers, overseas institutions	Tailor made courses, organizing & conducting seminars/workshops/conferences, short courses, through partnerships, needs analysis, link programs
Promote extra-curricular activities	Undergraduates, post-graduates, ourselves	Facilitating sports, encouraging clubs and societies, improving facilities, improving social and physical environment, introducing flexibility
Create, acquire and advance knowledge & skills	Undergraduates, post-graduates, industry, ourselves, UOM	Carrying out research, publishing and publications, through partnerships, benchmarking, improving facilities, staff development programs

Role of the University of Moratuwa (Business Definition) – Contd.

What do we want to do?	To whom should we do business?	How should we do business?
Interaction with professional bodies	Undergraduates, post-graduates, ourselves, UOM, local, overseas	Facilitating for memberships, representing management bodies, through partnerships, making links
Career guidance	Undergraduates, post-graduates, staff	Professional counseling, career guidance
Staff development	Ourselves, other university staff	Staff development programs
Quality management	All students, all staff, outside clients, processes	By adhering to quality management principles, policies and adopting quality management tools, improving systems
Product development, technology transfer and commercialization	Ourselves, UOM, all industry sectors, entrepreneurs, employers	Research and innovation, facilitating IPR, consultancy, commercialization, technology transfer centre, marketing
Producing Entrepreneurs, Start-up and spin-off companies	Our students, staff, SMEs	Facilitating Innovation and Entrepreneurial culture, endowed chairs, mentoring, providing seed funding, venture capital, promoting competitions, student companies, setting up incubators in the departments, centrally and Innovation & Incubation park
Expand the University	Nation	Developing infrastructure, acquiring land, developing academic programs and staff, establishing new faculties, departments, introducing new academic programs

SWOT ANALYSIS – MORATUWAUNIVERSITY - 2017

	Strengths	Weaknesses	Opportunities	Threats
1	Close proximity to industries, govt. organisations and professional bodies	Relatively poor infrastructure – buildings, electricity, sewerage disposal, waste treatment etc.	Possibility of acquiring land and institutes in the vicinity	Significant delay in student intake
2	Relatively small university (4 teaching Faculties and PG Faculty)	Some obsolete equipment in laboratories	Possibility of attracting overseas students for UG, PG courses and research	Limited public funding and cadre
3	Large number of qualified senior staff in diverse fields	Lack of proper classroom facilities and maintenance	Good potential market for new technological courses (Biomedical Eng., IT, Biotechnology, Marine Eng., Remote Sensing, Surveying etc.)	Emergence of competitors
4	Reputed university in engineering, architecture and IT education, research, consultancy and expert advice	Lack of communication skills in students	Good potential market for consultancy and CPD	Brain drain (better opportunities for staff in the private sector and abroad)
5	Attract good students from A/L exams	Inadequate number of qualified academic staff in some departments and faculties	Good potential to become an information centre	Shortcomings in admission policy (not getting the best students)
6	Good library, Internet and e-mail facilities for staff and students	Large number of untrained technical and support staff	Opportunity of offering Internet-based courses	Dependence on external organisations for industrial training
7	No competitors for some specialised fields	Insufficiently trained administrative and financial staff	Getting students to purchase requirements to improve teaching quality	Potential for recurring student unrest
8	Conducts only professional courses	Bureaucratic and stringent procurement procedures with long delays	Good opportunities for R & D	Interference from external political and other organisations
9	Only technological university in SL	Inadequate funds for equipment specially cutting edge-high end	More productive linkages with industry under various models and mechanisms	Competition from other similar faculties, private universities and foreign graduates
10	All courses conducted in English	Funding not available for PG courses and lack of funding for research	Foreign funding for educational activities	Competition for students in the event government deciding to fund students instead of universities
11	Generally the first choice of students for Engineering	Lack of generic graduate attributes	External funding for R & D	Adverse economic and political condition of the country
12	High industry demand for Moratuwa graduates	Difficulty in travelling to/from Colombo	Offering external degree programs	Possibility of use of adverse social media
13	Alumni in high positions	Limited space for expansion	Industry support for enhancement of facilities	Qualified staff members opting to leave due to constraints for research and financial difficulties

