

SABARAGAMUWA UNIVERSITY OF SRI LANKA



STRATEGIC PLAN 2024-2028

Goals, Objectives, Strategies and Actions

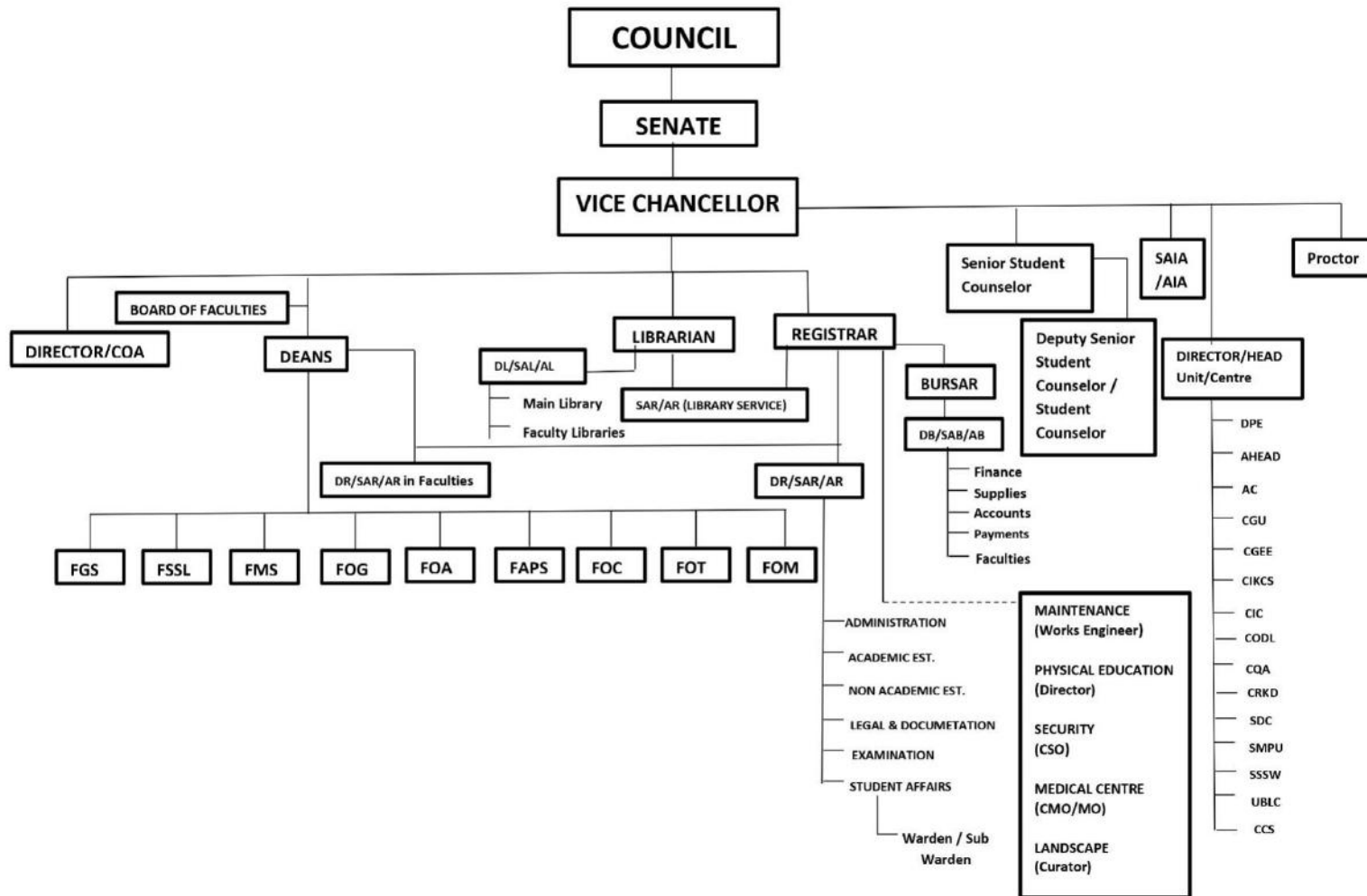
History of Sabaragamuwa University of Sri Lanka

The relatively short history of Sabaragamuwa University of Sri Lanka (SUSL) was started in 1991 as an Affiliated University College to the University of Sri Jayawardenepura, located in the former Japanese Expatriate Village of Samanalawewa Project under Ceylon Electricity Board in Belihuloya. Academic programs were commenced in 1992, with three study areas namely, Travel and Tourism Management, Accounting and Finance, and English. The first batch of students was limited to 225 and was served by an academic staff of about 10 with several visiting lecturers from other universities and institutions. In 1993, during the second year of operation, the Sabaragamuwa Affiliated University College achieved success in many areas. In this year it admitted 166 students covering all ethnic groups; introduced Department in Travel and Tourism Management added a new Computer Centre; laid the foundation stone for the construction of a new Library; and started conducting several Study Programs on English and Japanese languages for the community at large. In 1995, on the recommendation of a committee appointed to look into the status of Affiliated Universities of the country, the Sabaragamuwa Affiliated University College was converted into a national university. The Souvenir issued on the occasion of commissioning the University stated that "in the course of past four years under the Affiliated University College System, it was possible to develop such facilities as Lecture Halls, an Auditorium, Computer and Language Laboratories and Reading Rooms, Welfare, and Medical Centers, an Open-Air Theatre and a Herbarium. The facilities that existed at the premises when taking over from CEB viz, the housing complex, the residences, offices, Gymnasium, Swimming Pool, Tennis Courts, and a pipe-borne water supply scheme, have made it possible to fulfill as many of the requisites and basic needs of a university".

Sabaragamuwa University of Sri Lanka was established on 7th November, 1995, as a fully acclaimed state university under the section 21 of the Universities Act No. 16 of 1978 and was ceremonially opened on 2nd February, 1996, with four faculties. It was subsequently decided to amalgamate the Uva Affiliated University at Rahangala and Buttala as Faculties of Agricultural Sciences and Applied Sciences respectively. The Faculty of Agricultural Sciences at Rahangala was shifted to Belihuloya in 2001. The Faculty of Geomatics was established as the fifth Faculty, in 2004. The Faculty of Applied Sciences, which was located in Buttala, was shifted to the main campus in Belihuloya in 2008.

The Faculty of Geomatics was established in 2004 as the successor of the Department of Surveying Sciences, which introduced the BSc in Surveying Sciences Degree Program in 1997. The Faculty of Graduate Studies was established in the year 2016 as the sixth faculty of the university. Faculty of Technology was established in 2018 as the seventh faculty and The Faculty of Medicine was established in Ratnapuram in 2018 as the eighth faculty of the university. Subsequently, the Faculty of Computing was established in 2023 as the ninth faculty of the university. Currently, the Sabaragamuwa University of Sri Lanka has become one of the leading fully-fledged universities in Sri Lanka with nine faculties.

Organizational Structure of the Sabaragamuwa University of Sri Lanka



Sabaragamuwa University of Sri Lanka Today

FACULTY OF GRADUATE STUDIES

Sabaragamuwa University of Sri Lanka (SUSL) presents its graduate qualifications through the esteemed Faculty of Graduate Studies (FGS). The University Grants Commission at its 928th meeting held on November 9, 2015, granted the approval to establish the Faculty of Graduate Studies. Officially recognized as the sixth faculty of the Sabaragamuwa University of Sri Lanka in the same year, the Faculty of Graduate Studies stands as a testament to the university's commitment to advancing scholarly pursuits and fostering a culture of academic excellence.

The Faculty of Graduate Studies aims to be a centre of excellence, offering graduate qualifications in an inclusive environment that fosters education and research for the development of world-class academic and professional people. Our mission is to produce graduates who have studied within an exceptional and intellectually inspirational learning environment that is delivered through the committed expertise of faculty, administrators and students in the respective disciplines; thereby facilitating graduate students independently and collaboratively in their academic, professional and social encounters.

In pursuing our vision and mission, the Faculty of Graduate Studies offers a wide range of postgraduate studies related to the fields such as Agricultural Sciences, Computing, Geomatics, Humanities, Management, Physical & Natural Sciences, Social Sciences, Sports Science and Physical Education, Medicine, Technology, Indigenous Knowledge and Community Studies. At present the Faculty of Graduate Studies conducts Twelve (12) Postgraduate programs and two (2) Postgraduate Diplomas and moreover, Research Higher Degrees leading to Master of Philosophy (MPhil) and Doctor of Philosophy (PhD) as well. The Master of Philosophy (MPhil) and Doctor of Philosophy (PhD) programmes are advanced postgraduate degrees undertaken by research only and lead to advanced academic and theoretical knowledge in a specialist area. Both programmes are available in full and part-time modes. All these programs are aligned with the Sri Lanka Qualification Framework (SLQF) and the subject benchmarks of the University Grant Commission in Sri Lanka.

- Postgraduate Diploma in Business Administration
- Postgraduate Diploma in English & Education
- Master of Business Administration
- Master of Business Administration(Finance)
- Master of Business Administration(Marketing)
- Master of Business Administration(Tourism)
- MSc in Ayurvedic Hospital Management
- MSc in Surveying Sciences
- Master of Arts in English & Education
- Master of Information Technology
- Master of Philosophy
- Doctor of Philosophy

At present, we are catering to 1018 active postgraduate students in the Faculty of Graduate Studies under the purview of 11 Boards of Studies. We deliver study programs through quality teaching and research training, aiming to produce individuals with graduate qualifications in their respective disciplines,

empowering them to meet the challenges of the future.

FACULTY OF AGRICULTURAL SCIENCES

The Faculty of Agricultural Sciences consists of three academic departments, Livestock Production, Agribusiness Management and Export Agriculture, to deliver different disciplines related to agriculture. The faculty mission is producing graduates of two Bachelor of Science (Hons) degree programmes in Agricultural Sciences and Management and Food Business Management which are proficient in selected agricultural disciplines and practical skills in agriculture to contribute towards the manpower requirements of the nation.

The Department of Agribusiness Management provides the opportunity for the students to specialize in business management in agriculture and food business management. The department opens the door for the students to apply their theoretical knowledge towards commercialization of agriculture. The Department of Export Agriculture has three modules to produce graduates specialized in either agri-environmental resource management, crop improvement and plant protection or crop production technology with knowledge and skills in advanced agricultural technologies and capable of managing horticultural and plantation operations at any scale. The Department of Livestock Production takes measures to produce graduates proficient in different fields such as aquaculture, meat science, animal feed, dairy production, animal reproduction and management, poultry production and many areas related to animal sciences and molecular biology. The faculty consists with 45 academic staff members including 29 PhD holders. Among them 20 professors are serving in the faculty. The graduates can aspire for a career at middle and top managerial levels including overseas employment opportunities.

The teaching farm of the faculty provides a sound practical training on production and management of all kinds of crops and livestock species. The processing unit has been set-up for processing milk and meat where students can learn about the procedures of processing. The practical and research work related to food processing are conducted in this processing unit established next to the faculty farm. The Agri-fac Farm-Stay is a key attraction of the faculty which caters for foreign and local tourists. Besides being a profitable business, the farm stay allows students to acquire the practical experience on running an agro-tourism business. Members of the academic staff have won prestigious national awards such as the Presidential Award and National Research Council Awards for research publications during the past few years for their outstanding research endeavors. The journal of Agricultural Sciences which is a SCI journal in the field of agriculture produces 3 issues per year with the editorial hands of faculty academic staff. The faculty undergraduates brought international reputation to the faculty by representing the faculty at various events around the world.



FACULTY OF APPLIED SCIENCES

The Faculty of Applied Sciences (FAPS) at Sabaragamuwa University of Sri Lanka (SUSL) was established on June 21, 1993. The Faculty presently consists of four Departments: the Department of Food Science and Technology (DFST), the Department of Natural Resources (DNR), the Department of Physical Sciences and Technology (DPST), and the Department of Sport Sciences and Physical Education (DSS& PE). Additionally, the Faculty has various student support bodies such as the English Language Teaching Unit (ELTD), Quality Assurance Cell (QAC), Gender Equity/Equality Cell (GEEC), Career Guidance Cell (CGC), and Outdoor Recreation Centre (ODRC).

The FAPS offers a total of nine-degree programs aligned with the Sri Lanka Qualification Framework (SLQF)-UGC. Out of these, seven are B.Sc. Honors Degree Programs that span four years, while the remaining two are B.Sc. Degree Programs that span three years. The Faculty is home to approximately 1500 undergraduate students and employs 52 academics [Professor: 12, Senior Lecturer Grade (I): 11, Senior Lecturer Grade (II): 13, Lecturer: 3, and Lecturer (Prob): 13]. It's worth noting that our graduates enjoy a high employment rate of nearly 88% within six months of completing their studies.

Since its establishment, the Faculty has grown to an annual student intake of approximately 350 and has produced graduates of various disciplines who serve not only Sri Lanka but also other countries across the globe. The Faculty is staffed with world-class scientists qualified from high-ranking institutions all over the world, ensuring the best educational opportunities for students to achieve their ambitions and goals. The students have access to a supportive learning environment designed to meet the highest international standards. Furthermore, the existing academic staff contribute significantly to Sabaragamuwa University's ranking through their research and collaborations with national and international universities and other agencies. By conducting research, training, and other activities, the Faculty continues cultivating, building, and maintaining strong and effective relations with the community and stakeholders.

The Faculty's vision is to become the best Faculty of Applied Science in Sri Lanka and one of the best in

the world. Despite the current economic crisis in the country and other global challenges, the Faculty sees opportunities to contribute to the future growth and development of the country by developing human capital.



FACULTY OF COMPUTING

Brief Introduction

The Faculty of Computing (FoC) was established as the 9th Faculty of the Sabaragamuwa University of Sri Lanka (SUSL) by an Order made under Section 27(1) in the Gazette Extraordinary 2312/14 dated 27th December 2022. In a backdrop where computing has become an essential component in shaping the future for humanity, the efforts of SUSL to produce graduates with the perfect blend of theoretical and practical knowledge, who cater to the demands of today's IT/BPM industry, can now be furthered with the establishment of the FoC. The total number of annual intake being 470, the Faculty comprises three academic Departments - Computing and Information Systems, Data Science, and Software Engineering - along with numerous units and committees dedicated towards producing educated and cultured individuals. The design of all the curricula align with the Association for Computing Machinery/ Institute of Electrical and Electronics Engineers (ACM/ IEEE-CS) curriculum guidelines, enabling it to absorb the state-of-the-art in computing education and practice. The Faculty makes all attempts to adopt student-centered teaching and learning with judicious mix of conventional and modern methods and tools. With its proven capacity and collective effort, strengthened by the cooperation of all its stakeholders, the FoC is confident in continuing to grow, ensuring access to human capital and well-equipped physical infrastructure in delivering high-quality computing education.

Departments/Units/Cells

- a. Department of Computing and Information Systems
- b. Department of Software Engineering
- c. Department of Data Science

Degree programs

- d. BSc Honours in Computing and Information Systems
- e. BSc Honours in Information Systems (2022/ 2023 Batch onwards)
- f. BSc Honours in Software Engineering
- g. BSc Honours in Data Science

Accreditations

The design of all the curricula align with the Association for Computing Machinery/ Institute of Electrical and Electronics Engineers (ACM/ IEEE-CS) curriculum guidelines, enabling it to absorb the state-of-the-art in computing education and practice.

FACULTY OF MANAGEMENT STUDIES

The Faculty of Management Studies (FMS) of the Sabaragamuwa University of Sri Lanka is one of the pioneering faculties thriving with numerous successes since the inception of the university. More than twenty-seven years of its journey, the faculty is serving the country by providing a proper space for both undergraduates and professionals to develop their talents. The faculty, being the university's largest faculty, with annual student intake of 497, has four departments; Accountancy and Finance, Business Management, Marketing Management and Tourism Management, and offers seven Bachelor of Science Honours degree programmes in Banking and Insurance, Financial Management, Business Management, Marketing Management, Eco-Business Management, Hospitality Management and Tourism Management. In order to produce smart, innovative, and creative professionals for the community, the faculty has a teaching staff consists of 60 academics including 11 Professors and 25 PhD holders, who are highly qualified and experts in their respective fields, enthusiastic and engaged in a multitude of projects.

Identifying the knowledge creation and dissemination as its academic responsibility, the FMS conducts two international conferences annually i.e. Interdisciplinary Conference of Management Researchers (ICMR) and the Management Undergraduates' Research Session (MURS). The faculty publishes two noteworthy journals namely, the South Asian Journal of Tourism and Hospitality and the Asian Journal of Management Studies. Further, the Faculty of Management Studies is the exclusive managing partner of the South Asian Journal of Marketing published by Emerald Publishing. In addition to that, the FMS features Udyama – Management Digest business magazine, FMS Today newsletter on bi-annual basis, and Tourism in Paradise (TIP) magazine on annual basis.

As the faculty is highly conscious of the excellence of the academic programmes, all programmes are aligned with the Sri Lanka Qualification Framework (SLQF) and the subject benchmarks. It is worth noting that all degree programmes offered by the faculty were evaluated by the Quality Assurance Council (QAC) of the University Grant Commission (UGC) and awarded 'A' grades. The faculty is always dedicated to

pursuing an excellent teaching and research culture to deliver high-quality standard education in a picturesque and peaceful environment to its students. Within a short period, the FMS has become a favourable destination among many students to pursue their higher studies as it goes on extending its tentacles by introducing diverse job-oriented degree programmes with high demand in diverse job markets. With continuous dedication, enthusiasm and hard work, the faculty has been able to produce fully-fledged graduates to address the requirements of the contemporary business world. It is unequivocal with the current levels of performance that the FMS will indeed become one of the best hubs of higher education in the world.

FACULTY OF MEDICINE

The Faculty of Medicine at Sabaragamuwa University of Sri Lanka was established in 2018 as the 10th Medical faculty in Sri Lanka. The medical profession caters to one of the most crucial needs of the society, therefore, it stands to reason that medical degrees are among the most challenging and competitive qualifications to pursue. This Faculty comprises of 15 Departments which are dedicated to achieving all aspects of its academic mission and objectives. The academic elements in the MBBS Degree Program are based on four main disciplinary pillars; theoretical education, clinical care, community engagement, and research. The new faculty buildings are being constructed in Galkaduwwatta located in the New Town Ratnapura where the construction of the admin building and the Para- Clinical building are completed. The professorial unit, Hostel complex, Pre- Clinical building, Auditorium, Staff accommodation and Library construction will commence by mid-January 2024 through the 50 million USD loan granted through the Saudi Development Fund (SDF). Further the faculty received the grant of 200 million from AHEAD World Bank project to equip the Pre- Clinical and Para- clinical departments and to provide hostel facilities etc. Faculty is equipped with physical resources with the state of the art technologies to provide the best academic and learning environment for the students. The Teaching Hospital, Ratnapura provides all clinical training facilities for the students. The Faculty accommodate 100 students per intake and at present with 05 batches of students enrolled for the MBBS degree program totaling up to 480 students.

Departments

1. Department of Anatomy
2. Department of Biochemistry
3. Department of Physiology
4. Department of Microbiology
5. Department of Parasitology
6. Department of Pharmacology
7. Department of Community Medicine
8. Department of Forensic Medicine and Toxicology
9. Department of Pathology
10. Department of Primary Care and Family Medicine
11. Department of Medicine
12. Department of Paediatrics
13. Department of Surgery
14. Department of Psychiatry

15. Department of Obstetrics and Gynecology

Units and Centers

1. Faculty Quality Assurance Cell
2. Gender Equality and Equity Cell
3. University Business Linkage Cell
4. Medical Education Unit
5. Medical Library
6. Journal and Publication Center
7. Birth Cohort Center
8. Snake Bite Cohort Center
9. Ratnapura Poisoning Cohort Center

FACULTY OF SOCIAL SCIENCES AND LANGUAGES

The Faculty of Social Sciences and Languages had its beginning at the same time when the University commissioned its study programmes in 1996. The faculty initially possessed two Departments of studies i.e. The Department of Languages and The Department of Social Sciences. The third Department of the Faculty, The Department of English Language Teaching was initiated in 2004 while the fourth, The Department of Economics and Statistics commenced in 2009. The Department of Geography and Environmental Management was established as the fifth Department in 2015. Currently, the Faculty consists of the following six Departments.

1. Department of Economics and Statistics
2. Department of English Language Teaching
3. Department of Geography and Environmental Management
4. Department of Information Technology
5. Department of Languages
6. Department of Social Sciences

The Faculty of Social Sciences and Languages aspires to be a centre of academic and intellectual excellence for Arts students to equip them to contribute productively to the nation in its path to prosperity as its vision. The mission of the faculty is to produce Arts graduates equipped with essential knowledge, specialized as well as general, plus intellectual discipline, analytical skills and imagination that will enable them to contribute creatively in any sphere of employment.



In pursuit of its vision and mission, at present, the faculty offers four-year Honors Degrees and three-year General Degrees. Breaking from the initial concept of three-year Honors Degrees in the Faculty, in 2007, the faculty introduced four-year Honors Degree programmes in Economics, Statistics, Geography, Political Science and Sociology. Four-year Honors Degree programmes in Sinhala, Tamil, English, German, Japanese, Chinese, and Hindi were also introduced with effect from 2013. In 2014, the faculty introduced the Bachelor of Arts Honors in Information and Communication Technology, and in 2015, the Bachelor of Arts Honors in Translation Studies.

The Faculty of Social Sciences and Languages prepares students for professional careers, by providing them with a broad understanding of the humanistic tradition in combination with a sound knowledge of subjects in several disciplines. Faculty strives to develop students' capacity for independent and critical thought, logical analysis, effective communication, and informed participation in teamwork. The Bachelor of Arts programme integrates classroom work and students' independent reading and writing with hands-on research, project work, and practical training. To this end, the faculty conducts two conferences: Sabaragamuwa Social Sciences and Languages Students' Annual Symposium (SSLSAS) and the International Conference on Social Sciences & Languages (ICSSL).

Through its core courses, the faculty exposes students to skills and knowledge from a broad range of academic disciplines, including the Humanities and Social Sciences, to compensate for the uneven levels of knowledge acquired in the school system. Students are expected to specialize in a subject designated as their Major or Honours subject in the second year. They should also follow a Minor subject. In addition to this, students will continue to follow Compulsory English Language, Compulsory Information Technology as

well as other core subjects that will enhance their general academic and practical abilities.

The program aims in particular at fostering study skills that will encourage students to make productive use of reference material. It also provides an intellectual orientation that enables them to make connections across disciplines and to think creatively and coherently, as well as the disposition to develop initiative and imagination systematically. The faculty is attempting to produce a graduate who is flexible, self-confident, imaginative, and innovative, and is thus empowered to meet the challenges of the future.

At present, 146 academic staff members are serving on the faculty, this includes 11 professors, 41 senior lecturers, and 29 PhD holders. The faculty also has the following centers and cells: Sith Arana Psychological Counseling Center, Confucius Classroom, Industrial Training Unit, Career Guidance Unit, University Business Linkage Cell, Faculty Quality Assurance Cell, Faculty Arts Center, and Research Center for China- Sri Lanka Cultural Exchange & Development.

FACULTY OF TECHNOLOGY

The Faculty of Technology at Sabaragamuwa University of Sri Lanka stands as the seventh distinguished faculty within the university. Comprising two dynamic academic departments, namely the Department of Biosystems Technology and the Department of Engineering Technology, the Faculty of Technology is committed to excellence in education and research.

Offering two prestigious degree programs, the Bachelor of Biosystems Technology Honours degree (BBST Hons) is presented through the Department of Biosystems Technology, while the Bachelor of Engineering Technology Honours degree (BET Hons) is administered by the Department of Engineering Technology. The BBST degree is expected to be accredited by the National Biotechnology Industry Association, while the BET degree is accredited under the Sydney Accord. Currently, the faculty is guiding the education and development of four full batches of students, and the inaugural batch is scheduled to graduate during the convocation in July 2024.

The recently inaugurated state-of-the-art building complex of the Faculty of Technology, funded by the ADB STHRD project, has become an integral part of the academic environment. This facility, which is partially in use for academic purposes, is expected to be fully utilized within the next few months. The complex boasts sophisticated laboratories, modern classrooms, a conducive learning atmosphere, a high-tech auditorium, and is research-centered. Remarkably, the building has earned the prestigious 'Platinum' certification, signifying a historic achievement as the first government university in Sri Lanka to receive such recognition.

In addition to the commitment to academic excellence, the Faculty of Technology is actively engaged in collaboration with local industries, such as CodeGEN, and international partnerships with esteemed institutions like Meiji University in Japan. Ongoing discussions with RMIT, Melbourne, and Queensland University of Technology (QUT) signify dedication to fostering future collaborations with renowned foreign universities.

Currently, only five academic staff members with a PhD are available among the 23 total at the Faculty, and the faculty is eagerly awaiting government approval to recruit more staff. The faculty has successfully

cultivated a research culture and has been fortunate to secure research grants, contributing significantly to the development of research activities within the university. Despite the relatively short period since its inception, the Faculty of Technology has made noteworthy contributions to the promotion of research at the university, reflecting the commitment to excellence in all endeavors.



Present Status of Academic Activities

At present, SUSL operates with nine Faculties and 27 Departments, offering 44 degree programs as given below.