		Strengths	Weaknesses	Opportunities	Threats
14		Good brand image	Poor utilization of existing facilities and sharing of resources	Untapped/under tapped alumni resources	Government policy of introducing private/non-state universities in Sri Lanka
15		Academic staff in influencing positions	Restricted working hours and no system to access laboratories and rooms at any time in most situations	Public crave for technical know-how	Adverse media publicity to tarnish the image of the university
16		Team spirit of staff/motivated staff	Inadequate HRD programs	Introduction of student loans granted through banks etc.	Tough conditions imposed in signing bonds for PG studies release
17		High-end academics who interact with latest research & technologies	Lack of autonomy in recruitment of staff	Government policy on the increase of student intake	Introduction of several technological programs in other state universities
18		Highly analytical students	Inability to retain qualified staff in some disciplines	Fast growing industry	Resistance to change curriculum in some degree programs
19		Good infrastructure facilities for some departments	Varied competence among students	Generation of IP for major engineering stakeholders	Unsatisfactory remuneration for academic staff
20		Relatively good and disciplined undergraduates, a majority	Inadequateand in effective English teaching/learning	Increasing demand for professionals in national development	Ministerial adhoc decisions
21		Reasonably good SD system for staff training	Responsiveness to industry needs is sluggish in some situations	Teaching via teleconferencing	Delays in UGC decisions/approvals and some short sighted decisions/regulations
22		Opportunities to receive scholarships for higher studies for both staff and students	Insufficient commitment on research and innovation	Obtain assistantship from Alumni for constructing buildings, purchasing equipment, etc.	Influencing students by politically motivated outsiders
23		Staff and students achievements in international competitions	Insufficient international publications by staff	Position as a National R & D centre	Private universities may attract away staff and potential students
24		Established Quality Assurance systems	Seen mainly as a teaching University	Staff to be expert consultants in all relevant areas	Employers may prefer graduates from non-state universities
25		Flexibility in adopting to changes	Too much dependence on public funds	Staff to be advisors to industry and state	Unnecessary control by the UGC
26		Greater industry / visiting participation in lecturing	Slow progress of MIS development due to several reasons	Staff to be engaged in government policy formulation	No government support to commercialize research outputs
27		Having a scenic, resourceful physical environment (not compared to UoP !)	Lack of motivation for CPD by staff	Potential for technology development and transfer to industry	Staff trade union actions
28		Most of the degree programs already gained international and local accreditation	Examination oriented teaching and spoon feeding by some lecturers	Hi-tech equipment repair expertise to state organizations	Recurring national problemregarding shortcomings/mistakes in A/L results
29		Existence of policies/systems for important areas/activities	Lack of diversity in student population and courses	Staff to take leading roles in professional bodies	Ever increasing legal actions by students/parents delaying admissions

	Strengths	Weaknesses	Opportunities	Threats
30	Exposure to external examiners	Limited recreational facilities	Better market university activities and achievements	Politically motivated trouble making student communities in other universities
31	Reasonably good career guidance system	Limited access to computers in some situations	Use of internal expertise for university development activities (students creativity too)	Not being able to select students based on their aptitudes
32	The one and only university in Sri Lanka conducting courses in Architecture, Town & Country planning, Quantity surveying, Facilities Management, Fashion Design, T&LMand Business Science	No staff accommodation	Possibility of involving for CSR programs	Limited autonomy in recruiting staff, procurement and use of finances
33	Good post-graduate opportunities for academic staff	Lack of staff motivation for development	Possibilities for recycling waste materials	
34	Presence /Existence of a Professional and knowledgeable Council	Lack of unified academic calendar for all	Opportunities for better collaboration with relevant government ministries for national development	
35	Fairly good inter-faculty collaboration	Lack of modern and automated library facilities	Leverage the universities we have PhDs from to send more students& links	
36	Multi-cultural and multi-religious student society	Limited access to literature specially international publications and inadequate research intensive library	Offer ODL mode subjects in specialized areas for degrees offered by other universities	
37	Industry demand for consultancy work	Occasional student unrest and lack of discipline	More opportunities to participate in international activities/competitions	
38	The availability of generated income	Students insufficiently trained to meet industry needs and demands	Provision of split, dual, joint degrees	
39	The availability of enterprise within the university	Lack of design culture in engineering	Branches and satellite campuses	
40	Reasonably good facilities for sports and physical education	Lack of industry exposure among academic staff	Inter University degrees	
41	Reasonably good cooperation in inter-departmental activities	Inbreeding of academic staff in some situations	Government policy to make SL 'knowledge hub' in South Asia	
42	Good understanding in resource sharing within departments	Shortcomings in staff promotional scheme	Enhanced support from professional bodies	