Table: Degrees offered by SUSL

Faculty of Agricultural Sciences	Degrees Offered
Department of Export Agriculture	BSc. Honours Agricultural Science & Management. BSc. Honours Food Business Management (Offered by the Department of Agribusiness Management).
Department of Livestock Production	
Department of Agribusiness Management	
Faculty of Applied Sciences	
Department of Food Science and Technology	BSc. Honours in Food Science and Technology
Department of Natural Resources	BSc. in Environmental Sciences and Natural Resource Management BSc. Honours in Environmental Sciences and Natural Resource Management
Department of Physical Sciences and Technologies	Bachelor of Science in Physical Sciences BSc. Honours in Chemical Technology BSc. Honours in Applied Physics BSc. Honours in Computer Science and Technology
Department of Sport Sciences and Physical Education	BSc. Honours in Sport Sciences and Management BSc. Honours in Physical Education
Faculty of Computing	
Department of Computing and Information Systems	BSc. Honours in Information Systems BSc. Honours in Computing & Information Systems
Department of Software Engineering	BSc. Honours in Software Engineering

Department of Data Science	BSc. Honours in Data Science
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Faculty of Geomatics	Degrees Offered
Department of Remote Sensing and GIS	Bachelor of Science Honours in Surveying Sciences in Remote Sensing Bachelor of Science Honours in Surveying Sciences in Geographic Information System
Department of Surveying and Geodesy	Bachelor of Science Honours in Surveying Sciences in Surveying & Geodesy Bachelor of Science Honours in Surveying Sciences in Land Management Bachelor of Science Honours in Surveying Sciences in Hydrographic Surveying
Faculty of Medicine	
Department of Anatomy	Bachelor of Medicine and Bachelor of Surgery (MBBS)
Department of Biochemistry	
Department of Physiology	
Department of Microbiology	
Department of Parasitology	
Department of Pharmacology	
Department of Community Medicine	
Department of Forensic Medicine and Toxicology	
Department of Pathology	
Department of Primary Care and Family Medicine	
Department of Medicine	
Department of Pediatrics	
Department of Surgery	
Department of Psychiatry	
Department of Obstetrics and Gynecology	
Medical Education Unit	

Faculty of Management Studies	Degrees Offered
Department of Accountancy & Finance	BSc Honours in Financial Management BSc Honours in Banking and Insurance
Department of Business Management	BSc Honours in Business Management
Department of Marketing Management	BSc Honours in Marketing Management
Department of Tourism Management	BSc Honours in EcoBusiness Management BSc Honours in Tourism Management BSc Honours in Hospitality Management
Faculty of Social Sciences & Languages	Bachelor of Arts Honors Degree Bachelor of Arts General Degree
Department of Economics & Statistics	Bachelor of Arts Honors in Economics Bachelor of Arts Honors in Statistics Bachelor of Arts Honors in Information and Communication Technology
Department of Information Technology	The DIT offers Compulsory Information Technology (CIT) Courses during the first and second year.
Department of English Language Teaching	The DELT offers Teaching English as a Second Language (TESL) as a major/minor subject and English Language Courses during the first and second year.
Department of Geography & Environmental Management	Bachelor of Arts Honors in Geography
Department of Languages	Bachelor of Arts Honors in Sinhala Bachelor of Arts Honors in Tamil Bachelor of Arts Honors in English Bachelor of Arts Honors in German Bachelor of Arts Honors in Japanese Bachelor of Arts Honors in Chinese Bachelor of Arts Honors in Hindi Bachelor of Arts Honors in Translation Studies
Department of Social Sciences	Bachelor of Arts Honors in Political Science Bachelor of Arts Honors in Sociology
Faculty of Technology	Degrees Offered

Biosystems Technology	Bachelor of Biosystems Technology Honors , BBST (Hons)
Engineering Technology	Bachelor of Engineering Technology Honors, BET (Hons)

Postgraduate degree and diploma programs offered by the Faculty of Graduate Studies (FGS) in collaboration with different Faculties and the Centre for Indigenous Community Studies are listed below:

Table 1.2 Postgraduate degrees offered by SUSL

Faculty / Centre	Postgraduate Program
Faculty of Management Studies	PG Diploma in Business Administration
	Master of Business Administration
	MSc Ayurvedic Hospital Management
	MPhil in Management
	PhD in Management
Faculty of Geomatics	MSc Surveying Sciences
	MPhil in Geomatics
	PhD in Geomatics
Faculty of Computing	Master of Information Technology
	MPhil in Computer Science
	PhD in Computer Science
Centre for Indigenous Community Studies	MPhil in Indigenous Knowledge & Community Studies
	PhD in Indigenous Knowledge & Community Studies
Faculty of Social Sciences & Languages	PG Diploma in English & Education
	MA in English & Education
	MPhil in Humanities
	MPhil in Social Sciences
	PhD in Humanities
	PhD in Social Sciences
Faculty of Agricultural Sciences	MPhil in Agricultural Sciences
	PhD in Agricultural Sciences
	MPhil in Physical & Natural Sciences
Faculty of Applied Sciences	MPhil in Sports Science and Physical Education
	PhD in Physical & Natural Sciences
	PhD in Sports Science and Physical Education
Faculty of Medicine	MPhil in Medicine
	PhD in Medicine
Faculty of Technology	MPhil in Technology
	PhD in Technology
Faculty of Agricultural Sciences	Master of Philosophy

	Doctor of Philosophy
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In addition, Research Higher Degrees offered by the FGS-SUSL are designed to provide research training in a manner that fosters the development of independent research skills in candidates. The Master of Philosophy (MPhil) and Doctor of Philosophy (PhD) programs are advanced postgraduate degrees undertaken by research only and lead to advanced academic and theoretical knowledge in a specialized area of study. Both programs are available in full and part-time modes.

The Centre for Open and Distance Learning (CODL) of SUSL offers the following degree, diploma, and certificate courses for external students.

Table: Degree, diploma and certificate courses offered by the Centre for Open and Distance Learning (CODL) of SUSL

Bachelor of Business Administration General (External) Degree
Higher Diploma in English
Higher Diploma in Co-operative Business Management
Higher Diploma in Physical Education and Sports Coaching
Higher Diploma in Livestock Production
Diploma in English
Diploma in Pre School-Teacher Training
Diploma in Business Management
Diploma in Tourism and Hospitality Management
Diploma in Financial Management
Diploma in Software Engineering
Diploma in Gemology
Advanced Certificate in Physical Education and Sports Coaching
Advanced Certificate Course of Inclusive Service Delivery for Sustainable Peace
Certificate in English
Certificate in Computer and Information Technology
Certificate in IT Professional Course (CAD)
Certificate in IT Professional Course (WEB)
Certificate in IT Professional Course (JAVA)

Facilities for Academic Development

In all nine Faculties, the available facilities (i.e. lecture rooms, laboratories, classroom furniture, and computers) are either manageable or have plans for development as per the present intake. However, with the proposed development plans, the student intake will be increased over time, requiring the expansion of these resources.

There are 31 acres of land in Mungastenna allocated for the development of a Research and Educational

Farm for the Faculty of Agricultural Sciences. A state-of-the-art building for in-farm training is already completed on these premises. The present Livestock and Crop Units barely cater to the present intake of students. The new faculty complex of the Faculty of Applied Sciences, Faculty of Technology, Faculty of Agricultural Sciences, and Faculty of Medicine will cater to the needs of academic and administrative purposes.

Library

SUSL has Four Libraries. The Main Library serves the Faculties of Social Sciences and Languages, Applied Sciences, Geomatics, Computing, Graduate Studies and Technology. The Management Faculty Library and the Agriculture Faculty Library serve the respective faculties. The library of the Faculty of Medicine is located in Batuhena, Ratnapura. The facilities available in all four libraries are sufficient merely to provide minimal service to the present student population. The construction work of the new building complex for the main library started in the year 2018 and is yet to be completed.

Center for Quality Assurance (CQA)

The Centre for Quality Assurance (CQA) of Sabaragamuwa University of Sri Lanka was established in compliance with the Commission Circular No. 04/2015 as a coordinated body of the University Grants Commission's Quality Assurance and Accreditation Council funded by HETC project (<http://www.eugc.ac.lk/qaa/>) and it was established with the name of "Internal Quality Assurance Centre (IQAC)". Later it was renamed as the Centre for Quality Assurance, in line with the Commission Circular 09/ 2019. CQA is primarily to safeguard academic standards and the quality of higher education qualifications and to inform and encourage continuous improvement in the management of the quality of higher education. CQA of Sabaragamuwa University oversees quality assurance for all teaching and learning processes, student support and institutional development. CQA ensures that the Sabaragamuwa University operates in conformity with the Sri Lankan Qualification Framework (SLQF) and academic standards and accreditation set forth by the Quality Assurance Council of Sri Lanka. The CQA is headed by a Director, who is guided by the Senate Standing Committee on Quality Assurance (SSC-QA). The SSC – QA is chaired by the Vice-Chancellor of the University, and is constituted as per the guidelines issued by the University Grants Commission in this regard. Faculty level quality assurance activities are managed by the Faculty Quality Assurance Committees of the Faculty Quality Assurance Cells established as per the QA By-Laws.

Centre for Open and Distance Learning (CODL)

The Centre for Open and Distance Learning (CODL) of the Sabaragamuwa University of Sri Lanka was established to administer and coordinate all external degree programs, diplomas, certificate courses and extension programs conducted by the faculties, departments, centers, and units of the university. CODL of SUSL currently conducts 18 higher diploma, diploma and certificate courses and BBA external degree programme accommodating about 2500 students. However, the infrastructure facilities in CODL are barely sufficient for the present students, let alone the planned future intake. Hence, the CODL needs to be developed to capitalize its potential for future.

Centre for Indigenous Knowledge and Community Studies

The Centre for Indigenous Knowledge and Community Studies was established on 18th December 2006 at the Sabaragamuwa University of Sri Lanka being the first Indigenous Studies Centre in the country. From the inception, the Centre has introduced three postgraduate programs, namely Postgraduate Diploma (PGD), Master of Philosophy (MPhil), and Doctor of Philosophy (PhD). Presently, the Centre provides

academic spaces to those who are interested in learning and researching histories, cultures, languages, traditions, technologies, and lifestyles of indigenous and native people and communities in Sri Lanka as well as in other countries. Students develop a broad interdisciplinary knowledge based on indigenous knowledge, social systems, and contemporary issues relating to indigenous and native societies.

The Centre passionately engages in discovering new knowledge utilizing indigenous and existing ancestral knowledge in order to usher the nation and the entire global society into an innovative new era by empowering its scholars intellectually, physically, emotionally, and socially at the CIKCS and its community through a viable research-based education to provide skilled intellects who will passionately make the world a better place for all mankind while achieving sustainable community development. The post-graduate programs of the Centre are designed to promote advanced training and research in indigenous studies. The main objective of the program is to continuously produce researchers who are well-equipped with theoretical and applied aspects of indigenous studies to contribute to the world of indigenous knowledge.

Centre for Research and Knowledge Dissemination (CRKD)

The Center for Research and Knowledge Dissemination at the Sabaragamuwa University of Sri Lanka (CRKD-SUSL) is a venue to promote research among the academics within the university, to make opportunities for presenting and publishing research findings for local and international researchers and to disseminate knowledge to the community. CRKD-SUSL is established to formalize the ongoing research activities for an efficient service. The CRKD-SUSL is also responsible for the university-community partnership programs. Also, CRKD represents the Research Grants Committee of SUSL which is responsible for promoting a research culture of the university. It is also responsible for coordinating, monitoring, and evaluating the research projects conducted by the university and coordinating the activities and decisions taken at the Research Grants Committee of the university among relevant parties. CRKD is also responsible for producing university publications such as SUSL journal (English medium), *sabaragamuvaviśvavidyālayīyaśāstrīyasamgrahaya* (Sinhala Medium), Sabaragamuwa University Newsletter and symposium proceedings. It also organizes symposia and conferences to discuss research findings and exchange knowledge among the local and International scientific community. The extension and public awareness unit of CRKD is responsible for organizing extension and public awareness programs to disseminate knowledge to the community. It is also responsible for coordinating international collaborative activities of the SUSL, promoting SUSL staff to build links with international organizations and universities, and networking international research and other service programs conducted by different faculties of the University and by staff members.

Agribusiness Research and Development Centre (ABRDC)

Intends to undertake comprehensive research and consultancy assignments in agribusiness management and allied disciplines. These include feasibility studies, business plans, baseline surveys, market research, and socio-economic surveys. It adopts a multidisciplinary approach to examine issues in agribusiness management drawing expertise from a diverse panel of academics and professionals. Future expansion of this will widen the frontiers of agribusiness studies in the university and serve the outside community as well.

Livestock Extension and Research Center (LERC)

This center intends to undertake training, research, and extension activities in the field of Livestock Production. Most farmer training activities and training programs associated with Schools in the region are conducted under this center. Center organizes more than 15 programs each year.

Centre for Biodiversity and Environment Studies (CSBES)

The Newly established “Centre for Biodiversity and Environment Studies”, attached to the Faculty of Applied Sciences caters to the need for research in natural resources. However, minimum infrastructure facilities in the Centre highlight the need for further improvements.

Centre for Computer Studies (CCS)

Currently, this Centre provides academic support services to some Faculties to manage network services and undertake computer maintenance activities. However, with the establishment of IT faculty, the academic activities of the Centre will be taken over. Hence, the futuristic approach should focus more on system development and IT maintenance for the university.

Staff Development Centre (SDC)

The Staff Development Centre (SDC) of Sabaragamuwa University of Sri Lanka was established as a central unit to conduct training programs to develop skills and knowledge of all categories of staff members in the university. The SDC is always aiming to enhance the knowledge and skills of the communities in the university system in Sri Lanka to obtain an efficient and effective service from the university staff in a friendly environment in general and to contribute to national development in specific. One of the major activities conducted through the SDC is organizing programs on developing the teaching skills of lecturers essential in producing marketable undergraduates. Annually SDC conducts the Induction Program for the academic staff and train the academics with novel teaching methodologies, IT-based teaching tools, student counseling etc. Apart from the training programs for the academic staff, the SDC conducts programs for administrative staff development, general staff development, health and safety, and health awareness program.

The Centre has a team of expert resource persons involved in conducting the activities and programs. They are academic and administrative staff of SUSL and also experts of other institutions and organizations. The Staff Development Centre is well-equipped with modern state-of-the-art teaching tools and communication tools where an audio visual unit and a video conferencing unit are facilitating the programs to be conducted effectively and efficiently.

Centre for Gender Equity and Equality (CGEE)

Sabaragamuwa University of Sri Lanka (SUSL) is committed to the promotion of Gender Equity and

Equality (GEE) and women's empowerment where all students, academic, administrative and support staff, female and male, enjoy equal opportunities, human rights, and free from all forms of discrimination and harassment. As such, members of the University community have the responsibility of ensuring gender inequity and Sexual and Gender-Based Violence (SGBV). There shall be a GEE Cell of SUSL reporting to the Vice-Chancellor with the following roles: Provide training on gender equity and equality (including social intersections) for the establishment of a core team of gender experts. To conduct research, review policies, and contribute policy inputs at the university level. It is intended to do the curricular reforms to inculcate the concepts and practices of GEE and to prevent and respond to SGBV by developing relevant skills. Identify ways and means of preventing SGBV in the university and empower staff and students to prevent and respond to SGBV by developing relevant skills. Enhance its capacity to facilitate and monitor the implementation of the GEE Policy at the institutional level. Inquire about complaints of sexual and gender-based violence and propose to the university council for disciplinary actions for offenders and facilities for victims.

Career Guidance Unit (CGU)

The Career Guidance Unit of Sabaragamuwa University was established in April 1998 on the initiative of the University Grants Commission (UGC), Sri Lanka. The Unit functions directly under the Vice Chancellor. We are located next to the Centre for Indigenous Community Studies.

Our Vision is the Maximum employability of graduates with a minimum waiting time period through proper guidance and improve qualities that enable them to achieve a successful future career and the Mission is to Guide and facilitate undergraduates to improve qualities that enable them to be employed soon after graduation and to make sure a successful career development in the future.

University Business Linkage Cell (UBLC)

The University Business Linkage Cell of Sabaragamuwa University of Sri Lanka was established with reference to the University Grants Commission Circular No.10/2016 in May 2018. The University Business Linkage Cell has taken the responsibility to link the University research and innovation activities with external business stakeholders. The cell functions directly under the Vice Chancellor and the senate-approved Advisory Board.

Department of Physical Education

The Department of Physical Education has been established to facilitate sports activities among students. There are modern facilities available within the University, for students to engage in about 21 different sports. The Department consists of qualified trainers to train students. The students of Sabaragamuwa University of Sri Lanka brought honors nationally and internationally in the field of University Sports.

Outdoor Recreation Centre (ORC)

As a pioneer sports education institute in Sri Lanka, the Faculty of Applied Sciences at Sabaragamuwa University of Sri Lanka is eager to spread the concept of "Outdoor Recreation" not only to its own university

community, but also to other communities in Sri Lanka, including universities, schools, government institutes, and private institutes. Belihuloya is an excellent location for outdoor activities because it meets all of the requirements for outdoor recreation. As a result, the Faculty of Applied Sciences, in collaboration with the Department of Sports Sciences and Physical Education, has established the Outdoor Recreation Center (ORC) to meet the above requirements of the selected communities since 2019.

Other Physical Infrastructure

Administrative Complex: Even though facilities for education have been improved in SUSL, relative development was not evident in the physical infrastructure of Administration Branches (i.e. Examination Division, General Administration, Student Affairs, Establishment, Finance Branch, General Maintenance and Stores) which presently operates with minimum space, which limits the physical potential of the development of SUSL. Therefore, the physical facilities for administration should be developed.

Hostels for Students: As the University is in a low-density area, considering the difficulties in finding residential facilities for undergraduates by themselves, all the students whose permanent residencies are more than 20 km away from the University are provided hostel facilities by the University. So, about 95.2% of the undergraduates have received the university-provided hostel facilities.

The University has provided accommodation in its own three hostel complexes (12 units) only for about 2824 students out of 4956 residing students. All the other students have been provided with accommodation in rented houses (35 houses) in the vicinity with bare minimum facilities. The University spends more than 12 million per annum for rented houses to accommodate the students.

Water Supply: One of the challenges faced when implementing the development plans of SUSL was the limited water supply. As per the recent data, the required daily water consumption exceeds 500,000 liters, out of which, around 350,000 liters are supplied by Hirikatuoya and 150,000 liters are supplied by ground water wells. However, the extended dry periods can reduce the supply of water from Hirikatuoya to less than 30% of its capacity. Resultant severe water shortage is partly solved by bringing water from sources elsewhere (i.e. Kalupahana area), which are also thinning out in dry periods. As a result, during peak dry seasons, SUSL spends a considerable amount of additional money for supplying required amount of water, yet measures are insufficient. Therefore, even for its present capacity, SUSL needs a reliable water supply and purification scheme. Future expansions of SUSL should therefore be in parallel with the expansion of the water supply. The new water project is started in year 2017 with the financial support of World Bank.

Housing for Staff: There are 38 family quarters and 179 bachelor quarters are allocated for the academic, administrative, and non-academic staff members a grand total of 245. The construction of the new housing project in the Non-perial land of the university has housed many academic and administrative staff members. Presently, these facilities are not sufficient, especially for the academic staff. Being a residential university, more accommodation facilities need to be constructed for future expansions as well.

Canteens: The student canteens operate under the oversight of the Academic and Students' Affairs Division, ensuring their smooth operation. The University generously supplies all necessary cooking equipment and furniture to these canteens. Canteen proprietors are exempt from covering water and

electricity expenses, and a further gas subsidy is granted based on the student ratio.

Medical Centre: The Medical Centre of SUSL is generally used as a preliminary treatment point and patients are transferred to a main hospital when the need arises. The need for upgrading the Medical Center to a medical complex with resident facilities is essential.

Sports Facilities: Sports facilities (a small gymnasium, a swimming pool, basketball and tennis courts, and some indoor sports facilities for student hostels) are currently available to cater to the sport needs of the university. These facilities are not sufficient for the current student numbers let alone the planned expansion of future intake of the students and the staff. Being the only university in Sri Lanka to offer “Sports Sciences and Management, Physical Education” degrees, expanded sports facilities such as a playground suitable for track and field events, a gymnasium with sufficient capacity and equipment to accommodate the present and future needs are urgently needed. In line with these requirements, the first stage of the university playground is under construction, but the development process still needs to be continued.

Pre-school and Daycare Center: One of the unique social services offered by SUSL to the university staff and the wider community is its Pre-school and Daycare center. At its present location donated to the university by external sources, this service-oriented unit accommodates about 90 students. However, most of its physical resources are overused and need to be replaced. Further, the Day-care Centre has to be expanded from its current state, to accommodate about 25 children from the families of the university staff.

Power Supply: The Ceylon Electricity Board (CEB) has provided a separate power exchange for the University. However, the University experiences frequent power failures and therefore alternative sources of power supply are a need of the hour.

Motor Vehicles: Presently, SUSL operates with a vehicle fleet consisting of the following and needs replacement at the expiry of effective lifetime of each Motor vehicle.

Further, it is a must to expand the fleet with the expansion of other human and physical resources.

Table: Vehicle Fleet of the University

Vehicle Type	Nos.
Motor Cars	05
Double Cabs	06
Vans, including dual purposes	04
Motor Lorry	02
Motor Coaches	10
Ambulances	01
Tractors	04
Trailers	02
Three Wheelers	04
Water Bowser	03
Tractor Bowser	02
Gully Bowser	03
Two-wheeled Tractors	03
Motor Cycles	04
Total	53

Security Service

SUSL has an Internal Security System to provide security services to safeguard the assets of the University. In addition, a Police Post of the Sri Lanka Police is also established outside the premises assuring the security of students, staff members and assets. However, the planned expansion of SUSL highlights the need of a modernized security system supported by technological advancements.

Solid waste and sewage disposal

As a residential university, the whole student population of SUSL is provided with hostel facilities in university hostels or rented houses. Night soil accumulated in these hostels is frequently emptied from the septic tank systems. Additionally, loads of solid waste accumulated inside the university has already created hygienic problems as there is no planned way of disposing them. Therefore, proper solid waste and night soil disposal system is a high priority requirement for SUSL. Further, maintaining cleanliness at the university premises is challenge, and with the developmental activities planned for the future, parallel expansion of such facilities is also required.

Recreational facilities

Main recreational facilities available at SUSL are open air theatre, Agri faculty Farm-stay, Gymnasium, Swimming pool and Uni center. Agri faculty Farm Stay is a perfect stopover and a charming and peaceful holiday destination for a much needed get-away. Swimming pool was initially built for recreational purposes during the Samanalawewa Project and handed-over to SUSL, hence, its suitability for “sports degree programs conducted by SUSL” is less significant, yet mostly used for such purposes. Recently completed open air theatre holds sufficient facilities to stage drama, musical shows etc.

Museum

Museum at SUSL shows its greater capacity as evidence storing center of anthropological significance and as at present plays a vital role as an additional attraction for the university. However, improving its capacity will ensure better service to the university and wider community. This should locate in the same new building complex proposed for the Center for Indigenous Studies.

Students and Human Resources

The details about the student population and the human resources of the SUSL are mentioned as follows (as at 31.12.2023).

Table: The number of students of SUSL per Faculty

Faculty	No. of Students
Faculty of Agricultural Sciences	977
Faculty of Applied Sciences	1561
Faculty of Computing	782
Faculty of Geomatics	596
Faculty of Management Studies	1993
Faculty of Medicine	481
Faculty of Social Sciences and Languages	1479
Faculty of Technology	985
Total	8854

Table: Academic and Academic Supportive Staff

1	Professor (Chair) [Senior Professor, Professor]	3
2	Senior Professors	7
3	Professors	48
4	Associate Professor	1
5	Senior Lecturer (Gr I)	66
6	Senior Lecturer (Gr II)	77
7	Lecturer	25
8	Lecture (Probationary)	85
9	Librarian	1
10	Deputy Librarian	1
11	Senior Asst. Librarians	3
12	Asst. Librarian	1
13	Academic Support Staff	22
	Total	340

Table: Administrative & Non-academic staff

Grade	Permanent
Administrative Grades	30
Clerical & Allied Grades	156
Technical Grades	32
Primary Grades	201
Any other category	
Total	419

Thrust areas of development

SUSL has identified the following thrust areas for future development.

The quality and relevance of the academic programs

The quality and relevance of academic programs are of paramount importance for several compelling reasons. Firstly, a strong academic program equips students with essential knowledge, critical thinking skills, and practical expertise, setting the foundation for a successful future. High-quality programs foster a culture of excellence, ensuring that students are well-prepared for the challenges of the modern workforce. Moreover, the relevance of academic programs is crucial in adapting to the ever-evolving demands of society and industries. Programs must stay up to date with technological advancements, social changes, and global trends to ensure graduates remain competitive and adaptable.

Inclusive Learning Environment for a Positive Student Mindset

Creating an inclusive learning environment is essential as it ensures that all students, regardless of their backgrounds, feel valued and supported. Such an environment nurtures a positive student mindset, promoting confidence and engagement and ultimately enhancing academic success and personal growth.

Collaboration with International and local institutes, industries, and professional bodies

Collaborating with international and local institutes, industries, and professional bodies is crucial for a well-rounded education. It broadens students' perspectives, provides real-world insights, and enhances employability by aligning academic programs with industry needs. Such partnerships enrich the learning experience and prepare students for global opportunities.

A conducive environment fostering high-quality research and innovations

A conducive environment for research and innovation is vital for advancing knowledge and solving real-world problems. It encourages creativity, attracts talent, and promotes interdisciplinary collaboration. In this environment, high-quality research flourishes, leading to groundbreaking discoveries and innovations that benefit society, the economy, and academia.

Transformation of research outcomes into effective commercialization and Community Development

Transforming research outcomes into effective commercialization and community development is key to maximizing societal impact. It bridges the gap between academia and industry and community, driving economic growth and innovation. This process not only generates revenue but also brings tangible solutions to market, addressing real-world challenges and enhancing the well-being of society.

Physical Resources and infrastructure facilities

Physical resources and infrastructure facilities are the backbone of any institution. They provide students and teachers with essential tools, laboratories, libraries, and comfortable spaces to learn and explore.

Adequate facilities not only enhance the overall educational experience but also attract talent and enable cutting-edge research, contributing to an institution's excellence.

Effective Human Resource Planning and Development

Effective human resource planning and development are imperative for nurturing a skilled and motivated workforce. It aligns staff expertise with institutional goals, fosters a culture of continuous learning, and ensures staff satisfaction. This approach enhances productivity, adaptability, and innovation, which, in turn, bolsters the institution's success and reputation.

IT-based Integrated Human Resources Management System

An IT-based Integrated Human Resources Management System streamlines HR processes, improves data accuracy, and enhances communication. It ensures efficient recruitment, training, and performance management, saving time and resources. Such a system fosters transparency, employee engagement, and better decision-making, ultimately contributing to organizational effectiveness and employee satisfaction.

Integrated Physical Resource Management System

An IT-based Integrated Human Resources Management System streamlines HR processes, improves data accuracy, and enhances communication. It ensures efficient recruitment, training, and performance management, saving time and resources. Such a system fosters transparency, employee engagement, and better decision-making, ultimately contributing to organizational effectiveness and employee satisfaction.

Diversifying and expanding the university's revenue streams

Diversifying and expanding revenue streams are essential for financial stability and growth. It reduces dependency on a single source of funding and provides resources for academic and infrastructure enhancements. This strategy fosters innovation, resilience, and sustainability, allowing the university to thrive in a changing economic landscape.

Optimal utilization of resources and Cost minimization

Optimal resource utilization and cost minimization are imperative for fiscal responsibility. Efficient allocation of resources maximizes the institution's value and sustainability. Minimizing costs through smart budgeting and operational efficiency ensures that funds are redirected toward core academic activities, benefiting students, staff, and long-term institutional success.

Environmental and sustainability aspect

Summary of Analysis and Problems Identified

A SWOT analysis was conducted to assess internal factors (strengths and weaknesses) and the external factors (opportunities and threats). This analysis is used to guide the university on what it does well; address what it lacks; seize new openings and opportunities; and minimize risks. It will also assist the university to find out the root causes of the existing problems. A gap analysis aimed at how the university intends to shape the productivity of the graduates was also done.