		Strengths	Weaknesses	Opportunities	Threats
	43	Approachable top management	Students not having personal resources (computers, books etc.)	Possibility of staff exchange with international/national universities	
	44	Good governmentand other stakeholder opinion about our university	Certain fields get less motivated students eg: Materials	Collaborative degrees with overseas universities in several ways	
	45	Committed staff with diversified interests	Some of the staff members are not committed to university activities	Diversify into management and business education	
	46	Minimum student troubles	Lack of hostel facilities for UG students and no accommodation for PG students	Make entrepreneurs	
	47	Good top management & good governance	Lack of professional website	University to start up and own enterprises	
	48	Existence of five vital faculties important for development of Sri Lanka	Procurement of non durable items due to shortcomings in procedure and intent	Possibility of attracting overseas lecturers	
	49	Identified as the best university in SL	Non adoption of green concepts	Credit transfer with other localand international universities	
	50	Generally sought after for employment by non-academic staff due to better working conditions and cordial relations	Poor designs of buildings, poor /non designed landscape and appearance	Community development through university expertise of students and staff	
	51	Opportunities for enhanced income	Insufficient office transport facilities	Leverage tax concessions for research investment	
	52	Very effective student counseling service by dedicated staff.	Inability to attract better students for external degree	Change the obstructing government policies such as current procurement procedure	
	53	We have a "can do" attitude	De-motivated and frustrated non academic staff due to unequal opportunities for earning	Expand the university with more faculties such as Medical Faculty	
	54	Close proximity to usable water body	Inability to attract foreign students and lack of procedure for the same	Become technology incubator	
	55	Most senior staff willing to help junior staff	Limited parking space and no designated parks	Opportunity to go up in international ranking	
	56	Generally supporting non-academic staff	Lack of fool proof mechanism to completely stop student ragging	Opportunity to attract expat scientists for short periods	
	57	Excellent brand image	No system to reward clever staff in some areas	Opportunity to look for endowed chairs	

	Strengths	Weaknesses	Opportunities	Threats
58	Sought after by government for expert advice	Very tight academic schedule	Opportunities for staff and students to get scholarships for higher studies/fellowships	
59	Good performance in sports	Non training of alternative staff for key positions	Many available funding schemes from external sources	
60	Ministry and UGC support	Lack of competent staff in outsourced operations	Opportunities to collaborate with many external players such as Inventers Commission, EDB	
61	Availability of some industry endowments	Conduct only professional courses	Many international offers for research and other collaborations/competitive grants gone un-noticed	
62	Rapidly changing culture of Innovation and Entrepreneurship	Lack of disciplinary procedure for errant academic staff	More effective use of IOT	
63	Relatively no political influence	Lack of empowerment of staff in some situations		
64		Indifferent attitude and lack of positive attitude of some staff		
65		Lack of a uniform policy among departments and faculties, eg. arrival, departure, transfer, over time etc.		
66		Lack of uniformity in post-graduate education, administration, quality assurance and releasing of results		
67		Lack of effective mechanism for reduction of waste in electricity, water, AC, Internet, paper and telephone use		
68		Significant delays in repairing of hi-tech instruments and equipment		
69		Lack of efficient mechanism to repair simple equipment like computers, servers, modems etc. using internal expertise		
70		Lack of efficient system to treat/dispose solid waste in the university		

	Strengths	Weaknesses	Opportunities	Threats
71		Draining of large sums of money for vehicle repairs and not having a university facility for such repairs (hiring option to pool transport)		
72		Lack of a marketing and public information centre for visibility		
73		Some students with bad values		
74		Ineffective/inadequate utilization of specially trained staff		
75		Delay and low quality support services		
76		We do not like to 'raise the bar' if it effects us adversely		
77		Most Moratuwa staff too respectful for seniority		
78		We do not treat research students as equals		
79		Language barrier/difficulty for Tamil students in university service		
80		Lack of understanding of 'responsibility/accountability' among non academic staff		
81		lack of 'convenient shop' style in house facility		
82		Lack of responsibility towards pollution prevention		
83		Academic staff doing too much admin work		
84		Lack of systems to promote international collaboration, industry collaboration		
85		Students get less practical experience due to large numbers		
86		No other strong competition and hence lack of motivation for further improvement		
87		Unavailability of online payment method		
88		Lack of prayer room for Tamil students		

	Strengths	Weaknesses	Opportunities	Threats
89		Lack of efficient results processing system yet		
90		Traffic blocks/inconvenience at the entrance		
91		No system to prevent mosquito breeding		
92		Delays in filling vacancies		
93		Lack of facilities for expatriate academic staff		
94		We are confined to one premises		
95		Lack of study rooms/areas for students		
96		No document/voucher tracking system		
97		Delays in attending to maintenance work		
98		Non existence of an efficient procurement policy for R&D work		
99		Lack of proper security and safety system		
100		Students Kuppi classes		
101		Non existence of a descent loan, Medical care scheme for staff, especially for new recruits		