Summary of SWOT Analysis

Strengths

A Member of the International Association of Universities (IAU)

Sabaragamuwa University of Sri Lanka is a member of the International Association of Universities (IAU). Founded in 1950, under the auspices of UNESCO, the IAU is the leading global association of higher education institutions and organizations from around the world. The IAU brings together its members from more than 120 countries for reflection and action on common priorities. It acts as the voice of higher education to UNESCO and other international higher education organizations and provides a global forum for leaders of institutions and associations.

Large Extent of Land

A large extent of land owned by the university is one of the main strengths of SUSL. It has a total extent of about 253 Acres. Presently only a proportion of the available land area is utilized, leaving a large area of land for expansion and future development.

Rich Natural Environment

There is a rich natural environment in the locality, a conducive teaching and learning environment. On one hand, the university is surrounded by a range of mountains extending from Horton Plains, while one of its borders is the Samanalawewa reservoir. The Main campus is also in close proximity to anthropologically important sites such as Batadomba Lena, Batathota Lena, Kuragala, Bellanbedipelassa and biodiversity sites such as Sinharaja forest reserve, Horton Plains, Peak Wilderness Sanctuary of the Sri Pada Forest reserve, Udawalawa National Park, and Yala National Park. Thus, the location provides a better study source for most of the programs such as natural resources, environmental studies, geography, anthropology, agriculture, tourism, and surveying. This will therefore ensure the maximum use of the planned infrastructure developments for these areas of study.

Physical Resources

The university has the strength of well-equipped faculty building complexes, a Library with two hundred thousand books and periodicals, student hostels, staff accommodation, a playground and other infrastructure for sports, ICT infrastructure, and water and sanitation facilities.

Human Resource

The university has well qualified and experienced academic and technical staff. It has a number of postgraduate qualified and relatively young academic staff who have every good potential for development. It also has a number of experienced staff in its administrative and non-academic cadre.

Information and Communication Technology

The university possesses a state-of-the-art information and communication technological environment that harnesses the power of ICT across multiple fronts, beginning with its incorporation of comprehensive ICT education directly into degree programs. This equips graduates with vital digital competencies for today's world. Furthermore, the institution leverages ICT extensively in the teaching and learning process, fostering interactive and dynamic classrooms that empower students. Additionally, an advanced ICT-based administrative system streamlines operations, enhancing efficiency and convenience across the university.

Accredited Degree Programs

The university has a range of diverse undergraduate and postgraduate study programs with well-structured curricula catering to national and international needs with the accreditation by the University Grants Commission.

Unique Courses Conducted

SUSL has several unique courses leading to specialized degree programs viz. Surveying Science, Sports Sciences and Management, Physical Education, Eco Business Management, Food Business Management, Indigenous Studies, Ayurvedic Hospital Management, Tourism and Hospitality Management, and English and Education. These courses attract large number of students and cater to the current job market owing to their uniqueness.

Centre for Open and Distance Learning (CODL)

CODL of SUSL caters to the needs of the area by offering modern courses, both as external degrees and certificates/diplomas. The CODL's effort to improve the English knowledge of the students in the Ratnapura District is highly reputed. Further, extended services of CODL in areas of IT Education, Preschool Education, Business Management, Agri-business Management, and Landscape Horticulture contribute to developing strong links between the outside community and SUSL.

Well-Developed Policies

The university possesses a well-established administrative and financial systems in line with state requirements. The availability of thirty (30) well-developed administrative and operating policies is a significant strength for the university. These policies provide clear guidelines and standards for decision-making, ensuring consistency and compliance. They ensure transparency, promote fairness, and mitigate risks, fostering a stable and reliable environment for employees, all stakeholders, and clients.

Collaborative Goals

The university's remarkable strength lies in its cooperative ethos, fostering a collaborative environment among its academic, administrative, and non-academic staff, and students. This shared sense of purpose and unity empowers all stakeholders to work together towards common goals and tasks. The strong

interconnection between these diverse groups enhances communication, problem-solving, and the overall effectiveness of the institution.

Health Care, Student Counseling and Psychological Counselling System

A health care system and student counseling system with access to psychological counseling is evident as a strength of the university.

National and International Collaborations

The university's strength lies in its robust network of national and international collaborations facilitated through Memorandums of Understanding (MOUs) with foreign universities / institutes / professional associations and industry exchange programs and academic collaborations. These partnerships extend its reach and impact, fostering knowledge exchange, research opportunities, and cultural diversity. By engaging with institutions and organizations globally, the university enriches its educational offerings and research endeavors, promoting a dynamic and globally aware academic environment.

Planning-based Management Approach

The university's strength is its planning-based management approach, exemplified by the meticulous implementation of a Strategic Management Plan (SMP) and Annual Action Plan while implementing the quarter-based progress monitoring mechanism. These well-structured plans provide a clear roadmap for achieving academic and administrative objectives. They enable the institution to allocate resources effectively, set priorities, and adapt to evolving challenges, ensuring a forward-thinking and organized approach to its operations and growth.

Research, Innovations, and Commercialization

The university's strength is evident in its remarkable research output, which showcases the immense potential of its scholars. Through pioneering research endeavors, faculty and students alike contribute significantly to the advancement of knowledge in their respective fields. The university excels in the commercialization of innovative products through University-Business-Linkage Cell, translating cutting-edge research into tangible solutions that benefit society while nurturing entrepreneurship and economic growth.

SMART University Concept

The SMART University concept introduced at SUSL integrates technology and innovation into higher education. It leverages digital tools and data analytics to enhance learning, streamline administrative processes, and improves campus services. By focusing on carefully selected goals and objectives, SMART University aims to provide a more effective and adaptable educational experience.

Dual delivery (on-site and off-site) of Academic Program

Dual mode delivery, offering on-site and off-site options, is a strength that enhances accessibility and flexibility in higher education. It caters to diverse learner preferences and geographic locations, ensuring a wider reach and greater convenience for undergraduate and postgraduate students. This adaptability contributes to increased enrollment and student satisfaction.

Well-established University Business Linkage Cell

The well-established University Business Linkage (UBL) Cell is a formidable strength of Sabaragamuwa University of Sri Lanka. This vital unit serves as a dynamic bridge between the university and the business world, fostering collaboration, knowledge exchange, and mutual growth. It actively engages with industry partners, offering valuable research and innovation while providing students with practical exposure and career opportunities. Through this cell, the university nurtures a culture of innovation and entrepreneurship, enabling students to gain real-world insights and skills. Furthermore, it plays a pivotal role in addressing industry challenges and contributes to the region's economic development, making Sabaragamuwa University a hub for industry-academia synergy and a source of skilled human resource.

The number of patents obtained by the UBL Cell can be considered a strength of the university. It signifies a high demand for services, allowing for a broader patient base and more extensive experience for professionals. This can lead to further research opportunities and financial sustainable stability for the institution.

Commitment to Maintaining a Quality Education

Sabaragamuwa University of Sri Lanka is a qualified, experienced and committed university that can develop world class study programs and engage in development planning. A commitment by all faculties to maintain a quality education and maintaining an updated curriculum is a significant strength for the institution. It reflects dedication to providing students with a high standard of teaching and learning, ensuring success in their future careers. Such commitment also attracts talented faculty, fosters student retention, and builds a strong reputation, finally contributing to long-term success and competitiveness.

Weaknesses

As against the strengths listed above, SUSL is burdened with several weaknesses, of which some are common to all universities in the country, but some are specific to SUSL. The weaknesses identified are given below.

Insufficient commercialization-oriented research

One of the weaknesses of the Sabaragamuwa University of Sri Lanka is its limited emphasis on commercialization-oriented research. While the university produces valuable research outputs, there's often a gap in effectively translating these findings into practical applications or commercial ventures. This weakness hinders the institution's ability to harness research and development for economic growth and innovation, impacting its potential for industry partnerships and funding opportunities.

Insufficient community development programs

A notable weakness of the Sabaragamuwa University of Sri Lanka is its absence of community development programs grounded in research findings. Despite conducting valuable research, the university often fails to implement practical initiatives that could directly benefit local communities. This gap inhibits the university's capacity to address real-world issues effectively and limits its potential for positive societal impact through research-driven community development efforts.

Inadequate research facilities

One significant weakness of the Sabaragamuwa University of Sri Lanka is its inadequate research facilities. Insufficient resources and limited infrastructure hinder the university's ability to support cutting-edge research initiatives. This deficit impacts both faculty and student research endeavors, hampering their potential for groundbreaking discoveries and innovation across various academic disciplines. Subsequently, there is a lack in research output in comparison to experienced universities.

Lack of well-established University Business Policy

The Sabaragamuwa University of Sri Lanka faces a notable weakness in the lack of an entrepreneurial and innovation culture, particularly in its University Business Policy.

Insufficient strategic industry partnerships

An evident weakness of the Sabaragamuwa University of Sri Lanka is its insufficient development of strategic industry partnerships. The university often falls short of establishing robust collaborations with relevant industries. This shortfall denies practical experience and research collaborations for staff; job placements for students; and income for the university.

Insufficient Human Resources

Insufficient human resources in the university represent a significant weakness. It can lead to overworked faculty and staff, hindered academic support, and increased administrative burdens. This shortage may result in reduced quality of education, and limited research capacity, and negatively impact the overall effectiveness and efficiency of the institution.

Insufficient Human Resource Planning and Development

A notable weakness at the Sabaragamuwa University of Sri Lanka is its lack of adequate human resource planning and development strategies. The institution often faces challenges in recruiting, retaining, and nurturing qualified staff. This deficiency affects the overall quality of education, research, and administrative functions. Insufficient skill development, less employee productivity, poor employee attitudes, and retaining of staff are the main concerns.

Inadequate physical resources and Physical Resource Management System

A significant weakness of the Sabaragamuwa University of Sri Lanka lies in its inadequate physical resources and infrastructure facilities. Insufficient funding and resources have resulted in overcrowded classrooms in some study programs, limited laboratory access, and accommodation facilities (students/staff/foreign students/scholars). The lack of an integrated physical resource management system has been found as another weakness. There is also a lack in infrastructure facilities for the central service units.

Insufficient welfare facilities for staff and students

An evident weakness at Sabaragamuwa University of Sri Lanka is the inadequate provision of welfare facilities for both staff and students. This limitation can adversely affect the well-being and satisfaction of the university community. Expanding and improving welfare amenities is crucial to creating a more supportive and conducive environment for all members.

Insufficient skill development of undergraduates

One notable weakness of the Sabaragamuwa University of Sri Lanka is its insufficient socio emotional skill development among undergraduates to prepare them for future industry requirements. While the university offers a comprehensive academic curriculum, it often lacks practical and vocational training opportunities that could equip students with the specific skills demanded by the job market. This gap between theoretical knowledge and practical skills can hinder graduates' employability and their ability to meet the evolving needs of industries in Sri Lanka and beyond.

Student unrest

Student unrest is a noteworthy weakness for any educational institution. This is observed in SUSL as well. It disrupts the academic environment, causing safety concerns and hindering the learning process.

The inability to recruit foreign staff and students

The inability to recruit foreign staff and students represents a weakness for the institution. Diversity in the academic community enriches perspectives, fosters cross-cultural understanding, and enhances global competitiveness. Failing to attract international talent and students can limit cultural exchange, collaborative opportunities, and the overall quality and prestige of the institution. Also, SUSL has not been able to recruit an adjunct faculty of overseas academics.

Inability to maintain an uninterrupted academic calendar

One notable weakness of Sabaragamuwa University of Sri Lanka is the inability to maintain an uninterrupted academic calendar. This inconsistency can disrupt the learning process, impacting students' progress and educational continuity. Addressing this issue is crucial to ensure a more stable and effective academic environment.

Long graduate time

A significant weakness at Sabaragamuwa University of Sri Lanka is the extended duration it takes for students to graduate. This prolonged graduate time can be a deterrent, affecting students' motivation and the institution's efficiency. Streamlining academic programs and support systems could help mitigate this issue and enhance the overall educational experience.

Poor employee productivity

One pressing weakness at Sabaragamuwa University of Sri Lanka is the issue of poor employee productivity. Inefficiencies in work processes and low motivation can impact the institution's overall effectiveness. Addressing these concerns through professional development and effective management strategies is essential to enhance employee performance and organizational outcomes.

Lack of a Well- established Sustainable Waste Management System

The Sabaragamuwa University of Sri Lanka faces a notable weakness in lacking a sustainable waste management system. Unsuitable waste disposal practices can have detrimental environmental impacts and affect the overall campus hygiene. This may become a social issue as well that can affect the reputation of the university.

Insufficient income sources

A significant weakness of the Sabaragamuwa University of Sri Lanka is its limited income sources. The university heavily relies on government funding, which can be unstable and insufficient to meet its growing needs. This financial constraint affects infrastructure development, research initiatives, and the overall quality of education. Diversifying income sources through partnerships, postgraduate degree programs, CODL courses, research grants, and university businesses is essential to sustain and enhance the institution's academic and operational capabilities.

Poor Institutional Framework for Sustainable International Presence

The university has not been able to engage widely in international activity despite the healthy local demand for international links; the need to internationalize its operations; and the extensive benefits that can be obtained through internationalization. There is also a lack of internationally collaborative research and development activity at the university. These were mainly due to the lack of appropriate institutional framework.

Lack of an effective Management Information System

The university lacks an effective management information system (MIS) for the information generation, communication, problem identification and the help in the process of decision-making. Therefore, a higher efficiency in the management, administration, and operations including resource organization, staffing, activity direction, and success control of the organization couldn't be achieved.

Data repetition was also has been identified as an institutional weakness.

Lack of concerted effort to improve university web ranking

Global university ranking systems play an important role by providing the foundation for competing in the global era. However, the university does not have formal efforts to register for reputed university rankings such as Times Higher Education (THE) ranking. Further the university has not launched proper university excellence programs by considering indicators such as visibility, transparency and excellence (Scholar) in Webometrics Ranking.

Opportunities

A careful analysis of the university in relation to the environment revealed that it has an array of opportunities. The SUSL can harness these opportunities. The main opportunities identified are given below.

Potential for Research and Skill Development

The university presents a significant opportunity for research and skill development, offering a conducive environment for students and scholars to explore their potential and contribute to academic excellence.

Environmental, Anthropological, and Archeological Research

Since located in close proximity to rich biodiversity locations such as Horton Plains, Sinharajarain forest, Udawalawa National Park, SUSL has got an edge over developing several educational and research fields where the attention of foreign universities and research institutions would be very high. This will further strengthen this opportunity and will help SUSL to develop as a unique center of Environmental Education and Research and Anthropological and Archeological Research. The university is centrally located among

surrounding provinces and a suitable location for a carbon neutral university.

Internationalization and international institutional Collaborations

There is a high local and international demand for knowledge, skills and qualifications for new study fields. Since the university offers some unique courses like surveying science, tourism, sports science, eco-business, food business, hospitality management, and environmental science, there is an increased opportunity to attract foreign students mainly from the South Asian countries and other countries as well. In addition, higher educational institutions specially in the south Asian region are on the look for quality higher educational collaborations with Sri Lankan universities as a cheaper option.

Expansion of Postgraduate courses

The university is located centrally in the Sabaragamuwa, Southern and Uva provinces. There are a large number of agricultural and other industries located in these three provinces and there is a large professional workforce in these industries who are looking forward to obtain a higher or postgraduate education. There are no other places to obtain postgraduate qualifications therefore, SUSL can capitalize on the demand by offering such postgraduate courses to expand its income opportunities.

Expansion of Open and Distance Learning Courses

The SUSL can start short courses, certificates, diplomas, external degrees and other courses targeting students from the neighboring regions since there are no suitable reputed institutions in the region to obtain educational experiences. Sabaragamuwa University of Sri Lanka can make use of this to expand its income opportunities.

Expansion of Human Capital Development

An opportunity for Sabaragamuwa University of Sri Lanka lies in the expansion of human capital development. By investing in advanced academic programs, research initiatives, career guidance and professional training, the university can nurture a highly skilled workforce, contributing to the region's economic growth and enhancing its reputation as a center for knowledge and talent.

Emergence of Non-state Universities

There are a number of non-state universities already established and many more will be established based on the policy of the government. The concept of paid higher education has begun to become a societal norm. This may provide an opportunity for state universities such as SUSL to expand its fee levying study programs.

High Demand for Commercialization of research

There is a growing demand from locally-oriented industry for commercialization of research and technology. This provides a great opportunity for researchers at SUSL to conduct more industry-oriented research with the auspices of the UBL Cell with the view to capitalize on this opportunity.

Membership of the International Association of Universities

Sabaragamuwa University of Sri Lanka is a member of the International Association of Universities. This provides a great recognition as a reputed higher education and a research institute.

Threats

Threats are present in the external environment and it is vital to anticipate threats and to take proactive action against them before the university becomes a victim of them. Major Threats identified by SUSL are summarized below.

The weak economic and political circumstances in the country

The weak economic and political environment in the country is exacerbated by its incapacity to generate new job opportunities and absorb recent graduates. This economic fragility not only hampers the prospects of fresh graduates seeking gainful employment but also leads to increased unemployment rates, contributing to a cycle of financial instability. Addressing this issue is crucial for fostering economic growth and providing a brighter future for the nation's young workforce.

Reduction of public funds to the university

The reduction of public funds allocated to universities presents a significant weakness in the education system. It can lead to a decrease in the quality of education and research opportunities available to students and faculty. Additionally, this financial strain may result in making education less accessible to aspiring students, ultimately impacting the overall educational landscape negatively.

Mentality of the School children of GCE/AL qualification

The negative mentality of school children who opt to pursue a degree immediately after their GCE (O/L) examinations, bypassing GCE (A/L), poses a significant threat to Sabaragamuwa University of Sri Lanka and the broader Sri Lankan university system.

Tuition mentality of the incoming students

Many of the undergraduate students expect to be spoon-fed rather than searching for knowledge.

Emerging of Non-state Universities

High competition since the emergence of private higher education institutions. Also, the UGC provides loans to students who want to complete their higher education in non-state universities.

Negative Social Attitude on State University system

The negative public perception of the State University system presents a substantial threat to Sabaragamuwa University of Sri Lanka and the entire Sri Lankan public university system. Such perceptions can deter prospective students and erode confidence in the quality of education offered. Addressing this issue is vital for maintaining the reputation and effectiveness of the university, ensuring it continues to attract and serve the best and brightest students.

Political involvement in appointments

There has been a high degree of influence by politicians in the appointments specially of general non-academic and technical staff. This practice has provided a poor opportunity for the university to attract qualified human resource which may have affected the performance and the efficiency of the university.

The brain drain

The brain drain in Sri Lanka refers to the significant emigration of highly skilled and educated professionals from the country. This phenomenon has been a cause for concern as it results in the loss of intellectual capital and expertise, particularly in crucial sectors like healthcare and technology. Many Sri Lankan professionals seek opportunities abroad due to factors such as better career prospects, higher salaries, and improved living conditions, leading to a substantial talent drain.

Limited opportunity for interaction with industry and stakeholders

The limited opportunity for interaction with industry and stakeholders in Colombo poses a threat to the Sabaragamuwa University of Sri Lanka. Insufficient engagement hinders practical exposure, industry partnerships, and student networking. This restricts the university's ability to align programs with industry needs and may limit graduates' employability and research collaboration.

Outdated govt. Acts, circular, procedure, rules, and regulations

Some outdated government acts, circulars, procedures, rules, and regulations pose a significant threat to efficient governance. These remnants of the past hinder progress, stifle innovation, create unnecessary bureaucracy, and limit SUSL in its national contribution. Adapting to the modern world is essential to ensure that government remains responsive, fair, and effective in serving its citizens.

Location with Poor facilities for the Community

The university is located in a locale with poor facilities for the university community such as boarding and lodging, schooling, health facilities, and transport. The development of these facilities has not been in par with the rate of expansion of the university. This remoteness and the resultant poor availability of facilities have led to recruitment of students with poor Z-scores from the University Grants Commission.

Values and Guiding Principles

Future development of SUSL will be based on the following values and guiding principles.

Innovativeness and Exploration

This will be the main value and the guiding principle for future development of SUSL and means that SUSL will always place its emphasis in innovations related to industry including the higher education and research and explore all possibilities. Accordingly, new ideas and thoughts for development will be supported and encouraged.

Continuous Learning

SUSL will be continuously involved in learning the latest Technologies and disseminating such knowledge. The teaching and learning experience at SUSL will encourage students and instill a passion towards continuous learning in students.

Technological Superiority

SUSL has already commenced several nontraditional but technologically superior Courses. Students as well as Industry will benefit from these Courses and it will be an incentive for SUSL to continue with the same trend to introduce more new technological Courses.

Integrity

SUSL will always perform with integrity both internally and with all its stakeholders. It will operate impeccably in word and actions that will reflect its values. SUSL will treat everyone with respect and honesty.

Ownership, Pride, Commitment, and Teamwork

Another important value of SUSL is the ownership, pride, commitment, and teamwork. Every member of the staff, both academic and non-academic of SUSL will work as one cohesive Team in delivering its outputs and the commitments as responsible Stewards of University resources.

Be Futuristic

At the helm, SUSL will be responsive to client and employee needs with a futuristic approach. To meet this need, SUSL will continuously adjust its direction and process to accommodate changes.

Vision

The vision of the Sabaragamuwa University of Sri Lanka is to be an internationally acclaimed center of excellence in higher learning to produce dynamic human capital in creating value for society.

Mission

The mission of the Sabaragamuwa University of Sri Lanka is to create a conducive environment for producing competent graduates with social values by ascertaining and disseminating knowledge, developing skills, promoting innovation, enhancing university-industry collaboration and social responsibility.

Goals

1. Achieving excellence in teaching and learning to produce competent and employable graduates.
2. Achieving excellence in research and innovation.
3. Accomplishing efficiency of management of resources and strengthening governance.
4. Enabling a sustainable university.
5. Ensuring global recognition and visibility.

Goals, objectives and strategies of SUSL

	Goals	Objectives	Strategy/ies
1	Achieving excellence in teaching and learning to produce competent and employable graduates	1.1 To constantly upgrade the quality and relevance of academic programs	1.1.1 Establish periodic and systematic review of academic programs. 1.1.2 Follow guidelines to assure quality and relevance of academic programs 1.1.3 Introducing new degree and other study programs.
		1.2 To use appropriate pedagogies and assessment for effective delivery of academic programs.	1.2.1 Enhance graduate attributes through effective teaching.
		1.3 To establish an exceptional, intellectually inspirational and an inclusive learning environment that promotes graduate attributes	1.3.1 Promote active and collaborative learning techniques. 1.3.2 Enhancing student counselling and mentoring. 1.3.3 Strengthening career development
		1.4 Upgrade physical environment and enhance social environment.	1.4.1 Improve and expand sports, recreational and health facilities. 1.4.2 Promote soft skills and social harmony among students.
		1.5 Promoting entrepreneurship and innovation culture	1.5.1 Establish / strengthen business incubation and mentorship. 1.5.2 Strengthen entrepreneurship education.

	Goals	Objectives	Strategy/ies
2	Achieving excellence in research and innovation	2.1 To strengthen research and innovation	2.1.1 Strengthen the mechanism to improve research and innovation. 2.1.2 Strengthen knowledge creation and commercialization. 2.1.3 Develop research collaborations
		2.2 To strengthen dissemination of knowledge	2.2.1 Strengthen procedures to promote publications.
		2.3 To influence research and innovation to drive community development	2.3.1 Strengthen community engagement programs

	Goals	Objectives	Strategy/ies
3	Accomplishing efficiency of management of resources and strengthening governance	3.1 To develop physical resources and infrastructure facilities	3.1.1 Accelerate approved construction projects 3.1.2 Accelerate the physical and infrastructure development projects 3.1.3 Upgrade the existing physical resources
		3.2 Strengthen the Human Resource to create a pool of competent staff	3.2.1 Effective Human Resource Planning and Development
		3.3 To enhance an IT-based Integrated Human Resources Management System	3.3.1 To enhance an IT-based Integrated Human Resources Management System 3.3.2 Streamlining the Performance and Appraisal and management 3.3.3 Managing Leave and Attendance 3.3.4 Efficiently managing Discipline, Conflict Resolution and Grievance Handling 3.3.5 Hostel Allocation and Management
		3.4 Integrated Physical Resource Management System	3.4.1 Centralized Inventory Management 3.4.2 To develop a Physical Resource Allocation System 3.4.3 To achieve operational efficiency through smart use of IT

	Goals	Objectives	Strategy/ies
4	Enabling a sustainable university	4.1 To enhance the environmental impact of the university.	4.1.1 Ensure environmental sustainability. 4.1.2 Strengthen environmental education. 4.1.3. Strengthen environmental research.
		4.2 To diversify and expand the university's revenue streams	4.2.1 Expansion of education services 4.2.2 Expansion of other services like consultancy, tourism, Sports, adventure programs, Ground and Auditorium 4.2.3 Income generation through production

		4.3 Optimal utilization of resources and Cost minimization	4.3.1 Encourage Cost minimizing mechanisms
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	Goals	Objectives	Strategy/ies
5	Ensuring global recognition and visibility	5.1 Achieving recognition in Asia and the World.	5.1.1 Obtain memberships in international academic and professional institutions. 5.1.2 Strengthening internationalization. 5.1.3 Establish international collaborations. 5.1.4 Strengthening global visibility of SUSL.

Activity Plan 2024 – 2028

Goal 1: Achieving excellence in teaching and learning to produce competent and employable graduates

1.1 To constantly upgrade the quality and relevance of academic programs

1.1.1 Establishing periodic and systematic review of academic programs.

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.1.1.1	Periodic review of existing curricula for every five years.	Curriculum Refreshment Rate: Percentage of courses/modules reviewed and updated	90	100	80	100	100	20	
1.1.1.2	Periodic review of existing curricular in line with SLQF guidelines, SBS, and 21st Century skills of students.	Percentage of courses/modules reviewed and updated	90	100	80	100	100	4.5	
1.1.1.3	Integrate GEE policies into the curriculum/teaching and learning process	Percentage of degree programs integrated with GEE policies	25	50	50	75	100	2.5	
1.1.1.4	Monitoring the curriculum revision in line with standard guidelines and policies.	Percentage of curriculum revision completed	25	50	50	75	100	1	
	Total							28	

1.1.2 Follow guidelines to assure quality and relevance of academic programs.

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.1.2.1	Implementing the recommendations in the Institutional and Program Review Guidelines of UGC	Percentage successfully implemented	90	100	100	100	100	2.5	
1.1.2.2	Periodically monitoring the actions implemented according to the Institutional and Program Review Guidelines of UGC	Percentage successfully implemented	100	100	100	100	100	2.5	
1.1.2.3	Synchronizing the academic calendar to ensure the completion of the degree within the stipulated time	Percentage synchronization achieved	80	100	100	100	100	10	
1.1.2.4	Releasing the exam results within 3 months following the UGC circular.	Percentage of exam results released	80	90	100	100	100	90	
1.1.2.5	Completing the degrees within 4 (5 yrs in Medicine) years.	Percentage of students completing	90	90	90	90	90	2	
	Total							107	

1.1.3 Introducing new degree and other study programs.

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.1.3.1	Establish the Faculty of Engineering with all relevant resources.	Progress milestones	---	---	---	Proposal	Activity	20	
1.1.3.2	Establish the Faculty of Sports Sciences with all relevant resources.	Progress milestones	--	---	---	Proposal	Activity	20	
1.1.3.3	Introduce nationally and internationally relevant new faculties, departments, and undergraduate degree programs	Percentage progress	---	50	75	100	100	20	
1.1.3.4	Introduce new open and distance learning study programs	Percentage progress	40	80	100	100	100	30	
1.1.3.5	Introduce new postgraduate degree programs	Percentage progress	50	80	100	100	100	15	
	Total							105	

Objective 1.2: To use appropriate pedagogies and assessment for effective delivery of academic programs.

Strategy 1.2.1: Enhance graduate attributes through effective teaching.

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.2.1.1	Promoting interactive methods in all the faculties teaching and learning process (blended learning)	Number of workshops conducted	20	20	20	20	20	81	
1.2.1.2	Broad base access to ICT resources	Percentage progress	40	60	100	100	100	105	
1.2.1.3	Promote access to information resources through modern technology	No. of smart classes	20	20	20	20	20	50	
1.2.1.4	Integrating IT into library services	# of E catalogs accessed	6	16	20	20	20	30	
1.2.1.5	Broad basing university-industry collaborations to enhance graduate attributes	Number of collaborations established	24	30	30	30	30	13	
1.2.1.6	Promoting community-based service-learning projects	Percentage of targets achieved	80	90	100	100	100	15	
1.2.1.7	Integrating IT into student registration, progression and examination work	Percentage of targets achieved	60	70	100	100	100	5	
1.2.1.8	Enhance technology Integration with teaching and introducing innovative pedagogies	Percentage of targets achieved	50	50	75	100	100	10	
1.2.1.9	Strengthen Teacher training for professional development	# of training workshops	7	12	17	17	17	5	
1.2.1.10	Reinforce the Assessment process aligning with ILOs	Progress of ILO mapping with assessments	60	75	80	90	90	2.5	
1.2.1.11	Develop a monitoring mechanism to ensure the effective implementation of teaching, learning, and assessment methods (Develop an online dashboard to monitor	Percentage of targets achieved	60	60	70	80	10	4.5	

	lecturing, assessments, examinations, marking, and releasing of results)								
	Total							321	

Objective 1.3: To establish an exceptional, intellectually inspirational and an inclusive learning environment that promotes graduate attributes

Strategy 1.3.1: Promote active and collaborative learning techniques.

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.3.1.1	Establishing a fully-fledged Student Center to lead student welfare and related activities	Percentage of targets achieved	---	---	Proposal 25M	50M	60M	135	
1.3.1.2	Provide One-on-One Support and peer-assisted learning (Provide opportunities for personalized interactions, such as regular check-ins with instructors or mentors, to discuss individual learning goals and address challenges).	Percentage of students	50	50	75	100	100	7.5	
1.3.1.3	Promote collaborative learning activities that encourage students to work together, share ideas, and support peer-to-peer learning.	Number of activities	3	7	7	11	11	25	
	Total							167.5	

Strategy 1.3.2: Enhance student counseling and mentoring.

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.3.2.1	Enhance staff-student relationships by strengthening student counseling and mentoring	Percentage of targets achieved	25	50	75	100	100	10	
1.3.2.2	Reinforce academic-related extracurricular activities	No. of activities	18	18	21	21	21	2.5	
1.3.2.3	Strengthening the mentoring programs for undergraduates with the support of industry mentors and alumni	Percentage of targets achieved	25	40	50	75	100	2.5	
1.3.2.4	Develop an IT-based student help desk to identify student needs and enhance student satisfaction	No. of students	100%	100%	100%	100%	100%	2.25	
	Total							17.25	

Strategy 1.3.3: Strengthening career development

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.3.3.1	Establish comprehensive career development services to support students' career readiness and job placement.	Percentage of targets achieved	100	100	100	100	100	5	
1.3.3.2	Organize workshops and seminars on resume writing, interview skills, and job search strategies.	Number of workshops	8	8	9	9	10	2.5	
1.3.3.3	Enhance career counseling and guidance to help students explore their interests and develop	Number of career fairs	10	10	10	12	12	2.25	

	personalized career paths.								
1.3.3.4	Create platforms for networking career fairs, and industry forums, enabling students to connect with employers.	Number of sessions	8	8	9	9	10	5	
1.3.3.5	Strengthen collaboration with alumni networks and industry partners	Number of collaborations	8	8	9	9	10	3.75	
	Total							18.5	

Objective 1.4: Upgrade physical environment and enhance social environment

Strategy 1.4.1: Improve and expand sports and recreational facilities

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.4.1.1	Construction of new facilities for physical and mental fitness	Percentage of targets achieved	50	60	80	80	90	25	
1.4.1.2	Improving existing facilities for physical and mental fitness	Percentage of targets achieved	50	50	60	80	80	25	
1.4.1.3	Procurement of landscaping inputs and equipment	% progress of procurement	100	100	100	100	100	10	
1.4.1.4	Promote sports events among faculties / students	Ranking in SLUG	2	2	2	2	2	--	
		Ranking in inter-university games	2	2	2	2	2	--	
1.4.1.5	Organizing aesthetic activities and programs for university staff members to promote mental wellbeing through the Arts center	Number of programs	2	2	2	2	2	2.5	
1.4.1.6	Facilitating students to organize aesthetic activities and social events through the arts center	Number of programs	2	2	2	2	2	2.5	
	Total							65	

Strategy 1.4.2: Promote soft skills and social harmony among students

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.4.2.1	Promote cultural events among faculties	Percentage of targets achieved	50	75	100	100	100	2.5	
1.4.2.2	Improving soft skills of students through the curricula	Percentage of targets achieved	100	100	100	100	100	10	
1.4.2.3	Improve staff capacity to help improve student soft skills	# of staff training programs conducted	30	30	30	40	40	2.5	
	Total							15	

Objective 1.5: Promoting entrepreneurship and innovation culture

Strategy 1.5.1: Establish / strengthen business incubation and mentorship

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.5.1.1	Develop university business policy	Percentage of targets achieved	100	100	100	100	100	1	
1.5.1.2	Provide entrepreneurship training, mentorship for students	No. of workshops	8	8	9	9	10	2.5	
1.5.1.3	Provide entrepreneurship training, mentorship for staff	No. of workshops	2	2	2	2	2	2.5	
1.5.1.4	Provide access to startup resources	Percentage of targets achieved	50	50	100	100	100	1	
	Total							7	

Strategy 1.5.2: Strengthen entrepreneurship education

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
1.5.2.1	Develop programs and initiatives that encourage researchers and students to explore entrepreneurship and innovation opportunities	Percentage of targets achieved	50	50	80	100	100	2.5	
	Total							2.5	

Goal 2: Achieving excellence in research and innovation

Objective 2.1: To strengthen research and innovation

Strategy 2.1.1: Strengthen the mechanism to improve research and innovation.

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
2.1.1.1	Allocate resources to enhance and modernize research facilities, laboratories, and equipment.	Percentage of targets achieved	25	40	40	40	80	90	
2.1.1.2	Provide training and support for researchers and staff to effectively utilize the new equipment.	No. of programs	9	9	9	9	9	1	
2.1.1.3	Regularly review and update the equipment inventory	Percentage of progress achieved	50	50	100	100	100	0.5	
2.1.1.4	Establish a strong research ethics policy	Percentage of completion	0.25	0.25	0.25	0.25	0.25	1.25	
	Total							92.75	

Strategy 2.1.2: Strengthen Knowledge creation and commercialization

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
2.1.2.1	Provide guidance for securing intellectual property rights and navigating the process of technology transfer and licensing	Percentage of targets achieved	100	100	100	100	100	2.5	
2.1.2.2	Conduct support programs to researchers in identifying commercialization opportunities,	Percentage of targets achieved	100	100	100	100	100	2.5	
2.1.2.3	Initiate/enhance the industry partners and investors to promote the commercialization of research outcomes	Percentage of targets achieved	100	100	100	100	100	2.5	

2.1.2.4	Conduct awareness programs to encourage students and staff to obtain patents/Trade Mark/ PCT Applications	Percentage of targets achieved	100	100	100	100	100	2.5	
	Total							10	

Strategy 2.1.3: Develop research collaborations

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
2.1.3.1	Foster partnerships and collaborations through MoUs with other academic institutions, industry stakeholders, and research organizations.	Percentage of targets achieved	80	100	100	100	100	10	
2.1.3.2	Establish partnerships with funding agencies.	Percentage of targets achieved	80	100	100	100	100	1.25	
2.1.3.3	Increase the number of Formal Agreements/ MoUs with companies, professional associations, and industry	Percentage of targets achieved	80	100	100	100	100	1.5	
2.1.3.4	Maintain regular interactions with the industry to understand their needs, emerging trends, and skill requirements	Percentage of targets achieved	80	100	100	100	100	1.25	
2.1.3.5	Collaborate with industry to share resources and services on the teaching-learning process	Percentage of targets achieved	80	100	100	100	100	2	
	Total							16	

Objective 2.2: To strengthen dissemination of knowledge

Strategy 2.2.1: Strengthen procedures to promote publications.

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
2.2.1.1	Organize student research forums to disseminate research findings	Number of dissemination events per year	5	5	5	5	5	25	
2.2.1.2	Workshop for promoting publications	Percentage of targets achieved	30	50	100	100	100	25	
2.2.1.3	Conduct / initiate National and International Research Symposia by faculties / University	No. of events	5	1	5	1	5	25	
2.2.1.4	Initiate new publication channels at the Faculty/University level (Magazines, policy papers, reports etc.)	Number of papers published	60	80	100	200	200	2.5	
2.2.1.5	Ensure the publication of university and Faculty journals on time	Regularity of journals	60	100	100	100	100	5	
2.2.1.6	Initiate / Enhance awarding and rewarding system for research performances at the Faculty/ University level	No. of events	1	1	1	1	1	5	
	Total							87.5	

Objective 2.3: To influence research and innovation to drive community development

Strategy 2.3.1: Strengthen community engagement programs

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
2.3.1.1	Identify pressing challenges and issues of the community and give research-based innovative solutions	Percentage of targets achieved	80	100	100	100	100	1.5	
2.3.1.2	Establish partnerships with local government agencies, non-profit organizations, and community groups to contribute to community development	Percentage of targets achieved	80	80	100	100	100	1	
2.3.1.3	Conduct awareness programs to encourage staff and students to conduct community-related research studies.	No. of events	10	10	10	10	10	2.5	
2.3.1.4	Implement innovative research-based experimental projects for community development	Percentage of targets achieved	40	50	60	100	100	8	
2.3.1.5	Develop a mechanism to transfer the research knowledge and expertise to the community by providing training programs and workshops	Percentage of targets achieved	80	80	90	100	100	1	
	Total							14	

Goal 3: Accomplishing efficiency of management of resources and strengthening governance

Objective 3.1: To develop physical resources and infrastructure facilities

Strategy 3.1.1: Accelerate approved construction projects

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.1.1.1	Construction of the Building Complex of the Faculty of Medicine (Professorial Unit, Other Buildings, Administrative Unit, Para-Clinical Building and road network	Percentage completion	-	-	100	-	-	50	Saudi Development Fund
3.1.1.2	Construction of the Building Complex of the Faculty of Technology	Percentage completion	100	--	--	--	--	31	Funded by ADB
3.1.1.3	Construction of the building Complex of the Faculty of Agricultural Sciences Phase I (Stage I)	Percentage completion	90	100	--	--	--	500	
3.1.1.4	Construction of the university road network	Percentage completion			25	50	100	300	
3.1.1.5	Construction of the Building Complex of the Faculty of Computing	Percentage completion	-	25	50	100	100	550	
3.1.1.6	Construction of Administrative Building Complex of SUSL	Percentage completion		25	50	100	100	40	
	Total							1471	

Strategy 3.1.2: Accelerate the physical and infrastructure development projects

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.1.2.1	Construction of the Building Complex of the Faculty of Management Studies Phase II (Stage I)	Percentage completion	10	30	50	75	100	665	
3.1.2.2	Construction of the Building Complex of the Faculty of Social Sciences and Languages Phase II (Stage I)	Percentage completion	10	30	50	75	100	665	
3.1.2.3	Accelerate the construction process of the library complex	Percentage completion	10	30	50	75	100	365	
3.1.2.4	Accelerate the construction process of the Gymnasium / Auditorium and Sport Complex	% Completion	-	-	25	50	100	220	
3.1.2.5	Accelerate the construction process of the Mini Hotel/Teaching Hotel for Tourism and Hospitality Management degree programs; Establishment of an Indoor Gymnasium; and Developing the existing herbarium of FAPS into a more improved state	% Completion	--	30	50	75	100	110	EXPECTING FOREIGN FUNDS
3.1.2.6	Construction of a building for the Faculty of Graduate Studies (Phase I)	Percentage completion			50	75	100	250	
3.1.2.7	Construction of three buildings for student accommodation	Percentage completion		25	50	75	100	800	
3.1.2.8	Expansion of infrastructure facilities within the vicinity and surrounding SUSL – Township Project				30	30	40	600	
	Total							3675	

Strategy 3.1.3: Upgrade the existing physical resources

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.1.3.1	Upgrade staff accommodation and cafeterias	Percentage completion		25	50	75	100	115	
3.1.3.2	Upgrade student accommodation and cafeterias	Percentage completion		25	50	75	100	80	
3.1.3.3	Renovation of the Professor Dayananda Somasundara Auditorium	Percentage completion	-	25	50	75	100	100	
3.1.3.4	Renovate All Faculties building complexes	Percentage completion	-	25	50	75	100	200	
3.1.3.5	Renovate the Auditorium of the Faculty of Management Studies	Percentage completion		50	100	-	-	30	
3.1.3.6	Renovate the Centre for Computer Studies	Percentage completion	80	20	---	---	---	15	
3.1.3.7	Renovation of Arts Center	Percentage completion	---	---	---	---	---	---	
3.1.3.8	Upgrade the server room of the Centre for Computer Studies	No of Servers	25	75	100			20	
3.1.3.9	Purchasing an ambulance to the university health centre	No of ambulances	15	01				20	
3.1.3.10	Improvement of transport convenience within SUSL – Shuttle service	Percentage completion	-	-	-	50	100	20	
3.1.3.11	Renovation of staff accommodations donated by CEB	Percentage completion	50	100				5	
	Total							605	

Objective 3.2: Strengthen the Human Resource to create a pool of competent staff

Strategy 3.2.1: Effective Human Resource Planning and Development

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.2.1.1	Develop an induction program for new staff	Percentage completion	20	40	60	80	100	5	
3.2.1.2	Conduct HR development Programs for university staff (Academic/Administrative /Non-academic staff)	Percentage completion	20	40	60	80	100	1.25	
3.2.1.3	Staff engagement and social harmony activities	Percentage completion	20	40	60	80	100	2.5	
3.2.1.4	Implementation of employee grievance handling and counseling practices	Percentage completion	20	40	60	80	100	0.5	
3.2.1.5	Implementation of Staff Satisfaction Survey	Percentage completion	20	40	60	80	100	0.5	
3.2.1.6	Ensure staff satisfaction	Percentage completion	20	40	60	80	100	0.5	
3.2.1.7	Device a reward management strategy to attract, motivate and retain talented academic and administrative staff.	Percentage completion	20	40	60	80	100	1	
	Total							11.25	

Objective 3.3: To enhance an IT-based Integrated Human Resources Management System

Strategy 3.3.1: To enhance an IT-based Integrated Human Resources Management System

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.3.1.1	Digitization of personal files of the staff (Including a data base).	Percentage Completion	20	40	60	80	100	0.5	
3.3.1.2	Developing an IT-based HRM system	Percentage Completion	20	40	60	80	100	0.5	
3.3.1.3	Implementing an IT-based HRM system	Percentage Completion	20	40	60	80	100	0.5	
	Total							1.5	

Strategy 3.3.2: Streamlining the performance appraisal and management

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.3.2.1	Develop a staff performance management system	Percentage Completion	20	40	60	80	100	0.25	
3.3.2.2	Develop a staff performance digital dashboard	Percentage Completion	20	40	60	80	100	0.25	
3.3.2.3	Develop a mechanism to integrate staff performance data for awarding and rewarding	Percentage Completion	20	40	60	80	100	0.25	
	Total							0.75	

Strategy 3.3.3: Managing leave and attendance

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.3.3.1	Develop an automated leave application and approval system	Percentage completion	-	25	50	75	100	0.8	
3.3.3.2	Maintain the existing digital attendance management system	Percentage completion		25	50	75	100	0.4	
	Total							1.2	

Strategy 3.3.4: Efficiently managing discipline, conflict resolution and grievance handling

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.3.4.1	Develop a system for recording and tracking disciplinary incidents and actions taken.	Percentage Completion	20	40	60	80	100	0.2	
3.3.4.2	Develop a digital system to obtain grievances from staff	Percentage Completion	20	40	60	80	100	0.2	
3.3.4.3	Accelerate the inquiry process for staff	Percentage Completion	20	40	60	80	100	0.2	
3.3.4.4	Accelerate all inquiry process for students	Percentage Completion	20	40	60	80	100	0.2	
	Total							0.8	

Strategy 3.3.5: Hostel and Staff Allocation and Management

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.3.5.1	Create an online system to manage hostel preferences, allocations, and room occupancy	Percentage Completion	20	40	60	80	100	0.4	
3.3.5.2	Conduct awareness programs for students on the sustainable utilization of hostel facilities	Percentage Completion	20	40	60	80	100	0.4	
	Total							0.8	

Objective 3.4: Integrated Physical Resource Management System

Strategy 3.4.1: Centralized Inventory Management

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.4.1.1	Develop a database for physical resources, including equipment, supplies, and assets.	Percentage Completion	20	40	60	80	100	0.7	
3.4.1.2	Develop an IT-assisted integrated system for real-time updates to reflect inventory changes accurately	Percentage Completion	20	40	60	80	100	0.7	
3.4.1.3	Provision of staff training to implement the system	Percentage Completion	20	40	60	80	100	0.7	
	Total							2.1	

Strategy 3.4.2: to develop a Physical Resource Allocation System

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.4.2.1	Create an online booking system for resource allocation, allowing staff to reserve spaces as per their requirements.	Percentage Completion	20	40	60	80	100	0.5	
3.4.2.2	Develop an online maintenance request system to report issues with facilities or equipment.	Percentage Completion	20	40	60	80	100	0.5	
3.4.2.3	Develop a workflow for tracking and prioritizing maintenance tasks	Percentage Completion	20	40	60	80	100	0.5	
3.4.2.4	Develop a system for feedback mechanism to assess the quality of maintenance services	Percentage Completion	20	40	60	80	100	0.5	
3.4.2.5	Create an online vehicle reservations system to manage vehicle requests	Percentage Completion	20	40	60	80	100	0.5	
3.4.2.6	Develop and implement an online vehicle maintenance system	Percentage Completion	20	40	60	80	100	0.5	
	Total							3	

Strategy 3.4.3: To achieve operational efficiency through strengthening IT services

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
3.4.3.1	To re-visit the IT policy of SUSL	Percentage Completion	20	40	60	80	100	1	
3.4.3.2	To strengthen the implementation of the IT	Percentage Completion	20	40	60	80	100	1	

	Policy								
3.4.3.3	Expand the bandwidth of the internet at SUSL	Percentage Completion	20	40	60	80	100	5	
3.4.3.4	Develop and improve a university-wide MIS for efficient use of resources and information	Percentage Completion	20	40	60	80	100	5	
3.4.3.5	Provide staff training for the MIS	Percentage Completion	20	40	60	80	100	5	
	Total							17	

Goal 4: Enabling a sustainable university

Objective 4.1: To enhance the environmental impact of the university

Strategy 4.1.1: Ensure environmental sustainability

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
4.1.1.1	Establish an Environmental Center with Directorate and administration	Percentage progress	-	25	50	75	100	10	
4.1.1.2	Promote green and sustainable initiatives	Percentage progress	-	25	50	75	100	0.8	
4.1.1.3	Develop a sustainable waste management policy& System	Percentage progress		25	50	75	100	0.8	
4.1.1.4	Develop a sustainable waste management plan	% Reduction of waste		100	75	50	---	2	
4.1.1.5	Installation of solar power system	Percentage progress			30	60	100	60	Funded by ADB
4.1.1.6	To manage energy usage	Percentage progress	20	40	60	80	100	1	
4.1.1.7	Conserving water	Percentage progress	20	40	60	80	100	0.5	
4.1.1.8	To engage in activities related to green institutional ranking	Percentage progress	20	40	60	80	100	2.5	
4.1.1.9	To obtain green institutional ranking	Percentage progress	20	40	60	80	100	2.5	
	Total							80.1	

Strategy 4.1.2: Strengthen environmental education

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
4.1.2.1	Ensure inclusion of sustainability-related courses in curricular	Percentage progress	20	40	60	80	100	2	
4.1.2.2	Promote the sustainability concept among students	Percentage progress	20	40	60	80	100	5	
	Total							7	

Strategy 4.1.3: Strengthen environmental research

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
4.1.3.1	Broad-base funding on environmental research	Percentage progress		25	50	75	100	2	
	Total							2	

Objective 4.2: To diversify and expand the university's revenue streams

Strategy 4.2.1: Expansion of education services

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
4.2.1.1	Expand the courses offered by CODL for local and foreign students And Strengthen the quality and the relevance of the existing open and distance learning programs	Percentage progress	20	40	60	80	100	10	
4.2.1.2	Expand postgraduate courses for local and foreign students	Percentage progress	20	40	60	80	100	10	
4.2.1.3	Expand partnerships with other institutions to offer educational programs (e.g.: Education Diploma with NIE, Conducting our courses in other institutions)	Percentage progress	20	40	60	80	100	5	
	Total							25	

Strategy 4.2.2: Expansion of other services like consultancy, tourism, sports, and adventure programs, ground, auditorium

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
4.2.2.1	Develop a policy on the self-sustainability of the university	Percentage progress	20	40	60	80	100	5	
4.2.2.2	Expand tourism services (Construction of a Mini-hotel, Guest houses, Cabanas)	Percentage progress			20	50	100	20	
4.2.2.3	Self-sustainability to external stakeholders	Percentage progress				80	100	5	
4.2.2.4	Rent out university resources for external stakeholders (Auditorium,	Percentage progress			40	80	100	2	

	playground, and Swimming pool, etc.)								
	Total							32	

Strategy 4.2.3: Income generation through production

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
4.2.3.1	Encourage faculties to introduce new programs / services / productions to ensure the financial sustainability (animal feed, animal and crop products, value added food production, new equipment, software, etc)	Percentage progress	40	60	100			2	
	Total							2	

Objective 4.3: Optimal utilization of resources and cost minimization

Strategy 4.3.1: Encourage cost-minimizing mechanisms

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
4.3.1.1	Develop and implement a cost minimizing policy	Percentage progress	40	60	100	100	100	1	
4.3.1.2	Regular monitoring, assessment and feedback mechanisms	Percentage progress	50	100	100	100	100	1	
4.3.1.3	Awareness for the staff on potential cost minimization approaches	No. of awareness programs completed	1		1		1	0.5	
	Total							2.5	

Goal 5: Ensuring global recognition and visibility

Objective 5.1: Achieving recognition in Asia and the World.

Strategy 5.1.1: Obtain memberships in international academic and professional institutions.

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
5.1.1.1	Obtaining memberships in international academic and professional associations	Number of memberships	1	1	1	1	1	2	
5.1.1.2	Obtaining accreditations of international institutions for courses or study program	Number of accreditations	1	1	3	3	3	3	
	Total							5	

Strategy 5.1.2: Strengthening internationalization

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
5.1.2.1	Establishing a fully-fledged International Center to lead the internationalization strategy of SUSL	Percentage progress of establishment		50	100			2	
5.1.2.2	Developing a policy for internationalization	Percentage Completion		50	100	100	100	2	
5.1.2.3	Ensure foreign academics join the adjunct faculty	Number of foreign academics	2	10	10	20	20	5	
5.1.2.4	Ensure foreign academics join SUSL on sabbatical leave	Number of foreign academics							
5.1.2.5	Enrolling international students in	Number of		5	10	15	25	1	

	undergraduate programs	international students enrolled							
5.1.2.6	Enrolling international students in postgraduate programs (How about CODL?)	Number of international students enrolled				10	20	1	
5.1.2.7	Establish credit transfer to attract foreign students to complete foreign component at SUSL	Number of students							
5.1.2.8	Taking part in international sports and other events	Number of participants		3	5	5	5	5	
5.1.2.9	Providing funding to participate in international conferences and training programs	Number of participations	5	5	10	10	10	10	
5.1.2.10	Short-term overseas training received by staff	Number of participants	15	15	20	20	25	---	
	Total							26	

Strategy 5.1.3: Establish international collaborations

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
5.1.3.1	Mapping international partner institutions	Number of active MOUs signed		3	5	8	10	5	
5.1.3.2	Obtaining postgraduate qualifications from foreign universities	Number of postgraduate qualifications completed	5	5	10	10	10	10	
5.1.3.3	Visits of foreign scholars	Number of visits for academic activities		5	5	10	10	5	
5.1.3.4	Number of research theses examined by foreign academics	Number of theses examined	1	5	5	10	10	2	
5.1.3.5	Number of staff visited foreign institutions	Number of visits	4	8	12	16	20	10	
5.1.3.6	Staff exchanges with foreign	Number of staff	5	5	10	10	10	20	

	institutions	exchanges							
5.1.3.7	Student exchanges with foreign institutions	Number of student exchanges	5	5	10	10	10	20	
5.1.3.9	Engaging in international research and development projects	Number of projects	5	5	10	10	10	10	
	Total							82	

Strategy 5.1.4: Strengthening global visibility of SUSL

No.	Activity	KPI	Performance targets					Total budget (LKR Millions)	Remarks
			2024	2025	2026	2027	2028		
5.1.4.1	To conduct workshops for staff to improve scientific writing skills	# of workshops	2	4	5	5	5	5	
5.1.4.2	To conduct workshops for staff to improve knowledge and skills on publication	# of workshops	1	2	2	3	3	5	
5.1.4.3	To register with renowned higher education ranking institutions	# of registrations	1	2	2	2	2	2	
5.1.4.4	Improving SUSL website using SEO techniques	Domain Rating	50	55	60	65	70	5	
	Total							17	